

INTERNATIONAL
OLYMPIC
COMMITTEE

Report

Olympic Agenda 2020

Olympic Games: the New Norm

**Report by the Executive Steering Committee for Olympic Games
Delivery**

PyeongChang, February 2018

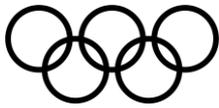


Table of contents

Part 1:	3
Olympic Agenda 2020	3
Olympic Games: From six recommendations to implementation.....	3
The New Norm	4
1. Candidature	4
2. Legacy	5
3. 7-year Journey Together	6
Measures and Actions – Overview	6
Financial Impact.....	10
The Actors and Work Done	11
Executive Steering Committee for Olympic Games Delivery.....	11
Part 2:	14
Measures and Actions – Detailed	14
1. Candidature	14
A. Candidature Process.....	14
B. Review of the Host City Contract.....	15
2. Legacy	17
3. 7-year Journey Together	19
A. Games Governance	19
B. Games Requirements.....	24
C. Support to Organisers.....	41
Annexes:	45
Annex 1: Calculation Methodology and Maximum Savings.....	45
Annex 2: Consultation Processes	50
Annex 3: Glossary	51
Annex 4: Sources	56



Part 1:

Olympic Agenda 2020

Olympic Games: From six recommendations to implementation

In 2014, the IOC Session gave unanimous approval to *Olympic Agenda 2020*, providing the strategic direction for a major review of all aspects of organising the Olympic Games – from candidature to Games delivery through to legacy – adding up to a fundamental rethink for future Olympic Games.

Of the 40 recommendations within *Olympic Agenda 2020*, six focused on aspects of the organisation of the Olympic Games;

1. Shape the bidding process as an invitation
2. Evaluate bid cities by assessing key opportunities and risks
3. Reduce the cost of bidding
4. Include sustainability in all aspects of the Olympic Games
12. Reduce the cost and reinforce the flexibility of Olympic Games management
13. Maximise synergies with Olympic Movement stakeholders

Whilst nurturing all that makes the Olympic Games unique, the overall goals that underpinned these recommendations were to simplify the Candidature Process and to create Games which are more flexible, easier to operate and less expensive, whilst also unlocking more value for host cities over the long term.

To address these goals, the IOC established three major initiatives, each with support from stakeholders including International Federations (IFs), National Olympic Committees (NOCs), The Olympic Programme (TOP) marketing partners and Rights-Holding Broadcasters (RHBs), and with the participation of the International Paralympic Committee (IPC).

1. **Redesigning of the Candidature Process** – Approved by the IOC Session in June 2017, fully implemented for the Olympic Winter Games 2026
2. **The IOC Legacy Strategic Approach** – Adopted by the IOC Executive Board in December 2017
3. **7-year Journey Together** – A transformation of organisation and delivery of future Olympic and Paralympic Games, rooted in the analysis of previous editions and a toolkit of 100 specific measures

This report from the Executive Steering Committee for Olympic Games Delivery summarises the findings and impacts of the first two initiatives and provides a comprehensive review of the Games organisation and delivery model.

The combined impacts of these initiatives are reimagining the value proposition of organising the Olympic Games. The reforms address many challenges of hosting and seeking to host the Olympic Games. The changes give more flexibility to designing Games that meet long-term development plans, and ensure that cities seeking to host the Olympic Games receive more support and assistance from the Olympic Movement.

The IPC has been closely involved in the development of the initiatives, and shares their objectives and outcomes. The outcomes presented in this report relate equally to the Olympic and the Paralympic Games, whilst the IPC also proposes a number of measures specific to the Paralympic Games.



The New Norm

This section provides a general overview of the three initiatives undertaken to review the whole lifecycle of the Olympic Games, from candidature to delivery and legacy. A short summary is presented for the candidature and legacy aspects, with a greater emphasis on the latest developments regarding Olympic Games delivery.

1. Candidature

In line with the strategic direction introduced through *Olympic Agenda 2020*, the IOC has undertaken a profound review of the Candidature Process and the Host City Contract, with streamlined operational requirements. Significant changes were initially introduced to the process for the Olympic Games 2024 and Olympic Games 2028, which saw the historic simultaneous awarding of these Games to Paris for 2024 and to Los Angeles for 2028. The findings of the Olympic Winter Games Strategic Working Group generated further reforms with 32 recommendations presented to the IOC Session in Rio.

The new Candidature Process for the Olympic Winter Games 2026, developed by an IOC Executive Board Working Group, reduces costs for cities and provides them and their NOCs with greater support and more flexibility to develop their Games concepts. It is characterised by ongoing, open dialogue with the cities, enabling continuous improvement of their Olympic Games project.

Stage One, “Dialogue”, is non-committal and enables the city to explore options and opportunities openly and in depth with the IOC and its stakeholders. Cities are not required to submit formal proposals and guarantees or deliver presentations during Stage One.

Stage Two, a shorter and lighter “Candidature” phase, emphasises the way that Games proposals should align with the city’s long-term local, regional and national development goals. During this stage, details regarding organisation and delivery are also provided by the cities.

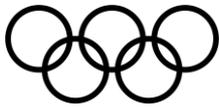
Throughout the process, the IOC will provide technical experts to help cities and NOCs develop their candidature concepts. All have extensive experience in bidding for and hosting Olympic Games, with specialised knowledge related to areas such as sports, venues, infrastructure, transport, accommodation, security, sustainability, legacy, finance and marketing. Costs for all expert support visits are covered by the IOC and the same group is available to all cities.

The IOC has organised interactive working sessions for the cities and taken part in or organised a variety of engagement activities with a wide group of stakeholders in each city.

As for the questionnaire and candidature documentation, the IOC has reduced the number of requirements and guarantees that must be submitted.

These changes have reduced the scope of work and associated cost for cities. The combined impact will be easier, lower-cost candidatures and Games plans that are better for the city and the Olympic Movement.

(Ten specific measures relating to the Candidature Process are listed in part two of the report.)



2. Legacy

Securing long-term benefits from hosting the Olympic Games has long been a recognised goal for the Olympic Movement. The Games leave tangible and intangible benefits, ranging from sports participation and infrastructure to social and economic legacies.

At the end of 2017, the IOC adopted a set of policies put forward by the Sustainability and Legacy Commission to better assess and nurture Games legacies. The new IOC *Legacy Strategic Approach* represents a significant development, as it formally embeds positive legacy planning into every stage of Games candidature and preparation, helping hosts to unlock value for the decades ahead.

Realising positive and enduring benefits from the Games needs consistent focus and management. To be successful, such planning should also be synchronised with the host city's long-term urban development goals.

Legacy must be a priority from the very start of Games planning at the creation of the Games vision through to final delivery and well beyond. To support this effort, the IOC will sit alongside candidate and host cities to facilitate their planning and implementation, evaluate outcomes and share best practices.

The *Legacy Strategic Approach* defines Olympic legacy as follows;

“Olympic legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games / sports events for people, cities / territories and the Olympic Movement.”

The framework of the *Legacy Strategic Approach* is based on four objectives:

Objective 1: Embed legacy through the Olympic Games lifecycle

Legacy will be discussed with cities interested in hosting the Olympic Games as early as the Dialogue Stage, and is fully embedded in the Candidature Process. Once a city is selected as host, its legacy vision and objectives will be an integral element of the Games management, coordination and decision-making process. Progress will be regularly monitored and corrective measures proposed where necessary. Governance arrangements in the host territory will be operational early in the lifecycle, and should be made resilient to pressure and changes of an operational, financial and political nature. Funding of legacy is ensured through early definition of the roles and responsibilities of local authorities.

Objective 2: Document, analyse and communicate the legacy of the Olympic Games

The legacy of upcoming Olympic Games will be reported on a regular basis whilst the long-term benefits of past Olympic Games will also be captured and shared.

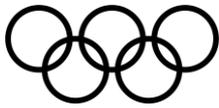
Objective 3: Encourage Olympic legacy celebration

The IOC will proactively engage with cities and NOCs regarding the celebration of their Olympic Games legacy (examples might include anniversaries of the Games, ongoing achievements of volunteer groups, other sporting, economic or social legacies). To support this, IOC assets and services are available to cities and constituents of the Olympic Movement where appropriate.

Objective 4: Build strategic partnerships

The IOC will strengthen strategic partnerships with the World Union of Olympic Cities and the Active Well-being Initiative to share and promote the full range of long-term benefits of hosting the Games. Other partnerships with expert organisations are anticipated on specific themes and to help share best practices.

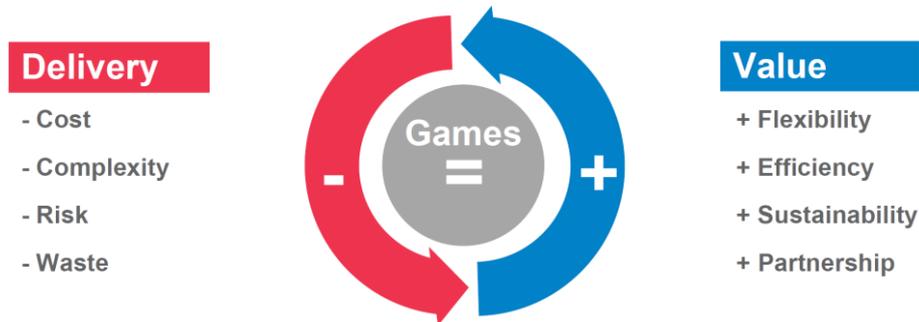
(Eight specific measures relating to the *Legacy Strategic Approach* are listed in part two of the report.)



3. 7-year Journey Together

In accordance with the priorities of *Olympic Agenda 2020*, the main objective for the review of Olympic Games delivery was set as follows:

“Enhance the Olympic and Paralympic Games value propositions by reducing the cost and complexity of the overall delivery model and better managing the risks and responsibilities of key stakeholders to enhance the flexibility, efficiency and sustainability of hosting the Games.”



Programme objective

Measures and Actions – Overview

The review of Olympic Games delivery resulted in **100 specific measures**, which can be summarised within three streams of activity:

- A. **Games Governance**
- B. **Games Requirements**
- C. **Support to Organisers**

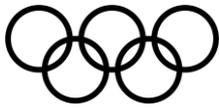
Further explanation of all subsequent measures and actions are outlined in part two of this report.

A. Games Governance

To unlock greater value from the Games for cities, organisers and other Olympic stakeholders, analysis was undertaken to determine if and where the current Games governance model could be enhanced.

While respecting the roles and responsibilities as established by the Olympic Charter, a renewed collaboration model would see stronger collaboration between the various parties. It is essential for the IOC and Olympic Movement to be able to contribute further to decision-making in order to better guide and steer the activities of the organisers. The various interactions between the OCOG and Olympic stakeholders must be efficient, driven by issue resolution and concrete outcomes, and be solution oriented.

The pivotal role of the IOC Coordination Commission will be enhanced to oversee Games preparation with a focus on stakeholders, including Rights-Holding Broadcasters and TOPs on an ad-hoc basis. Dedicated stakeholders' working groups (e.g. Athletes and NOC Services, Sport, Olympic Family) will be further reinforced, enabling Olympic Movement partners to discuss issues in detail with OCOGs.



A new element of the model is the creation of a Joint Steering Forum (JSF), which will complement the role of the Coordination Commission, with representation from the IOC, the OCOG, and the public authorities. Such a group was implemented for the Olympic Games Tokyo 2020 and produced very tangible positive results, to the tune of USD 2.2 billion in savings. In the future, the JSF will allow better integration of the various entities and authorities involved in the delivery of the Games and facilitate efficient discussion and resolution of major issues. The JSF will be co-led by the Coordination Commission Chair and the OCOG President, and the composition and frequency of meetings will be determined with each OCOG to reflect the local governance framework.

Well-informed planning timetables will also be key to making savings and avoiding risk. The IOC will help to set more flexible milestones for when planning, recruitment, delivery and construction need to start – too early or too late can be expensive – aiming for “just in time”. The new “3+4 Games Planning Framework” – in which organisers are encouraged to allocate approximately three years to focusing on strategic elements (e.g. scoping, securing resources, public engagement and communication) before shifting focus four years before the Games to detailed operational planning, readiness and delivery – provides a helpful starting point.

Business integration is also a factor in effective Games governance and marketing partners make significant contributions to the Olympic Games not just financially but through expertise, resources and in-kind support. This report outlines measures to optimise the participation of TOP commercial partners and unlock even more value from in-kind services that meet OCOG needs.

The role of the IOC administration will evolve to ensure increased presence with the Organising Committees. The assistance is increasingly necessary, not only to assess the risk of the project, but more and more to guide the OCOGs. More time will be spent supporting the organisers in developing their plans and ensuring their implementation.

During the Candidature Process, it will be important to assess the resources earmarked to manage and support the delivery of the Games. Every city and OCOG has a different profile, with different capabilities, risks and opportunities. Thus, the workforce needed will have to be flexible and comprise both in-house and external experts.

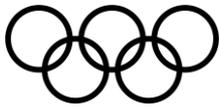
A particular focus will be on the budgeting approach, with a view to better reflecting the various types of budgets, including the Games operational budget and the budgets for development of sports infrastructure (e.g. venues) or other general infrastructure (e.g. roads). The IOC will work closely with the Games organisers, as early as the Candidature Process, to establish a clear matrix of financial and operational responsibilities for all entities (national, state / city governments and the OCOG). The IOC will also play a particular role in advising the organisers on the level and type of expertise needed to ensure good governance and cost control.

As a result of the measures above, the IOC and Olympic Movement will therefore play a greater part in the overall governance of the Olympic Games. This will allow for the experience and expertise from previous Olympic Games to be better integrated, favourably influencing the organisation of the Games.

B. Games Requirements

In general, Games delivery has met or surpassed service levels and expectations. At the same time, the complexity of the Games has also grown. The event encompasses more dimensions and has become more sophisticated across the whole spectrum of Games organisation and delivery.

By reviewing OCOG budgets from 2002 to 2020, the Executive Steering Committee for Olympic Games Delivery has looked for areas where reduction or rationalisation is possible without



compromising the event or stakeholder experience. Was the right service or product being provided? Was the level of the service appropriate and the timing of delivery optimal?

A first effort was made in the context of the Host City Contract review for the Olympic Games 2022, 2024 and 2028. On this occasion, requirements were significantly reduced and made more flexible.

The review, conducted in close partnership with Games stakeholders, has analysed every aspect and functional area of Games operations, including venues, energy, broadcasting, accommodation, transport, technology and the Paralympic Games.

Cost reductions are the combined effort of reductions across large cost centres and smaller savings. Examples include car parking spaces, tents, security scanning equipment, cars, etc. which, multiplied across the scale of the Games, along with associated space, energy, technology, staff and overhead savings, generate significant cost reductions.

The Executive Steering Committee looked at all the areas listed below to reduce, adjust and optimise requirements:

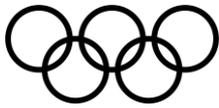
- Competition and Training Venues
- Olympic Village(s)
- Media including International Broadcast Centre and Main Press Centre
- Technology and Energy
- Transport
- Ceremonies, Culture and Education
- Hospitality
- Ticketing
- Accredited Seating
- Venue Access
- Food & Beverage
- Medical Services
- Security
- Brand, Identity and Look of the Games
- Accommodation
- Paralympics

C. Support to Organisers

To further contribute to the overall goal of enhanced flexibility, efficiency and sustainability of Games delivery, additional focus is placed on improving support to future hosts. To better support Organising Committees, activities will be transferred to Olympic Movement stakeholders, in particular IFs, NOCs and TOP Partners. The event organisation industry can also supply readymade solutions. Thus, the scope and complexity of work for the OCOG regarding the delivery of the Games will be simplified.

Olympic Broadcasting Services (OBS) provide an excellent example, where knowledge and expertise reside within the Olympic family to ensure the provision of high-quality services to Rights-Holding Broadcasters. In sport, IFs will provide essential elements of delivery instead of OCOGs. This is documented and detailed through the Sport Delivery Plan (SDP).

The SDP has been designed as a framework giving direction to the OCOG, IFs, IOC and OBS explaining where fixed responsibilities, deliverables and / or timelines could be transferred from an OCOG to an IF based on the following factors:



- Sport-specific elements and their complexity;
- Experience and expertise of host city / country and the OCOG administration;
- Experience and resources of the IF in question;
- Venue design (new, permanent, temporary, complexity of design, size, etc.);
- Complexity of venue operations;
- Construction or upgrading / renovation / adaptation;
- Cost reductions;
- Legacy plans;
- Sustainability / environmental risks.

Specific responsibilities that were considered appropriate for transfer to IFs included:

- Human Resource policy, with the IF supporting the OCOG (or possibly taking over) by establishing job descriptions or identifying specific sports managers;
- Design of venues, to ensure the best integration of their sport and necessary operational activities;
- Policies and procedures for their sport in the context of the Games;
- Standard Venue Operational Plans.

This work is already benefitting the Olympic Games Tokyo 2020 and Beijing 2022.

A second aspect of support to organisers entails making available “turnkey solutions”, ranging from an entire planning methodology to end-to-end services. A number of elements of Games operations remain fairly constant over time from one edition to the next. In order to limit the development costs and secure complicated solutions, long-term arrangements or facilities can be contracted to help Organising Committees.

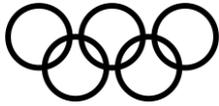
The list below is indicative in this respect:

- Ticketing Service Provider
- Venue infrastructure service cost planning and management
- Venue planning and design, venue operations planning
- Venue integrated schedule, including planning, design, delivery, and operations
- Sport presentation
- Games services – furniture, fixtures and equipment
- Olympic Results Services
- Torch relay (device and software)
- Hospitality
- Data Intercom Video Audio (DIVA)
- Website and CRM technology servicing
- Temporary power provider for broadcasting

Some turnkeys are already being implemented, such as Olympic Information Services (OIS) in PyeongChang. Others, such as Data Intercom Video Audio (DIVA) and website / CRM technology servicing (Olympic Channel), are already being discussed with Tokyo 2020 and soon Beijing 2022.

The Olympic Movement may also contribute to broader programmes in which experienced IOC advisors help organisers to design sports venues, transport or security systems or launch tenders to procure the right products in the right quantity at the right price.

Another measure will see the IOC identifying specialist companies to deliver complex services over a longer period than just one Games edition – perhaps in software, specialist catering or high technology.



Financial Impact

Olympic Agenda 2020 encouraged flexibility regarding Games delivery, generating additional long-term value for host cities and other stakeholders.

The Executive Steering Committee for Olympic Games Delivery provides concrete solutions and options to design and deliver future Olympic Games through:

- Better integration of Olympic stakeholders in the governance and delivery;
- Overall plans fully adapted to local context;
- Right sizing of resources (staff, equipment, spaces, etc.);
- Right quality of services;
- Use of third parties' capabilities to deliver;
- Shared solutions with previous and next organisers; and
- Shorter delivery timelines.

As a result, the report at hand provides a wide set of opportunities and tools to reduce costs in the following areas:

- Operating costs for Organising Committees;
- Capital investment for public authorities; and
- Games-related expenses for all stakeholders.

OCOGs will thus be in a better position to balance the operational budget, where possible, without public subsidies.

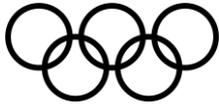
Capital investments by public authorities would also be favourably reduced by introducing more flexible requirements and allowing use of existing venues.

While the hosting of the Olympic Games will continue to generate substantial fiscal revenues, over the seven years of preparation, the expenses will be kept to the absolute essential.

Combined, the adoption of all the measures could lead to maximum savings of up to USD 1 billion in the organisation of the Olympic and Paralympic Games and USD 500 million in the organisation of the Olympic and Paralympic Winter Games (based on previous OCOG budgets).

Savings are marked as "maximum" because, although they have been calculated based on real spends or estimations at a series of previous Games, implementation will depend on the local context for each city. Full details of the basis for the financial calculations can be found in annex 1.

Furthermore, the Olympic Winter Games 2026 candidature projects should benefit from the outset. As a result, the projected operating budgets for the cities interested in hosting the Games are expected to show a positive evolution.



The Actors and Work Done

Executive Steering Committee for Olympic Games Delivery

All aspects of the outlined review of Olympic Games delivery are overseen by an Executive Steering Committee. Its responsibilities are twofold: firstly, its members provide strategic input to, and validate, the proposed measures generated by the programme; secondly, they ensure appropriate stakeholder participation and monitor the implementation of each measure.

Members include:

- John Coates, Chair
- Ser Miang Ng, IOC Finance Commission Chair
- Francesco Ricci Bitti, ASOIF President
- Gian Franco Kasper, AIOWF President
- Gunilla Lindberg, ANOC Secretary General
- Danka Bartekova, IOC Athletes' Commission member – Summer sports representative
- Yang Yang, IOC Athletes' Commission member – Winter sports representative

Background

In December 2014, the IOC Session adopted *Olympic Agenda 2020*, paving the way for a dramatic change in philosophy and approach regarding Olympic Games candidatures, delivery and legacy.

This led to the development and implementation of the following:

- September 2015 – Launch of the Candidature Process for the Olympic Games 2024, the first following approval of *Olympic Agenda 2020*, which included a newly created Invitation Phase.
- July 2016 – The recommendations of the Olympic Winter Games Strategic Working Group, chaired by John Coates, presented to the IOC Session.
- June 2017 – An Executive Board Working Group, chaired by John Coates, presented the new Candidature Process for the Olympic Winter Games 2026, which was approved by the IOC Extraordinary Session.
- December 2017 – The IOC Executive Board approved the *Legacy Strategic Approach*, developed by the Sustainability and Legacy Commission, chaired by HSH Prince Albert II of Monaco.

The last piece of the new norm was to review Games organisation and delivery.

Approach

This report is the result of a detailed review of how the Olympic Games are operated – involving previous OCOGs, IFs, NOCs, marketing partners, athletes, host cities, industry experts and a wide range of stakeholders and other partners. Data from previous Games has been analysed, and the usage of space studied in detail, along with levels of consumption of all services. Workshops were held with leaders of previous OCOGs; experts and advisors investigated key areas; and working groups were set up to explore specialist areas (such as a group set up by OBS to assess aspects of broadcast operations).

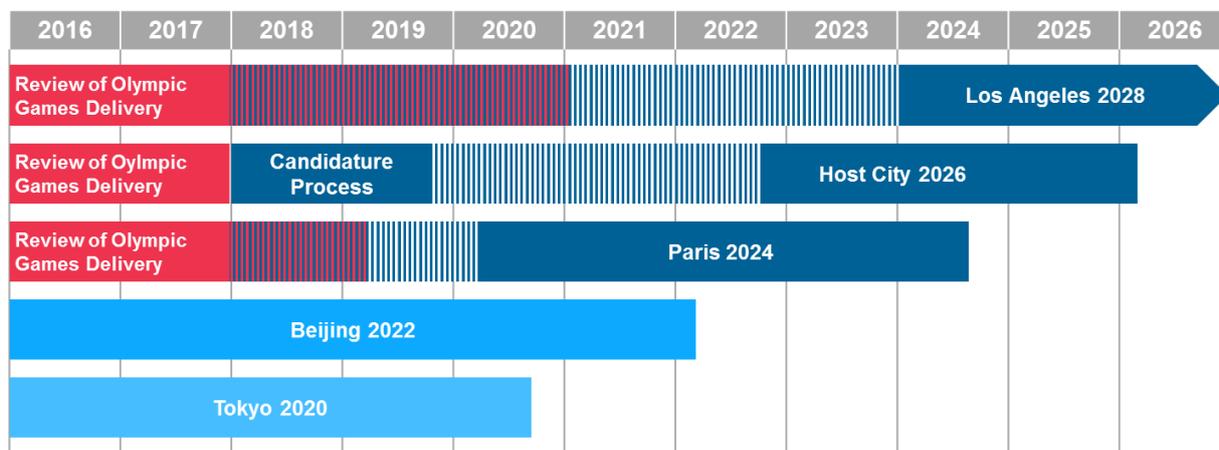


The IPC was involved in the development of this initiative as an integral part of the technical team and was equally enthusiastic in terms of seeking greater flexibility, efficiency and sustainability of the Games. Most of the conclusions and measures identified apply equally to both Games, whilst the IPC also proposed a small number of measures which are specific to the Paralympic Games.

Implementation

The IOC will maintain a dedicated programme team, composed of IOC and IPC executives, specialists and advisors who have already carried out the technical work and will now be responsible for the implementation, follow-up and monitoring of the programme. This team will receive strategic guidance and support from the Executive Steering Committee, whose members will share their experience and ensure that the perspectives and interests of summer and winter sport athletes, ASOIF, the AIOWF and ANOC are equally heard. There will also be regular updates to Olympic Movement stakeholders through existing channels.

Detailed and thorough background analysis was the first crucial step to review Olympic Games delivery, but investing resources, expertise and training will be equally important to effective implementation. The IOC is already adapting its internal structures to reflect the roll-out of the new model and welcomes more collaboration and co-construction with OCOGs, IFs, NOCs, TOPs, the IPC and other stakeholders to capitalise on their unique strengths and experience.



Programme implementation

The programme will be implemented with the upcoming Candidate Cities and OCOGs, focusing on Paris 2024 and Los Angeles 2028, as well as the cities interested in the Olympic Winter Games 2026. Involved in the design of the programme, Paris 2024 offers the first opportunity to fully utilise the outcomes and to co-construct the organisation of the Games. Games before 2024 will also be able to adopt elements of the programme where appropriate.

The OCOGs of the upcoming Games editions in Tokyo 2020 and Beijing 2022 are regularly updated in Coordination Commission meetings to ensure there can be early adoption where relevant.

While a consolidation of all measures is presented in the document, several actions have been selectively introduced to benefit either Candidate Cities or Games organisers of forthcoming Games.



The list below is not exhaustive, but provides examples of some of the positive impacts generated as part of *Olympic Agenda 2020*.

- **Olympic Games Rio 2016:** The test event programme was optimised to ensure the testing of critical functions while reducing budget pressure. The IOC, IFs and NOCs took on new financial and operational responsibilities, paving the way for concrete measures formalised in this report.
- **Olympic Winter Games PyeongChang 2018:** Temporary venues were reduced to decrease the complexity of the mountain operations. The construction period for the International Broadcast Centre (IBC) was shortened by OBS with significant benefit to the OCOG. A turnkey solution has been provided to the Organising Committee via Olympic Information Services, which are now under the responsibility of the IOC rather than the OCOG.
- **Olympic Games Tokyo 2020:** The OCOG was encouraged to use more existing and temporary venues, as per Recommendation 1 of *Olympic Agenda 2020*. Thus, USD 2.2 billion in savings were achieved. A number of requirements regarding transport, energy, overlay and others were also modified. Importantly, the additional responsibilities to be assumed by the International Federations are being documented in their respective Sport Delivery Plans.
- **Olympic Winter Games Beijing 2022:** By using legacy venues from 2008 for the ice venues and benefitting from the IFs expertise for the mountain venues and operations, the budget will be positively impacted. This is also made possible by the extensive usage of Games-wide experience and expertise as Games organisers.
- **Olympic Games Paris 2024 and LA 2028:** Both cities developed proposals that were aligned with existing city and regional sports, economic, social and environmental development plans. And by incorporating a record number of existing and temporary venues into their plans, Games delivery will be simplified significantly.

PyeongChang, February 2018

John Coates

Chair, Executive Steering Committee for Olympic Games Delivery



Part 2:

Measures and Actions – Detailed

1. Candidature

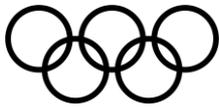
In line with the strategic direction introduced through *Olympic Agenda 2020*, the IOC has undertaken a thorough review of the Candidature Process and the Host City Contract to be signed upon awarding the Games to the selected host city. Significant changes were initially introduced to the process for the Olympic Games 2024 and 2028, which saw the historic simultaneous awarding of these Games to Paris for 2024 and to Los Angeles for 2028. The findings of the Olympic Winter Games Strategic Working Group generated further reforms with 32 recommendations presented to the IOC Session in Rio and incorporated into the new Candidature Process for the Olympic Winter Games 2026.

A. Candidature Process

The new Candidature Process for the Olympic Winter Games 2026, developed by an IOC Executive Board Working Group and already implemented, reduces costs for cities and provides them and the host National Olympic Committees (NOCs) with greater support and more flexibility to develop their Games concepts. It is characterised by ongoing, open dialogue with the cities, enabling continuous improvement of their Olympic Games projects. The IOC is currently working in close collaboration with cities interested in hosting the Games in 2026 and has held a series of workshops with each of them.

Specific measures:

1. Introduce a non-committal Dialogue Stage for cities interested in hosting the Games to provide them with an opportunity to engage with the IOC to assess the benefits and requirements of hosting.
2. Interested Cities to work with the IOC and teams of technical experts to develop their Candidature concepts. The costs for this support is borne by the IOC.
3. Organise opportunities for the IOC to engage with local and national stakeholders, for example through Dialogue Forums.
4. The IOC to carry out its own analyses to assess the general feasibility of hosting the Games in the proposed Interested Cities. The findings will be summarised in the IOC Working Group Report, on which the IOC Executive Board will base its recommendations regarding the cities invited to become Candidate Cities.



5. Shorten the formal Candidature Stage to streamline and simplify the process and reduce the workload and related costs for cities.
6. Reduce the deliverables for cities to one Candidature File, which will be reviewed and adapted to actual needs, thereby reducing the number of questions to be answered and guarantees to be provided for assessment.

Benefits:

The above measures create a more efficient and cost-effective Candidature Process, benefitting cities in three major ways: First, cities receive more support and expertise from the IOC throughout the entire process; secondly, deliverables and candidature budgets are significantly reduced; and thirdly, a partnership approach is introduced, which encourages the co-construction of Games' concepts from the early stages of a candidature. In this way, projects will be better aligned with the cities' long-term development plans and allow greater efficiency and sustainability.

B. Review of the Host City Contract

The review of the Host City Contract and its annexes resulted in a twofold Host City Contract – the *Principles* and *Operational Requirements* – that currently applies (in part or in full) to PyeongChang 2018, Tokyo 2020, Beijing 2022, Paris 2024 and Los Angeles 2028.

The *Principles* establish the main components of Games organisation and the relationships, rights and obligations of the various parties to the contract.

The *Operational Requirements* are the technical brief, which guides the Organising Committee towards the delivery of all Games components and all contractual obligations.

The new Host City Contract fully reflects the flexibility as expressed in *Olympic Agenda 2020*, and, although the number of requirements have been reduced, provides guidance and clarity for the organisers.

Specific measures:

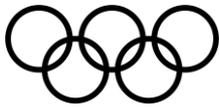
7. The Host City Contract to provide Games organisers with greater flexibility regarding fundamental elements of the Olympic Games, including the further delegation of responsibilities between Organising Committees for the Olympic Games (OCOGs) and International Federations (IFs), the location of venues and other technical requirements.
8. The Host City Contract to ensure greater action is taken with regard to sustainability and legacy by maximising use of existing and planned infrastructure of the cities and to consider temporary and demountable venues where no long-term legacy need exists.
9. During the Candidature Process, a set of guarantees are signed by the host city / country authorities. They form part of the Host City Contract, and to ensure flexibility, they shall be adapted to the individual needs of the host city / host country authorities in question.



10. The Host City Contract to allocate costs related to Games governance and IOC-related activities to the IOC. In particular, the IOC to fully bear the costs of Coordination Commissions, Project Reviews, IOC Session, Olympic Club and guest programme at Games time.

Benefits:

As a result of the above measures, the Host City Contract gives a clear overview of the key principles of the Olympic Games, while introducing greater flexibility to the different areas of Games organisation. To that extent, the number of Operational Requirements has been reduced by 50 per cent and condensed into 250 pages. This new framework, in place from the very beginning for the Olympic Winter Games Beijing 2022 and also reflected in the organisation of the Olympic Games Tokyo 2020, provides clear benefits for the organisers. Following the approval of this report and its measures, the Host City Contract will be further adapted and shared with cities interested in hosting the Olympic Winter Games 2026.



2. Legacy

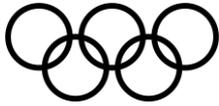
Securing long-term benefits from hosting the Olympic Games has long been a recognised goal for the Olympic Movement (and featured in Recommendations 1, 2 and 4 of *Olympic Agenda 2020*). The Games leave tangible and intangible benefits, ranging from sports participation and infrastructure to social and economic legacies.

At the end of 2017, the IOC adopted a set of policies put forward by the Sustainability and Legacy Commission to better assess, nurture and celebrate Games legacies. The new *Legacy Strategic Approach* represents a significant development, as it formally embeds positive legacy planning into every stage of Games candidature and preparation, helping hosts to unlock value for the decades ahead.

Realising positive and enduring benefits from the Games needs consistent focus and management. To be successful, such planning should also be synchronised with the host city's long-term urban development goals.

Specific measures:

11. Include discussions on the legacy of the Games with cities interested in hosting the Olympic Games during the Dialogue Stage and fully embed legacy in the Candidature Process.
12. During the Candidature Process and as early as the Dialogue Stage, cities interested in hosting the Olympic Games to define their vision for legacy such as:
 - Organised sports development;
 - Social development through sport;
 - Human skills, networks and innovation;
 - Culture and creative industry;
 - Urban development (including use of venues after the Games);
 - Environment; and
 - Economic value and brand equity.
13. Advise cities interested in hosting the Olympic Games to develop a high-level legacy plan establishing priorities, action plans, potential funding sources and strategies for proactive communications.
14. Ensure that the legacy vision and objectives are an integral part of the management of the Games from the early stages and reflected in the coordination and decision-making processes.
15. The legacy entity and other relevant bodies of the host city / country to be operational early in the lifecycle of Games organisation and present at the main decision-making forums (IOC Coordination Commission Working Groups and Joint Steering Forum), together with the IOC, the OCOG, host NOC, city and country authorities.
16. Regularly monitor the planning and delivery of legacy elements in a transparent way and, if necessary, propose corrective measures. Legacy strategy and its implementation during the preparation of the Games is a top priority, one that must remain resilient to operational pressures and political change.



17. Ensure funding for legacy through early definition of the roles and responsibilities of local authorities involved in the long-term financing of the overall legacy programme.
18. Future OCOGs to contribute to the funding of legacy programmes by dedicating any financial surplus resulting from the Games to legacy projects and activities identified in the Candidature Process.

Benefits:

The implementation of the proposed measures will help to embed legacy throughout the lifecycle of the Olympic Games, starting as early as the Candidature Process and remaining long after the Games. Furthermore, by regularly monitoring, analysing and communicating Olympic legacies of both past and upcoming Olympic Games editions, cities will be encouraged to celebrate their Olympic legacy. These are important steps towards channelling collective efforts on legacy and further demonstrate the value proposition of the Olympic Games.



3. 7-year Journey Together

This report is the result of a detailed review of how the Olympic Games are organised – involving previous OCOGs, the International Paralympic Committee (IPC), IFs, NOCs, The Olympic Programme (TOP) marketing partners, Rights-Holding Broadcasters (RHBs), athletes, host cities, industry experts and a wide range of stakeholders and other partners – and included legal, financial and risk analyses of the current delivery model. The outcomes are made up of 100 specific measures, relating to both the Olympic and Paralympic Games and categorised within three streams of activity:

- A. Games Governance
- B. Games Requirements
- C. Support to Organisers

While the measures that follow are specific and detailed in their descriptions, they aim to give more flexibility to designing Games that meet the long-term development plans of different future host cities.

A. Games Governance

To unlock greater value from the Games for cities, organisers and Olympic stakeholders, analysis was undertaken to determine if and where the current governance model could be enhanced.

While respecting the roles and responsibilities as established by the Olympic Charter and the Host City Contract, a renewed model would see stronger collaboration between the various parties. It is essential for the IOC and Olympic Movement to be able to contribute further to decision-making in order to better guide and steer the activities of the organisers. The various interactions between the OCOG and Olympic stakeholders must be efficient and timely, driven by issue resolution and concrete outcomes, in a solution oriented environment.

The pivotal role of the IOC Coordination Commission will be enhanced to oversee Games preparation with a focus on stakeholders. There will be more emphasis on dedicated stakeholders' working groups (e.g. Athletes and NOC Services, Sport, Olympic Family) enabling Olympic Movement partners to discuss issues in detail with OCOGs. A new element of the model is the creation of a Joint Steering Forum (JSF), which will complement the role of the IOC Coordination Commission, with representation from the IOC, the OCOG, and the public authorities delivering the Games. A similar forum has already proved effective for the Olympic Games Tokyo 2020 and, in future, the JSF will facilitate resolution of major issues and help to drive cost reductions.

The new governance model would create well-informed planning timetables in order to ensure savings and avoid risk. The IOC will help to set more flexible milestones for when planning, delivery and construction need to start. As the Games are increasingly managed on an event-by-event basis, it is important to secure early confirmation of key assets (land, venues, accommodation, potential delivery teams) and engagement with stakeholders and the local events industry. However, operational considerations can start later. The new 3+4 Games Planning Framework – in which organisers are encouraged to allocate approximately three years to focusing on strategic elements before shifting focus four years before the Games to detailed operational planning, readiness and delivery – provides a helpful starting point.

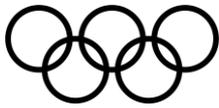


A1 Governance and Stakeholder Engagement

The aim of the measures below is twofold. First, they will guarantee the delivery of the Olympic Games as per the Olympic Charter and Host City Contract requirements and obligations. Second, they will ensure a greater role of the Olympic Movement in guiding, influencing and assisting organisers. Particular focus will be on the budgeting approach, with a view to better reflecting the various types of budgets, including the Games operational budget and the budgets for development of sports infrastructure (e.g. venues) or other general infrastructure (e.g. roads). A further objective is to reduce the administration and coordination efforts involved to fulfil these duties.

Specific measures:

19. Review and adapt the IOC-OCOG coordination processes to reflect the various governance measures listed below and ensure proper support and monitoring throughout the OCOG's lifecycle. The processes will clarify the roles and working relationship of the various entities (OCOG Board, IOC Coordination Commission and JSF) and key stakeholders as well as guarantee reporting to the appropriate levels of governance. The streamlined coordination processes will ensure that there are no gaps or overlaps in roles and responsibilities. All the proposed measures and the new philosophy in certain areas represent a significant evolution from past Games. Frequent interactions will be required for the OCOG and the stakeholders to implement future opportunities as set out in this report.
20. Enhance the pivotal role of the IOC Coordination Commission to oversee Games preparation with a focus on stakeholders, including RHBs and TOPs on an ad-hoc basis. Further encourage the establishment of dedicated stakeholder working groups (e.g. Sport, Olympic Family, etc.) where Olympic Movement stakeholders can discuss issues in detail with OCOGs and provide them with recommendations.
21. Establish a JSF with representation from the IOC, the OCOG, and the public authorities. The JSF would be responsible for facilitating better integration of the various stakeholders involved in the delivery of the Games, clearly defining the roles and responsibilities for each entity, and efficiently resolving any major issues or differences. The JSF would be jointly led by the IOC Coordination Commission Chair and the OCOG President. The composition of the JSF would be determined with each OCOG to better reflect the local governance.
22. The IOC and the IPC have agreed to further integrate processes at an operational level between the Olympic and Paralympic Games in order to enhance synergy and efficiency between the parties.
 - **Organising Committee for the Olympic and Paralympic Games:** The Organising Committee for the Paralympic Games will be integrated into the relevant OCOG. This integration will apply at all levels of the organisation, including the governance and executive structures. The relevant OCOG will take the appropriate decisions regarding the need for various departments and staff members within the OCOG to focus on specific Olympic or Paralympic Games matters.
 - **IOC Coordination Commission:** The IPC will have a representative on the IOC Coordination Commission, who may be supported by additional IPC working group representatives, where necessary.



- **Reference documents:** Reference documents such as, but not limited to, the Host City Contract, the Operational Requirements, Olympic Games Guides, Paralympic Games Guides, and other relevant policies and procedures for 2024 onwards will be integrated, wherever needed.
 - **Games Management processes, tools and forums:** Games Management calendars of activities, processes, tools and forums (such as, but not limited to, Coordination Commissions, Project Reviews, technical meetings, master schedule, risk and issues management) will be integrated as much as possible to increase effectiveness for the OCOG.
 - **Operational readiness:** Operational readiness will be further integrated to ensure that transition aspects (between the Olympic and the Paralympic Games) are fully integrated into the readiness plan of the IOC, IPC, OCOG and stakeholders.
 - **Joint knowledge management and training:** The opportunity to build on partnerships already established by the IPC will be considered. Efficiencies will be assessed with the new Olympic Games Knowledge Management strategy to offer maximum combined value to the OCOG and key delivery partners. Key activities, where synergies can be found, include education services and excellence programmes, debriefing processes, observation and experience programmes (observer programmes, secondment, etc.), workshops, extranet use and data capture.
 - **Transfer of Knowledge:** The goal of the Transfer of Knowledge (TOK) programme is to support the development of the organisation of the Olympic Games and Paralympic Games. The IPC will assist in the development of the relevant components relating to transfer of knowledge for the Paralympic Games and provide additional knowledge and expertise for the organisation of the Paralympic Games.
23. The role of the IOC administration will evolve to ensure increased presence and longer periods of time with the Organising Committees, assisting them in the development of strategies, action plans, issue resolution, etc., based on the learnings from past editions of the Games. The assistance is necessary, not only to assess the risk of the project, but more and more to guide the OCOGs. More time will be spent supporting the organisers in developing their plans and ensuring their implementation.
24. The 3+4 Games Planning Framework is characterised by the following split of work:
- From seven years out from the Games to approximately five years: Based on the reconfirmed bid plan, the OCOG, host country authorities, relevant stakeholders and IOC would focus on the vision and governance model for the Games, roles and responsibilities of the various entities involved in the delivery of the Games, identification and confirmation of assets (e.g. available resources, expertise), engagement with communities, the development of key strategies (e.g. legacy, sustainability), Games promotion, brand strengthening, and the building of the commercial programme.
 - From approximately four years out from the Games to Games time: The OCOG, host country authorities, relevant stakeholders and IOC to focus on operational planning (Y-4 to Y-3), operational readiness and delivery (Y-2 to Games time), including fit-out of venues, recruitment and training of Games-time workforce, testing and readiness activities, etc.



25. As a direct consequence of the new planning approach, the work of the OCOGs will be planned in line with new principles. The most important evolution will be an event-centred approach as of four years out from the Games. The OCOG will be tasked with finding the most efficient way to deliver each discipline and event on the programme, using the capabilities of IFs, NFs, operators of existing venues, local event organisers or, as in the past, built in-house capabilities. This flexibility in the organising approach will help to shorten the preparation for the delivery of test events and Olympic Games, and thus reduce the required OCOG workforce. The OCOGs will be encouraged to assess the strategic capabilities in their market during the Candidature Process.

Benefits:

The proposed measures form the basis for the implementation of the new delivery model and will require a joint investment from all Games stakeholders to enhance cooperation and dialogue. They will provide OCOGs with more guidance and support and furthermore introduce greater flexibility into the governance and engagement processes. This will allow for better alignment of the Games with the cities' local development and legacy plans, resulting in significant savings in the OCOG and non-OCOG budgets of future hosts. In addition, the provision of greater support through the IOC's administration and the implementation of the new 3+4 Games Planning Framework will have a direct impact on the OCOG budget by reducing recruitment timelines and workforce in the first three years of an OCOG.

A2 Business Integration

The relationship and alignment of objectives between TOP Partners and OCOGs are critical for the smooth delivery of the Olympic Games. While the partners have long enjoyed close ties with organisers and already provide important end-to-end services to OCOGs (e.g. timing and scoring, mobility solutions, scoreboards and videoboards, etc.), by creating even more opportunities for collaboration, a greater understanding of business opportunities could be achieved, leading to better cost containment and reduced risks – a win-win for all.

Specific measures:

26. Reinforce the tripartite relationship between the IOC, TOP Partners and OCOGs. It is essential that the Games are a positive investment for the TOP Partners and that critical aspects are delivered according to their expectations, while ensuring that the OCOGs' interests are respected. In particular:
 - Ensure that OCOGs can follow through and deliver on TOP Partners' supply rights;
 - Encourage greater opportunities for TOP Partners to engage with OCOGs; and
 - Foster integration within the OCOG between operational functions and marketing.To this effect, the IOC will reinforce training for and maintain presence with the OCOG.
27. From an OCOG perspective, it is essential that products and / or services rendered by TOP Partners relieve their scope of work and budget. When renewing and signing new contracts, the amount allocated per TOP category should, in principle, fully cover the OCOG's needs. From a financial standpoint, TOP contracts should not incur additional expenses for the OCOG with respect to the original scope of their needs.



28. In order to fully integrate TOP Partners into the Olympic Games, their representatives will be invited to participate in the various forums, when relevant.

Benefits:

Better aligning the objectives of TOP Partners and OCOGs will further increase the importance and value of the partners in Games organisation, and, as a result, reduce the delivery risk in their categories. Furthermore, it will reduce the costs for organisers and ensure that TOP Partners' rights are delivered in accordance with the contractual terms and objectives. The proposed measures, therefore, have the potential to greatly improve the partners' integration within Games governance and further foster the relationships between all parties.



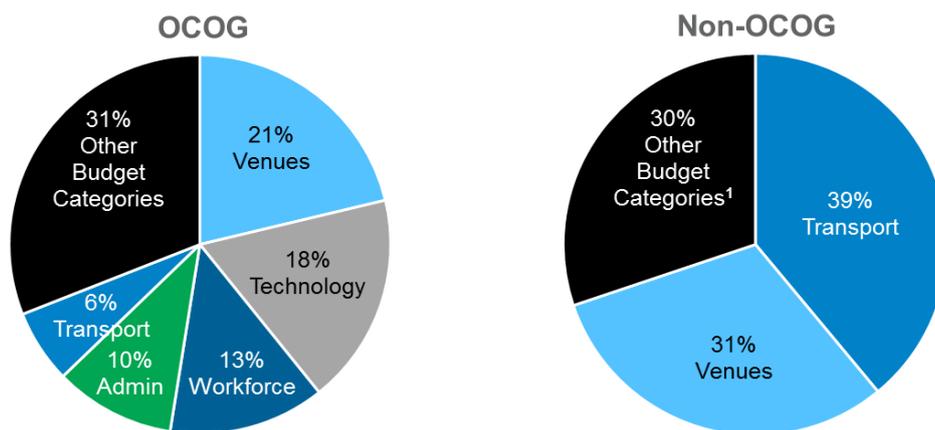
B. Games Requirements

At past Games editions, Games delivery has met or surpassed service levels and expectations. At the same time, the complexity of the Games has also grown. The event encompasses more dimensions and has become more sophisticated across the whole spectrum of Games organisation and delivery.

By reviewing OCOG budgets from 2002 to 2020, the Executive Steering Committee for Olympic Games Delivery has looked for areas where reduction or rationalisation is possible without compromising the event or stakeholder experience. Was the right service or product being provided? Was the level of the service appropriate and the timing of delivery optimal?

The review, conducted in close partnership with Games stakeholders, has analysed every aspect and functional area of Games operations, including venues, energy, broadcasting, accommodation, transport, technology and the Paralympic Games.

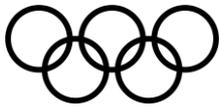
The detailed analysis identified the main cost drivers of hosting the Olympic Games¹:



Key areas of expenditure (2010-2016)¹

All areas of expenditure were taken into account and are reflected in the measures in this section. A functional approach was taken so that each OCOG can apply the recommendations to fit the unique circumstances of its city and Games concept. Focus was placed on a comprehensive review of venue requirements (including competition, training, IBC, MPC and Olympic Village), including capacities, temporary structures, and rental and/or sharing opportunities, as well as on services and service levels in key areas such as technology and transport.

¹ The category “Other budget categories” for the non-OCOG budget includes government services for security and medical, where cost estimation strongly depends on the local context.



B1 Competition and Training Venues

Over the years, the technical requirements for competition and training venues, as well as the number of venues have increased. The measures below seek to give hosts greater flexibility to use existing infrastructure and to consider staging some competitions outside the city / country. The design and delivery of venues must be simplified and adapted to actual usage to avoid over-scoping.

Specific measures:

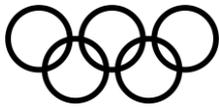
29. In keeping with Recommendation 1 of *Olympic Agenda 2020*, which calls for the maximum use of existing facilities and temporary / demountable venues as well as competitions or venues outside the host country for reasons of sustainability, OCOGs are strongly encouraged to observe the following measures:
 - Temporary venues should be developed in the most cost-effective way, weighing the cost of the technical solution against the revenue-generating potential for the events it will host;
 - New permanent venues should be considered only if a viable business plan is presented detailing proven post-Games demand, funding and future operational usage, including operator; and
 - For the specific case of mono-functional venues (i.e. venues whose main usage is limited to one sport / event) no permanent construction will be required. Instead, competitions should be moved to the most suitable existing venue, in agreement between the IOC and the IF(s) concerned, even if located outside the host city / country.
30. The IOC, IFs and organisers will work closely to optimise the venue masterplan and competition schedule, with particular consideration paid to:
 - More preliminaries being held prior to the Opening Ceremony and / or outside the host city;
 - The format of some competitions being condensed in collaboration with the IFs concerned if it allows for a reduction in the overall number of venues required for the Games;
 - Using modular fields of play, maximise opportunities for venue sharing. The objective in the future is to increase the number of sports sharing a venue, to reduce the number required overall. Opportunities to increase the number of sports in a venue to be explored.
31. The IOC and IFs will ensure that venue requirements at the Olympic Games do not exceed those of each sport's World Championships. Requirements to be considered include:
 - Roofing specifications;
 - Ceiling height;
 - Vertical drop;
 - Dimensions; and
 - Other technical features, including air conditioning, lighting, IT infrastructure, etc.



32. No minimum requirements for venue capacities. Instead, capacity should be determined according to context, with emphasis on the following criteria:
 - Capacity of local organisers to ensure full stadiums at Games time;
 - Capacity of any existing venue to be used;
 - Capacity of new or renovated venues with regard to legacy use post-Games;
 - Popularity of the sport in the host city / region / country;
 - Ability to sell tickets and avoid empty seats;
 - Single or multiple sessions per day;
 - Temporary capacity increase for Games use;
 - Terrain venue footprint and layout (outdoor venues);
 - Loading and unloading at peak capacity;
 - Transport capacity – inbound / outbound; and
 - Venue precincts, clusters or stand-alone structures.
33. The Host City Contract and relevant guarantees to allow for a reduction in the rental period of venues. This will be made possible by optimising the fit-out periods and transition times (currently starting three months before the Games) needed to prepare the venues for Games-time operations. Local market conditions, capacities and test events must be taken into consideration.
34. Reduce the overall number of training venues and the rental period for each by optimising the training schedule.
35. Based on previous Games operations and data capture, simplify venue designs and requirements across several areas, such as spaces used for workforce, OCOG compounds, press areas and lounges, parking spaces and security screening areas.
36. At previous editions of the Games, venue access and flows have been separated according to accreditation privileges, which has added to the construction burden of existing and temporary venues. Future operational plans should be simplified, while boosting the efficiency of layouts, flows, and services in certain areas (e.g. security screening, access monitoring, information provision, etc.). With approximately 15 competition venues required for the Olympic Winter Games and 35 for the Olympic Games, this measure would greatly simplify the construction and operations of venues. Reserved and private areas will still require specific access privileges.

Benefits:

The proposed measures give OCOGs a greater range of options when it comes to the use of existing and temporary venues, and will additionally result in fewer training and competition venues needed to host the Games. Reduction of rental periods and simplification of design will have a direct positive impact on OCOG expenses. The measures will therefore reduce both the construction and operational costs, resulting in benefits for both the OCOGs and public authorities.



B2 Testing Programme

Testing remains a fundamental need for OCOGs to review and improve their capabilities and “stress test” a number of functions. Fields of play also need to be tested to ensure alignments with IF requirements. For a number of sports, competing or training in the actual venue is essential for reasons of safety and fairness. The testing programme must be tailored with a view to achieving the above while containing investments.

Specific measures:

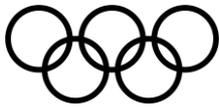
37. Testing of the fields of play, technology and OCOG workforce is essential for each sport / discipline. The OCOG is encouraged to explore creative ways to conduct such testing.
38. To reduce costs, strong consideration must be given to utilising events that are already planned to be held in the host city / region and the country prior to the Games.
39. The OCOG is responsible only for the costs incurred in setting up Games-specific testing arrangements; however, the costs for normal tournament operations shall be borne by the event organiser.
40. Not every field of play needs to be tested in the Games-time venue, particularly where indoor fields of play are concerned (unless there are technical requirements, which make this necessary). Road events may have a different design for test events than at Games time, where required.
41. The test event programme comprises both Olympic and Paralympic events. As such, the OCOGs have to find synergies to avoid duplication of testing within the same venue.

Benefits:

The above measures will ensure proper testing while reducing the workforce and financial resources needed to deliver the test event programme.

B3 Olympic Village(s)

The athletes’ experience is at the core of the Olympic Games, particularly in the Olympic Village. When developing the measures below, NOCs, the IOC Athletes’ Commission, ANOC and former OCOG executives were consulted to ensure that the special Village experience and atmosphere are preserved. Currently, the requirements ask for 16,000 beds (that reach 17,000 once contingency is included) in the main Olympic Village for the Olympic Games and 4,900 beds for the Olympic Winter Games. However, the physical distribution of competition venues often leads to sub-villages and other venue-dedicated accommodation for athletes, resulting in over-capacities at the main Olympic Village. The measures below guarantee a bed for every athlete at an Olympic Village but propose ways to better match the actual demands and needs of athletes.



Specific measures:

42. Guarantee only one bed for each athlete either at the main or an additional Olympic Village.
43. To appropriately scope the size of the main Olympic Village and possible additional villages, implement a process for early projection of allocation of athletes and team officials together with the NOCs. In order to provide such flexibility, the following incentives could be proposed by the OCOGs to the NOCs:
 - Provide financial remuneration to NOCs for every Olympic Village bed that was initially allocated to an athlete or team official and is released by the NOC. The amount will compensate for accommodation outside an OCOG-provided Village;
OR
 - Consider providing accreditation incentives to NOCs that release beds in the Olympic Village. For example, if an NOC was to return one PTO accreditation (which provides for one allocated bed in the Olympic Village) it could be exchanged for two team official (ATO) accreditations (no bed or catering entitlements).
44. Advise Candidate Cities / OCOGs to consider temporary or demountable solutions for the Olympic Village(s), if no existing facility is suitable and permanent facilities are not required post-Games.
45. Review the overall service levels in the Olympic Village(s) as per feedback from the consulted NOCs (see annex 2) and the IOC Athletes' Commission:
 - Adapt the main hours of operation for the dining hall(s) according to competition and training schedules;
 - Enhance the grab n' go catering concept, which would reduce demand on the main dining hall;
 - Review daily housekeeping requirements;
 - Reconsider the need for team welcome ceremonies at the Olympic Village, which some NOCs and athletes complain are noisy and disrupt the sleep of Olympians already in the Village;
 - Reduce number of NOC assistants on a case-by-case basis;
 - Review the standard free furniture, fixtures and equipment (FF&E) list;
 - All publications (Olympic Village newspaper, info booklets, etc.) should be electronic and no paper / printed material should be produced (see also measure 63);
 - Consider doing away with the sport viewing room as new technologies mean most athletes can follow the action on their smartphones and laptops, etc.;
 - Review the services offered in the Olympic Village Plaza and consider low-cost replacements, especially if there are support services nearby such as the Westfield shopping centre at London 2012.
46. Better align the services and service levels at any Olympic Village(s) with existing infrastructure to meet the needs and number of athletes and officials living there, while minimising the need for additional or temporary infrastructure (e.g. if a hotel complex is used as an additional Olympic Village, the key services could be provided in a different manner depending on the existing facilities).
47. Assess options for handling Olympic Village operations through third-party suppliers.

**Benefits:**

The proposed measures would potentially reduce capacity and operations, in particular at the main Olympic Village. Additionally, it would allow greater flexibility regarding the type of construction and capacity, thereby allowing cities to plan according to market consumption rates and legacy needs. By tailoring services to the actual use of the Olympians, savings can also be expected in the OCOG budget without adversely affecting the athletes' experience.

B4 International Broadcast Centre / Main Press Centre / Media services

Facilities and services for the media at recent editions of the Games have been world-class and greatly appreciated by those working there. The review of Olympic Games delivery has, however, identified areas, mainly in venue size and type, where reductions can be made without compromising quality.

Specific measures:

48. Candidate Cities / OCOGs to consider multi-site, temporary or demountable solutions for the IBC and the MPC if no existing facility is suitable.
49. Candidate Cities / OCOGs to use appropriate adjacent facilities such as offices, restaurants, etc., to reduce the MPC footprint.
50. Candidate Cities / OCOGs to consider temporary media facilities when existing venues are not sufficient for the Games and permanent facilities are not required post-Games.
51. The IOC to develop and run Olympic Information Services (OIS) to provide press and media with the latest information at Games time, e.g. athlete interviews, summaries of press conferences, etc. (see also measure 118 on turnkey solutions).
52. Introduce a more efficient and sustainable policy for OCOG publications, one that calls for fewer language requirements and focuses on electronic distribution of information.
53. Provide professional interpreting services for all medal-round press conferences via a remote interpreting centre instead of in-venue simultaneous interpreting booths with live consecutive interpretation.
54. Review the IBC requirements:
 - Reduced ceiling height for a large part of the facility;
 - Reduced handover / handback dates; and
 - Grouping of activities that require heating, ventilation and air conditioning.

A working group of RHBs and OBS experts has been created to further explore potential efficiencies for broadcast operations. Options being assessed include the optimisation of the IBC design, providing some services remotely, and an update of other services based on the latest available technologies. More details will be provided after the Olympic Winter Games PyeongChang 2018, with the objective of introducing some of the measures at the Olympic Games Tokyo 2020 World Broadcasters Meeting.



Benefits:

The proposed measures have the potential to reduce construction costs by providing OCOGs with greater flexibility to use existing buildings to house the IBC and MPC, as well as venue media facilities. Furthermore, by better aligning service levels with actual needs and usage, additional reductions can be expected in terms of overall operations and costs.

B5 Technology / Energy

The current Games delivery model for technology is well established. It relies heavily on bespoke-technology solutions and an intense level of resources required to manage planning, delivery and operations. While successful, this model will be reconsidered based on advances in information technology, including the introduction of cloud technology, increased reliability of commercial telecommunications services and changes in the working habits of Games stakeholders. In order to take advantage of the evolution in core and off-the-shelf technology services, a change in the Games technology operational model should be considered. This would involve a review of the levels of service being delivered by the TOP technology partners. Overall, the measures proposed below will reduce the scale, costs and complexity of the global Games technology delivery model.

Specific measures:

55. The IOC and OBS will continue to cooperate with OCOGs and authorities in developing more cost-effective ways to deliver resilient energy and telecommunications services, while maintaining an appropriate level of security and reliability required to successfully stage the Games, meeting the service level requirements of Games stakeholders. The resilience solutions considered will be developed taking into account:
 - Use of existing infrastructure and services in the host city;
 - Clear and communicable legacy opportunities when considering new infrastructure projects;
 - Applying a greater degree of “due diligence” on the side of IOC and OBS, by enhancing the involvement of relevant experts; and
 - Applying greater effort in understanding emerging technologies in both the technology and energy sectors that can be applicable in the Games context.
56. The IOC will work closely with Candidate Cities / OCOGs and utility companies from the early stages of planning to optimise the power-infrastructure solutions in terms of legacy and sustainability opportunities.
57. The current architecture and delivery models for both Telecommunications and Central Results management and distribution rely heavily on traditional technology solutions and an intense level of resources. They will be updated to reflect the latest technologies (cloud computing, etc.), which has the potential to profoundly reduce resources.
58. Ensure better alignment of TOP Partners with OCOGs in the planning and delivery of Games operational requirements (incl. review of contracts if required) while optimising cost, identifying budget relieving opportunities for Games organisers and supporting the development of a new Games Technology delivery model in terms of the scope of services provided by the partners (see also measures 26 and 27).



59. Review the scope of services for Telecommunications, Information Management, and Equipment Operations.
60. Recognising that the current environment offers no specific delivery model for the provision of network services to support sports competition, sport presentation, and field of play (FOP) technical operations, the IOC to consider solutions for the Data Intercom Video Audio (DIVA) network. The IOC to introduce the concept of a DIVA turnkey to OCOGs, to study market capabilities and resources needed for such a turnkey, and to guide the OCOGs with a view to tendering such a turnkey (see also measure 118 on turnkey solutions). Such options are currently being examined with Tokyo 2020.
61. The IOC, through Olympic Channel Services (OCS), to provide OCOGs with a turnkey solution for the Games-time website. Tokyo 2020 and the IOC have agreed in principle to such a solution and will develop a detailed project evaluation throughout 2018 (see also measure 118 on turnkey solutions).
62. Optimise operational aspects in the management of technology (later onboarding of staff, reduced space and equipment sharing, etc.).
63. Reduce the requirement for printed publications to the absolute minimum, maximising the use of electronic publications and other technologies to disseminate information to stakeholders.

Benefits:

The proposed measures would have a consequent impact on the OCOG budget, as delivery of technology and energy services constitute a major share of OCOG expenditures. They can also influence the non-OCOG budgets of future hosts, as new technologies, for example, would render some technological infrastructure in venues unnecessary.

B6 Brand, Identity and Look of the Games

The branding of the Olympic Games is the face of the event. It starts with the unveiling of the official logo and spreads from there to include backdrops and decorations in the stands around the field of play to external venue look, signage, volunteer uniforms, the Olympic Torch Relay, etc. Branding also gives athletes and other visitors to the host city their first impressions of the Games.

Specific measures:

64. The IOC and IPC to establish a brand strategy that will allow for dual branding in certain areas and elements while respecting the uniqueness of the two brands. The dual branding would allow for efficiencies in many operational areas (e.g. uniforms, Look of the Games, etc.).
65. Ensure clarity of the process of securing Out of Home (OOH) advertising space (e.g. billboards) within the host city and Games perimeter through the OCOG. Olympic marketing partners will still have the first option to buy the available inventory at standard market prices. However, greater effort must be made to maximise the benefits



of the programme and ensure there is no adverse financial impact for the OCOG (e.g. unsold inventory or penalties).

66. Optimise brand-management processes with regard to resource allocation, including:
 - Simplify the framework for dual branding to reduce transition costs;
 - Engage stakeholders early and reduce the number of approval cycles; and
 - Provide guidelines, templates and brand centres to maintain consistency over the pre-defined aspects of the brand framework.
67. Reduce the scope and consequently costs and resources for the implementation of the Look of the Games by:
 - Prioritising the field of play elements over back of house;
 - Favouring spectaculars over low visibility elements across the city;
 - Streamlining the kit of parts making up the Look;
 - Determining the service levels on a venue-by-venue basis; and
 - Leveraging new technologies to foster a sustainable approach to the production of Look of the Games elements.
68. Reduce the complexity of the wayfinding and signage programme by providing a central database for such elements and developing a modular approach to their implementation. Alternative technology solutions could also be envisaged to replace wayfinding and directional signage. The PyeongChang 2018 Organising Committee is testing such a solution called *Go PyeongChang*.

Benefits:

The proposed measures will positively impact the OCOG costs in areas such as Look of the Games, signage or uniforms, while maintaining an impactful and consistent approach within and around the city.

B7 Ceremonies, Culture and Education

While the expectations placed on the Opening and Closing Ceremonies are high as they set the tone of the Olympic Games, it is recognised that the memorable moment does not depend on the level of sophistication. OCOGs are advised to seek maximum impact while containing the costs. Similarly, the culture and education programmes, important tools to maximise the local and international engagement opportunities, can be enriched by better combining stakeholders' existing activities with related expertise.

Specific measures:

69. While keeping the objective of maximising the impact of the Opening and Closing Ceremonies, OCOGs are encouraged to limit the production costs. The IOC and stakeholders will support OCOGs in exerting greater control over their ceremony investments.
70. Only one Medals Plaza is required for the Olympic Winter Games. If applicable, a Live Site can be used as alternative.



71. Where applicable, encourage Candidates Cities / OCOGs to link and develop the culture and education programmes with existing local institutions, programmes and events.
72. The IOC to provide products and resources available through the Olympic Foundation for Culture and Heritage, including an extensive collection of artefacts, images, videos and sound recordings; interactive displays; academic publications and reference documents; educational materials and teaching resources; and expertise on historical, economic, social and cultural aspects of Olympism, among others.
73. The IOC to guide OCOGs on the production of specific assets, such as the Olympic Art Posters, Official Poster, Official Film, and other Olympic art, culture and education programmes.
74. Use the Olympic House as a platform to showcase the best of four years of Olympic cultural activities and bring together stakeholders of the Olympic Movement active in the field of culture. The Olympic House is to be delivered as part of a close partnership between the IOC and the OCOG to benefit from existing expertise on Olympic culture.

Benefits:

The proposed measures will reduce the production costs for the ceremonies. In addition, proper integration with local authorities and maximised use of existing culture and education programmes will ensure reinforced engagement with the public, while maintaining costs for the OCOG at reasonable levels.

B8 Hospitality and Ticketing

Hospitality

Hospitality is a central element of the experience in any sporting event, especially at the Olympic Games. Expectations from the various client groups regarding the quality of services are high. From an OCOG and NOC perspective, hospitality is also an important commercial revenue stream, and the value continues to grow over time. Thus, a stronger framework and a reinforced set of policies are needed for future Games.

Specific measures:

75. The IOC to establish a comprehensive hospitality programme to be implemented by OCOGs. This will:
 - Ensure protection and enhancement of consistent delivery to stakeholders;
 - Optimise effective use of Olympic assets; and
 - Enable commercial opportunities in a manner that fits with the unique context of each Games, harmonised for the benefit of the Olympic Movement.

Specifically for hospitality delivered within the Olympic venues or parks, the IOC to appoint an experienced agency (or agencies) to lead planning and delivery, in collaboration with OCOGs and relevant stakeholders. This will ensure that services for the Olympic family or those acquired by the partners are delivered in a cost-efficient manner and with an expected quality of service.



76. With the aim of unlocking new commercial opportunities for OCOGs, NOCs and their Authorised Ticket Resellers (ATRs), a new commercial framework will be established. The aim is for these parties to be able to offer quality assets to any individuals or groups seeking hospitality over and above ticketing. For example, access to transport, food and beverage services, accommodation, dedicated access to venues and in-venue lounges, where feasible, would improve the experience for participants.

Benefits:

The proposed measures and the evolution of hospitality according to these recommendations will help the OCOGs and NOCs to maximise revenue opportunities. They will also ensure consistency of service delivery.

Ticketing

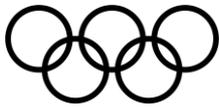
The ticketing programme is intrinsically complex due to the number of sessions, tickets and client groups. The technology system at the heart of ticketing management, as well as the rules for access and distribution of tickets, represent significant risks for all stakeholders, starting with the OCOGs. From a consumer standpoint, buying Olympic tickets is a complicated exercise. To mitigate these risks, reduce costs and simplify the process, the following measures are proposed.

Specific measures:

77. The IOC to appoint, in collaboration with OCOGs, a Ticketing System and Services Provider (TSP). The acquisition of a provider to last over several editions of the Games will save the OCOGs from having to design, engineer, tender and deliver a system and services for one edition of the Games only. The risks associated with providers not understanding the Olympic environment will be removed with the continuity of such a contract.
78. The implementation of such a system will also improve access to Olympic ticketing for consumers. With this objective, the rules for the distribution of tickets between OCOGs, NOCs and ATRs will be improved. While maintaining NOCs' territorial exclusivity, the opportunity to sell tickets within their territories, consumers in any country will also be able to source tickets via the internet and have the possibility to choose amongst options ranging from stand-alone tickets to those which come with a range of hospitality assets.

Benefits:

These two measures will simplify the safe delivery of a ticketing programme from an OCOG and Olympic Movement standpoint. The new system and services will also greatly improve the consumer experience.



B9 Games Services

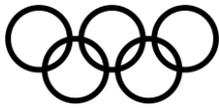
Providing smooth and efficient Games services is one of the most important tasks for the organisers as it affects almost every aspect of the Olympic Games experience – from accommodation to medical services and food and beverage. Getting it right in this area goes a long way to improving stakeholder experiences elsewhere at the Games. Services must be designed based on the requirements and actual average consumption rather than consumption during peak periods. The measures below are designed to optimise the service levels for all stakeholders while making the Games more sustainable and less costly.

Transport:

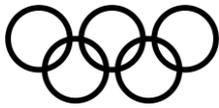
Transport affects every stakeholder at the Olympic Games, from the athletes and officials to the spectators and media. Ensuring a seamless service for such a large number of people is never easy, but with the knowledge and experience of previous Games, the IOC and its partners have been successful in this area at recent editions of the Games. A number of areas for improvement have, however, been identified, resulting in the measures listed below, which are designed to streamline services by reducing staff numbers and overcapacity, while also making the service more sustainable. Recent experience, for example, has shown that in cities with efficient public transport, Games stakeholders tend to prefer it to certain Games-specific transport services.

Specific measures:

79. Candidate Cities and OCOGs to propose transport plans which combine the use of OCOG-dedicated resources and public transport, while maintaining an integrated and effective end-to-end transport service. The reliance on public transport in the host city and co-host cities must be based on the robustness and availability of an existing network. OCOGs are encouraged to find solutions which minimise usage of a dedicated fleet and buses. A client-by-client approach should be taken, based on the actual needs of the clients.
80. Combine OCOG transport services, while maintaining an integrated and effective end-to-end transport service. Suggestions include, but are not limited to:
 - Combining Transport for Media (TM) and T3 services (a transport system for designated persons, including IOC employees and Games clients, that can include passenger cars, shuttles and buses); and
 - Providing shuttles for use by all stakeholders for short distances, for example between venues or after late-night competitions.
81. Based on the data captured at each edition of the Games, identify transport facilities and services, such as dedicated parking, that are underutilised and better align them to match actual needs and usage, thereby lowering operational costs.
82. Candidate Cities and OCOGs to propose arrival and departure transport plans which maximise the use of public transport or other “user-pay” services. Options would vary from city to city depending on the distances being travelled and the standard of the public transport network. OCOGs will still be responsible for ensuring integrated and effective end-to-end services.



83. Better align service levels for arrivals and departures at co-host cities and other points of entry with actual capacities and usage, incorporating them into Games requirements and operations where feasible.
84. Adjust the scope of T1 (allocated vehicle and driver); T2 (allocated pool of shared vehicles and drivers); and T3 services to actual needs. Suggestions include, but are not limited to:
 - Reducing T1 operations from the day after the IOC Session, utilising T3 services wherever possible;
 - Regrouping certain stakeholder groups to T2 and / or T3 services; and
 - Reducing the client-to-vehicle ratio used to plan and calculate T3 services and vehicle numbers.
85. Limit the number of dedicated vehicles provided free of charge to stakeholders and convert certain services to user-pay / rate-card options.
86. Review media transport services and service levels, merging TM with public transport where media accommodation is dispersed and public transport is of a high standard. This would only be undertaken when practical and will depend on the city. Suggestions include, but are not limited to:
 - Offering public transport to and from accommodation to the IBC and MPC, for any direct transfers from accommodation to competition venues, and for arrival and departure transfers;
 - Replacing 24-hour TM services with simplified overnight services (after midnight or when public transport service is reduced or ceases operating) to accommodation clusters that include stops at the IBC / MPC and media hotels;
 - If applicable, considering an additional, centrally located media transport hub that offers more efficient transport links from media accommodation to competition venues (instead of going via the IBC / MPC transport hub);
 - Standardising the service level for the TM network to a frequency of one departure / pick-up every 30 minutes;
 - Incorporating Work As Directed (WAD) drivers into bus operation plans at key transport hubs to provide additional trips at times of higher demand;
 - Doing away with TM services to training venues;
 - Doing away with TM to competition venues on non-competition days and limiting services to four days prior to the start of a competition session; and
 - Replacing TM arrival and departure transfers with public transport and / or taxis.
87. Separate operational Venue Access and Parking Passes (VAPPs) from commercial / privilege VAPPs and ensure that the latter are cost-recovering for the OCOG (i.e. user-paid).
88. For co-host cities, limit the OCOG transport services to connections where public transport is not sufficient or cannot be sufficiently expanded.
89. Further leverage transport solutions that build on potential developments in the future in the industry (e.g. autonomous driving, connected vehicles, pooling / sharing solutions, etc.). The TOP Partner for mobility will work closely with future OCOGs and relevant authorities to develop solutions applicable to the Games context. This will guarantee improvements in efficiency and sustainability for Games transport services.



Accommodation:

In addition to providing accommodation for the athletes and team officials in the Olympic Village(s), OCOGs must also take care of the accommodation needs of many other stakeholders (referees, workforce, journalists, broadcasters, sponsors, etc.) at the Games. This represents 41,000 rooms for the Olympic Games and 24,000 for the Olympic Winter Games. The measures that follow aim to provide greater flexibility and additional options for Games organisers.

Specific measures:

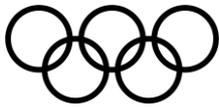
90. Reduce the overall requirements to avoid reserving rooms that will be released shortly before the Games or not used, and adjust the period of stay to actual use. The anticipated decrease would be based on data captured at Games time and needs would be adjusted accordingly for the next edition.
91. To offer more flexibility to OCOGs, use of alternative accommodation solutions is encouraged (for example home-stay programmes, apartment rental websites and others). Additionally, OCOGs are encouraged to use temporary accommodation when existing capacities are insufficient or there is no post-Games need for new permanent structures.
92. The guarantees for a large contingent of rooms (including room rates) are already delivered during the Candidature Process seven years in advance of the Games. Until the Games begin, an evolution within the hotel market or a fluctuation of currencies overtime can have a significant impact on the OCOGs or the clients. The Evaluation Commission and the Candidate Cities to study the best possible pricing model to be agreed upon with each city.
93. OCOGs to assess options and opportunities for handling accommodation operations through third-party suppliers.

Accredited Seating:

An in-venue seating bowl is split between spectators and accredited clients, such as athletes, dignitaries, sponsors, media representatives, Olympic family members and guests. The occupation of stands dedicated to the accredited groups varies greatly for each session. Data captured during previous Games clearly showed that in a majority of cases, stands are over-scoped. The below measures outline potential optimisation for accredited areas, which in turn would influence the availability of tickets and create revenue opportunities.

Specific measures:

94. The number and capacity of accredited stands should be adjusted to reflect actual usage, allowing for more efficient seating allocation. This is being tested for the Olympic Winter Games PyeongChang 2018, and a similar process is being applied for all stakeholders during the Olympic Games Tokyo 2020.
95. To further optimise ticketing sale revenues, OCOGs are required to plan for seating bowl allocations with a “Fans in Front” approach, as tickets closer to the field of play generally generate more revenue. The strategy has been followed for the Olympic



Winter Games PyeongChang 2018, resulting in additional revenues of USD 1.8 million for the OCOG, and will also be applied at the Olympic Games Tokyo 2020.

96. Recognising that demand for accredited seating varies significantly, allow OCOGs to flexibly manage accredited seating by offering unused accredited seats for sale on short notice. This will allow the most efficient use of seating capacities and could additionally increase ticket revenues for OCOGs.

Food and Beverage:

97. Simplify food and beverage services, especially warm menus for some stakeholder groups. Where kitchen facilities must be fully designed and built, warm food will be provided only to certain Games clients.
98. OCOGs to devise a plan to ensure that the food and beverage services provided are complementary to what is being offered to the various stakeholder groups across the venues.

Medical Services:

99. Review the medical services for each stakeholder group and venue and devise services adapted to actual needs, while respecting the required services to athletes.
100. Allow for specific services and / or equipment not frequently used for the Games (e.g. CT scans) to be provided at local hospitals within reasonable distance of the Olympic Village (maximum 15 minutes) instead of within the Olympic Village Polyclinic. A viable plan will need to be proposed by the city / OCOG and agreed with the IOC to ensure that:
 - The hospital has sufficient capacity for the required services;
 - There will be no waiting time at the hospital for athletes;
 - The services provided to athletes will have no effect on emergency use or normal patients' use at this hospital;
 - The hospital provides same day appointments for athletes;
 - The OCOG provides a transport service to and from the hospital; and
 - Athletes are met on their arrival to the hospital, escorted within the hospital and back again to the Olympic Village.
101. Allow for specific services and / or equipment not considered essential / emergency services to be provided at local hospitals within reasonable distance of the Olympic Village (maximum 15 minutes) instead of within the Olympic Village Polyclinic. These services could include, but are not limited to, dental (apart from screening and mouthguard programmes), optometrist, etc. A viable plan will need to be proposed by the city / OCOG and agreed with the IOC, taking into account the list of bullet points above (measure 100).



102. Allow the use of existing doping control laboratories within acceptable proximity of the host city instead of an onsite laboratory as long as there is a viable plan respecting the required standards (transportation of samples, etc.). Such an approach is already being tested for the Olympic Winter Games PyeongChang 2018 with the use of the laboratory in Seoul, which was established in 1984 in preparation for the Olympic Games Seoul 1988.

Access Control:

103. Reduce unused facilities and services (vehicle screening / pedestrian screening portals) by better matching actual needs as per the data captured during previous editions of the Games. Future planning in this respect must take into consideration client group waiting times, both on average and at peak times. Over the recent editions of the Games, on average 30 per cent of security scanning equipment was not used.

Benefits:

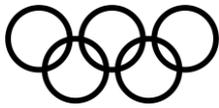
The review and optimisation of Games service levels for all stakeholders will reduce complexity, overcapacities and waste throughout the Games delivery lifecycle and thereby result in greater flexibility, less construction and lower operational costs for future hosts. Furthermore, future OCOGs will benefit from additional revenue opportunities, for example by reducing the number and category of tickets for accredited seating and selling them to the public instead.

B10 Paralympics

The IPC contributed to the development of the programme from the very beginning and has embraced the opportunity to increase the flexibility, efficiency and sustainability of the Olympic and Paralympic Games. All proposed measures in this report apply accordingly to both the Olympic and the Paralympic Games. In addition, the IPC has proposed certain measures – listed below – that focus solely on the Paralympic Games.

Specific measures:

104. Reduce the size of the MPC for the Paralympic Summer Games and, depending on the venue master plan, consider it to be included within another main venue if the same services as those provided at the Olympic Games can be secured. Any such plans shall be assessed in the Candidature Process.
105. As more media are working from competition venues directly instead of the MPC, it is envisioned that the MPC for the Paralympic Winter Games may no longer be required in the future. Should this be the case, facilities and services would therefore need to be provided elsewhere. The proposal will be studied further after the Paralympic Winter Games PyeongChang 2018.



106. Do away with the requirement for press conference rooms to be provided at all competition venues at the Paralympic Games (Summer and Winter). All operations can be carried out at the venue mixed zones. A maximum of two wheelchair accessible conference rooms are required, typically at the MPC.
107. Taking into account the surplus of the overall number of table media seats that will be built for the Olympic Games, the IPC may do away with non-tabled media seats from venues for the Paralympic Games (Summer and Winter). This would free up seats to be sold to the public and result in fuller stadiums.
108. Do away with the onsite classification of athletes for the Summer and Winter Games, which would mean no space requirements, FF&E and provisions for International Classifiers from the OCOG. It will be the responsibility of the IFs to ensure pre-Games classification in line with the requirements of the IPC Games Qualification Guide.
109. Do away with the requirement for the OCOG to develop its own accessibility guide and instead use the IPC Accessibility Guide as reference material.

Benefits:

The additional recommendations put forward by the IPC are expected to significantly simplify and optimise operations and services and reduce OCOG expenditure for the Paralympic Games.

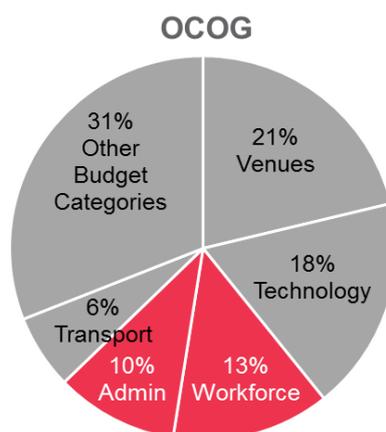


C. Support to Organisers

To further contribute to the overall goal of enhanced flexibility, efficiency and sustainability of Games delivery, additional focus is placed on improving support to future hosts. Such support will include transferring scope of work from OCOGs to Olympic Movement stakeholders with specialist expertise, more timely management of human resources and the provision of standardised turnkey solutions from Games to Games.

To better assist Organising Committees, activities will be transferred to Olympic Movement stakeholders, in particular IFs, NOCs and TOP Partners. Organisers will also be encouraged to capitalise on expertise from the local, national or international event organisation industry and their capacity to supply readymade solutions. Thus, the scope and complexity of work for the OCOG regarding the delivery of the Games will be simplified.

Analysis of previous Games budgets also identified workforce and administration as two main areas of expenditure, together representing 23 per cent of a typical OCOG budget. Further opportunities and areas to increase support were analysed to help OCOGs reduce workforce numbers.



Key areas of expenditure of an average OCOG budget (2010-2016)

The analysis of headcount development at previous OCOGs showed that staff numbers were mainly driven by planning requirements and timelines that they believed should be met. In a highly risk-averse environment with pressure to deliver excellence in all areas, OCOGs typically gravitated toward corporate structures early in their lifecycle. In doing so, each OCOG tended to recreate standard solutions from scratch and recruited early. The knowledge and experience of the IOC and other stakeholders can be better utilised to assist them.

The following measures are aimed at further simplifying Games planning and providing better assistance and more efficient tools to organisers. They will benefit from enhanced support from the IOC, the IFs and NOCs based on their experience from previous Games, and the provision of standardised turnkey solutions or contracted services, helping them to plan and deliver the Games.



C1 IOC Support to Organisers

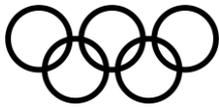
The IOC already provides an extensive range of support services to OCOGs, from reference material and documentation to a pool of resources and advisors assisting the OCOGs. The Executive Steering Committee for Olympic Games Delivery has identified a need to further customise certain services based on the unique local circumstances of each host region. The aim of the following measures is to help optimise services, reduce risks and costs, streamline the workforce, and increase collaboration among stakeholders.

Specific measures:

110. The new 3+4 Games Planning Framework and the event-based approach depart from the previous approach regarding Games organisation. As mentioned under measures 24 and 25, this will lead to rationalisation of activities and cost benefits. Since it is an entirely new approach, the IOC, experts and Olympic Movement stakeholders will assist the upcoming OCOGs on the implementation of this new framework.
111. OCOGs spend a considerable amount of time establishing and validating service levels across all key functions and stakeholders; the constant updating of this information is also labour intensive. The IOC will provide a central repository of information, which will help each OCOG to document its plans in the various key functions such as transport, accommodation, food and beverage, arrivals and departures, etc.
112. The IOC will introduce executive learning and coaching to senior Games organisers. This will shorten and accelerate the learning pathway for key individuals who need to take important decisions in an environment unfamiliar to them.
113. To best assist OCOGs with their learning curve, the IOC and Olympic Movement stakeholders will provide tailor-made learning opportunities, which address their respective needs, requirements and context.
114. The IOC and Olympic Movement stakeholders will contribute to the selection process for executive positions within the OCOG.
115. Assist future host city / country authorities and support them in the development and implementation of their legacy strategies by leveraging the IOC's network of stakeholders and the contributions of host cities to the World Union of Olympic Cities (see also chapter 2 on Legacy).

Benefits:

The proposed measures will significantly streamline organisational deliverables for OCOGs. In combination with the introduction of the 3+4 Games Planning Framework and the event-based approach, the OCOG's efficiency will be enhanced and a smoother transition from planning to operations will be possible. Focusing on the improvement of organisational efficiencies, the measures have the potential to greatly reduce future OCOG budgets.



C2 IF and NOC Support to Organisers

Experience has shown that the degree and level of involvement of IFs in Games planning and delivery varies depending on the complexity of sports and venues as well as the local context of the Games. As a result, the Sport Delivery Plan (SDP) has been designed as a framework giving direction to the OCOGs, the IFs, the IOC and OBS through outlining the respective responsibilities, deliverables and / or timelines. The aim of the SDP is to identify and optimise planning and delivery and allow for greater efficiencies as well as flexibility to transfer certain aspects to the IF depending on each Games edition. Similarly, NOCs can support OCOGs in the optimisation of services and bed requirements at the Olympic Village.

Acknowledging the long-standing expertise of IFs and NOCs, the measures below propose to involve them more directly in Games planning and delivery to avoid the long and costly process of OCOGs building up comparable knowledge.

Specific measures:

116. Continue IF engagement following the Candidature Process, enabling OCOGs to outsource key aspects to the IFs, which will support future OCOGs in the delivery of their respective sports by implementing the SDP from the early stages of an OCOG. This should allow greater flexibility on a sport-by-sport basis reflecting the needs of the OCOGs and the capabilities of the IF in the following areas:

- OCOGs and IFs to agree on delivery priorities; and
- OCOGs and IFs to identify the best solutions to source expertise and deliver sports operations.

Following its successful implementation with Tokyo 2020, the SDP will be extended to upcoming editions of the Games.

117. In addition to the measures presented under section B3 on Olympic Village(s), the NOCs will contribute to the work of OCOGs when it comes to all services and operations related to NOC.

Benefits:

By clarifying aspects of Games planning and transferring certain aspects of delivery from future OCOGs to IFs and NOCs, thereby involving them earlier and more closely, their technical expertise will be better leveraged, the necessary OCOG workforce will be further reduced, and organisational efficiency in the early stages enhanced.



C3 Turnkey Solutions

“Turnkey” refers to the various solutions provided to an OCOG, ranging from an entire planning methodology for the procurement processes of services and commodities to an end-to-end service designed to deliver a product or service more easily. Introducing this principle to different aspects of Games organisation would reduce complexity, delivery risk, and possibly costs. It would also give future OCOGs greater flexibility and increase efficiency. The IOC Executive Board has tasked the Coordination Commission Chairs and the Olympic Games Department with studying and developing such solutions in collaboration with the OCOGs, where relevant.

Specific measures:

118. The areas currently under analysis as potential turnkey solutions are:

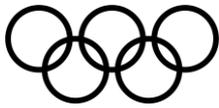
- Ticketing Service Providers;
- Venue infrastructure service cost planning and management;
- Venue planning and design, venue operations planning;
- Venue integrated schedule, including planning, design, delivery and operations;
- Sport presentation;
- Games services – furniture, fixtures and equipment;
- Olympic Results Services;
- Torch relay (device and software);
- Hospitality;
- Data Intercom Video Audio (DIVA);
- Website and CRM technology servicing; and
- Temporary power providers for broadcasting.

Some turnkeys are already being implemented, such as Olympic Information Services (OIS) in PyeongChang. Others, such as Data Intercom Video Audio (DIVA) and website / CRM technology servicing (Olympic Channel), are being discussed with Tokyo 2020 and soon Beijing 2022.

The detailed scope and contractual arrangements are being co-developed with Tokyo 2020 and Beijing 2022 and will vary depending on the stage of preparation in these areas. Turnkeys will be discussed from the outset with Paris 2024 and LA 2028 on a solution-by-solution basis. Other turnkey opportunities for existing OCOGs may be identified in due course during the co-construction process.

Benefits:

Introducing turnkey solutions to Games organisation will further increase organisational efficiency. Due to a decrease in the OCOG scope of work, more timely procurement of services, workforce and costs will be reduced and the delivery risk will be minimised.



Annex 1: Calculation Methodology and Maximum Savings

All financial analyses as well as the calculation of maximum savings conducted throughout the review of Olympic Games delivery are based on the same calculation methodology to ensure data consistency and comparability. All measures have been assessed in isolation without taking into account cross-functional savings (e.g. the impact of lower venue capacities on transport demand). Furthermore, no overall reduction due to enhanced governance efficiencies has been taken into account. It is certain that the proposed measures will bring significant savings; however, assessing the exact cost impact is extremely complex due to the great dependency on the context of each Games edition as well as the cross-functional nature of the measures.

Data sources

All data has been retrieved from official reports and information from past Games editions (2002 to 2020)² and has been cross-checked with industry benchmarks wherever applicable. Where required reports and / or information were not available, the analyses built on a database summarising the average costs of all Candidate Cities from 2004 to 2024 to ensure data consistency and reflect different contexts and concepts.

IOC Data Capture Reports

The IOC has been collecting Games time data from several Games editions to analyse and monitor the key operational elements and cost drivers. The aim is to build a strong foundation for a long-term data capture project that will provide comparable, reliable, valid, usable and actionable data across Games editions. Where possible and relevant, the analyses leveraged on such available data that display actual use of facilities and consumption of services.

Inflation and currency conversion

One of the main challenges was to overcome the contextuality of budgets. Due to different applicable budget structures, different economic situations in the host countries and various ways to allocate costs depending on the local culture, economy and policies, numbers were difficult to compare.

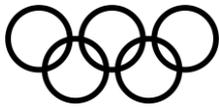
In order to mitigate this contextuality, the analysis used the IMF Purchasing Power Parities (PPP)-based currency conversion and IMF GDP deflator data for inflation adjustments. Compared to other approaches like the consumer, producer or production price index for inflation adjustments, the GDP deflator-based inflation adjustment provides a cross-sectional approach considering different goods and services. The use of PPP-based currency conversion additionally guarantees consistency over time. The below example illustrates the applied methodology.

- If data was published in USD, only the IMF GDP deflator data was applied for inflation adjustment to 2017,

e.g. OCOG budget published in the Vancouver 2010 Candidature File:

874 million USD (2002)	$\xrightarrow{\text{IMF US GDP Deflator 2017 / 2002} \times 1.339}$	1,170 million USD (2017)
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² See Annex 4 for a detailed list of sources.



- If data was published in another currency, the IMF PPP-based conversion rate was used for the year of publication of the data and the IMF GDP deflator data was then used for inflation adjustment to 2017,

e.g. the LOCOG expenditures published in the London 2012 Report and Accounts:



Consequently, all values are expressed in USD 2017. The numbers may therefore differ from publicly known figures.

Calculation in case of missing data or OCOG / non-OCOG split

In cases where data was available for either Olympic Winter Games or Olympic Games, a ratio of 1:1.8 (average ratio of actual OCOG budgets 2002-2020) was applied to convert the numbers.

For construction costs without a known OCOG vs. non-OCOG split, the following ratios were applied:

- 20 per cent vs. 80 per cent for permanent construction
- 30 per cent vs 70 per cent for permanent construction which include significant temporary features for the purpose of the Games (eg Aquatics venue in London 2012)

Calculation example:

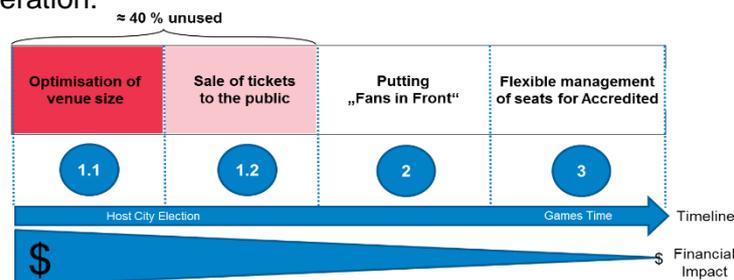
Optimisation of venue capacities based on findings of Data Capture Report

Based on actual data captured at the Olympic Games in London 2012 and Rio 2016 through the IOC Data Capture Project, it was possible to identify the actual use of accredited seats. On average, only approx. 60 per cent of the seats reserved for accredited persons were used, with a significant 40 per cent remaining unused.

The last Games editions (Sochi 2014 and Rio 2016) were analysed to define the total number of sellable seats (i.e. how many tickets would this accredited seat translate to if it was to be sold across all ticketed sessions) that were reserved for accredited persons, taking into consideration the venue capacities and the ticketed sessions at both Games editions. The outcomes show a total of 115,000 sellable seats for Sochi 2014 and 445,000 for Rio 2016.

Applying the percentages of actual use identified in the Data Capture, these numbers translate to 46,000 unused sellable seats at the Olympic Winter Games and 178,000 at the Olympic Games. Expressed in physical seats, it relates to up to 3,000 physical seats for the Olympic Winter Games and up to 11,000 physical seats for the Olympic Games that are reserved for accredited persons.

The Executive Steering Committee for Olympic Games Delivery took the following optimisation options into consideration:



Options to optimise venue size and capacity



1. To optimise venue capacity and the use of seats followed a twofold approach:
 - 1.1 Optimisation of venue size: Optimise the capacity through a reduction of seats to be constructed
Assumptions:
 - 50 per cent of the unused “physical” seats should not be constructed
 - Average construction costs per seat: USD 4,300 (based on venue construction cost data base of industry company)Potential savings for permanent or temporary construction of venues:
 - Up to USD 23.7 million for Olympic Games: $(11,000 / 2) \times \text{USD } 4,300$ per seat
 - Up to USD 6.5 million for Olympic Winter Games: $(3,000 / 2) \times \text{USD } 4,300$ per seat
 - 1.2 Sale of tickets to the public: Conversion of sellable seats reserved for accredited persons to tickets to be sold to the public
Assumptions:
 - 50 per cent of the unused tickets can be sold to the public
 - Average ticket prices (excluding low categories):
Rio 2016: USD 100
PyeongChang 2018: USD 150Potential additional revenue:
 - Up to USD 8.9 million for Olympic Games: $(178,000 / 2) \times \text{USD } 100$
 - Up to USD 3.5 million for Olympic Winter Games: $(46,000 / 2) \times \text{USD } 150$
2. Putting “Fans in Front”: Applying the “Fans in Front” approach to allow more tickets for seats closer to the field of play as those generally generate more revenue
Assumptions:
 - The remaining 60 per cent of accredited seats (actually used, according to the data captured) can be relocated further back in order to increase revenue from ticketing. This will enable sales of higher category tickets (category A instead of B) to the public.
 - Ticket price difference of category A and B:
London 2012: USD 67
PyeongChang 2018: USD 55Potential additional revenue:
 - Up to USD 17.9 million for Olympic Games:
 $(445,000 \times 60\%)$ sellable seats $\times \text{USD } 67$
 - Up to USD 3.8 million for Olympic Winter Games:
 $(115,000 \times 60\%)$ sellable seats $\times \text{USD } 55$
3. Flexible management of seats for accredited persons during the Games: React to the different demand for accredited seats (e.g. for preliminaries vs. finals) and flexibly manage the seats reserved for accredited persons at Games time in order to market the remaining unused accredited seats for public ticketing at short notice
Assumptions:
 - Assumption for remaining unoccupied accredited seats across all sessions are:
Olympic Games: 33 per cent
Olympic Winter Games: 25 per cent



- Average ticket prices (across all categories):
Rio 2016: USD 64
PyeongChang 2018: USD 132

Potential additional revenue:

- Up to USD 5.6 million for Olympic Games:
((445,000 x 60%) x 33%) sellable seats x USD 64 per sellable seat
- Up to USD 2.3 million for Olympic Winter Games:
((115,000 x 60%) x 25%) sellable seats x USD 132 per sellable seat

In total, the proposed approach could lead to savings by reducing permanent or temporary construction of up to USD 23.7 million for the Olympic Games and up to USD 6.5 million for the Olympic Winter Games and potential additional revenue of up to USD 32.4 million at the Olympic Games and up to USD 9.6 million at the Olympic Winter Games.

Maximum savings

Considering all measures proposed throughout the seven years of Olympic Games delivery, the current maximum savings can be summarised as follows:

Focus Areas with potential cost savings (in million USD 2017)	Olympic Winter Games	Olympic Games	Reference to Measures
Games Governance	85	134	#19 - #28
Games Requirements	389	731	#29 - #109
Competition and Training Venues	121	228	#29 - #36
Testing Programme	20	40	#37 - #41
Olympic Village(s)	21	26	#42 - #47
International Broadcast Centre / Main Press Centre / Media Services	17	22	#48 - #54
Technology / Energy	128	207	#55 - #63
Brand, Identity and Look of the Games	6	11	#64 - #68
Ceremonies, Culture and Education	14	25	#69 - #74
Hospitality and Ticketing	0	0	#75 - #78
Games Services	45	101	#79 - #103
Paralympics	17	71	#104 - #109
Support to Organisers	53	94	#110 - #118
TOTAL	527	959	

In addition, capital investments and other Games-related expenses incurred by public authorities (i.e. non-OCOG budget) could also be positively impacted. These savings are dependent on the existing infrastructure in future host cities and will therefore differ significantly from city to city; however, they do reflect the savings that previous Games organisers could have achieved, if such measures had been applied. The major areas where such savings could be observed are the following:

- **Competition and Training Venues:** The increased flexibility in venue selection criteria arising from the use of existing mono-functional venues, even if located outside the host city / region; the elimination of minimum venue capacities, combined with increased venue sharing opportunities; and reduced venue-specific requirements, can lead to significant savings related to venue construction.
- **Olympic Village(s):** The proposed measures guarantee one bed for every athlete at an Olympic Village while matching the capacity of the Village(s) to actual demands. This optimisation takes into consideration the physical distribution of competition



venues that often leads to sub-villages or other venue-dedicated accommodation, thereby ensuring no over-capacities or duplication of bed requirements at the main Olympic Village. This can lead to a potential reduction in the size of the Olympic Village(s) that need(s) to be constructed and thereby also to a potential reduction of the construction costs.

- **International Broadcast Centre / Main Press Centre:** The proposed measures allow for optimised size and introduce greater flexibility regarding the type of facilities (i.e. use of multi-site, temporary or demountable solutions) to be used for the IBC and / or the MPC. If no existing facility is suitable and new facilities have to be developed, these measures allow for significant potential savings.
- **Games Services:** The key measures relating to Games Services that may impact capital investment or non-OCOG budgets mainly concern accommodation and transport. In particular, workforce accommodation tends to be a significant cost. In addition, the reduction of venue capacity requirements and therefore by default alignment with the existing transport infrastructure translates into lower infrastructure upgrade requirements (e.g. if venue capacities are planned according to existing transport capacities).



Annex 2: Consultation Processes

NOCs

Some 28 NOCs representing 70 per cent of athletes have been consulted with the aim of reviewing and collecting ideas to adapt requirements and services in the Olympic Village, while ensuring that the athletes' experience is not affected. The NOCs consulted were:

ARG – Argentina	HUN - Hungary
AUS – Australia	ITA - Italy
BEL – Belgium	JPN - Japan
BLR – Belarus	KOR - Republic of Korea
BRA – Brazil	NED - Netherlands
CAN – Canada	NZL - New Zealand
CHN – People's Republic of China	POL - Poland
CZE – Czech Republic	RSA - South Africa
DEN – Denmark	RUS - Russian Federation
EGY – Egypt	SRB - Serbia
ESP – Spain	SUI - Switzerland
FRA – France	SWE - Sweden
GBR - Great Britain	UKR - Ukraine
GER – Germany	USA - United States of America

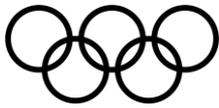
The ideas were further discussed with ANOC at its General Assembly in November 2017.

IFs

With the presidents of ASOIF and AIOWF on the Executive Steering Committee, both organisations were closely involved in the development of the programme. In addition, the programme was presented to the ASOIF Working Group at the SportAccord Convention 2017 and to the IF Engagement Working Group in January, May and October 2017. A series of individual meetings with IFs are currently being conducted to review venue-related measures.

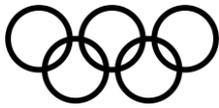
OCOGs

A workshop with former OCOG executives took place to finetune the measures relating to Games governance and develop principles for reduced organisational timelines.

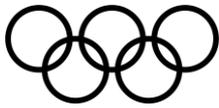


Annex 3: Glossary

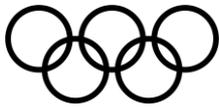
Acronym	Term	Definition
-	Legacy vision	A legacy vision is a tangible and / or intangible future concept / objective that is envisaged to be created and / or leveraged through the staging of an edition of the Olympic Games. A solid legacy vision justifies the host city's / region's efforts and investment in hosting the Games.
-	Mono-functional venue	A mono-functional venue is a competition or training venue whose main usage is limited to a specific sport / event and there is no alternative use to allow for a sustainable pre- / during / post-Games operation.
-	Accredited seating	Accredited seating is reserved seating in a venue assigned as a Radio-Television Stand (RT Stand), Press Stand (E Stand), Olympic Family Stand (O, F, H Stands) or Athletes' Stand (A Stand).
-	Seating bowl	The seating bowl is the total area where seats providing a view of the event are situated, i.e. the seats in the stadium. It can also include standing positions and temporary seats.
ATO	Additional Team Officials	Additional Team Officials belong to the accredited NOC team officials whose presence is essential for the administration of an NOC's sports team at the Olympic Games. but who are not entitled to free accommodation and dining privileges in the Olympic Village. The OCOG is obliged to provide accommodation and dining privileges for ATOs inside the Olympic Village or near the competition venues at a cost to the NOC.
ATR	Authorised Ticket Reseller	An Authorised Ticket Reseller is appointed by an NOC and approved by the IOC to purchase Olympic Games tickets from the OCOG. The ATR sells and distributes the tickets to the stakeholders associated with the NOC as well as the general public within the territory that the ATR has been granted the right to sell tickets. An NOC can undertake the responsibilities of an ATR.



BOH	Back of House	The Back of House is a collection of spaces on both sides of a venue's secure perimeter, including the field of play that provide services to accredited stakeholders and support the operations of the venue. BOH areas are only accessible to appropriately accredited people.
CoCom	Coordination Commission	In order to improve the organisation of the Olympic Games and cooperation amongst the constituents of the Olympic Movement, the IOC President establishes a Coordination Commission. The Coordination Commission includes representatives of the IOC, the IFs, the NOCs, the athletes and the IPC. The Chair of the Coordination Commission manages and implements the working relationship between the parties.
CT	Computed Tomography	Radiography in which a three-dimensional image of a body structure is constructed by computer from a series of plane cross-sectional images made along an axis.
DIVA	Data Intercom Video Audio	A Data, Intercom, Video, Audio (DIVA) network of services to support sports competition, sports presentation, and field of play technical operations.
EB	Executive Board	The IOC Executive Board consists of the President, four Vice-Presidents and ten other members. The choice of its members reflects the composition of the Session.
FF&E	Furniture, Fixtures and Equipment	Furniture, fixtures and equipment that are required to deliver Games operations, including barricades, furniture, technology desktop equipment, office supplies, megaphones, etc.
FOP	Field of Play	The Field of Play is the official area used for the sporting competition, including the immediate and surrounding support areas at which a boundary separates the attendant spectators. The design and specifications of each FOP varies from one sport to another and are in accordance with International Federation rules.



HCC	Host City Contract	The Host City Contract is the written agreement concluded between the IOC, the host city and the host NOC and specifies in detail the obligations incumbent upon them in relation to the planning, organising, financing and staging of the Games. The Host City Contract is signed upon the election of the host city, and the OCOG adheres to the Host City Contract, as an additional party, shortly upon its creation.
IBC	International Broadcast Centre	The International Broadcast Centre is a radio and television broadcasting non-competition venue for which the design and fit-out is managed and operated by OBS.
IF	International Federation	The International Sports Federations are responsible for the integrity of their sport at international level. They are international non-governmental organisations recognised by the IOC for administering one or more sports at world level.
MPC	Main Press Centre	The Main Press Centre is the central workplace for the accredited written and photographic press and accredited non-rights-holding broadcasters (ENRs) at the Olympic Games.
NOC	National Olympic Committee	The mission of the National Olympic Committees (NOCs) is to develop, promote and protect the Olympic Movement in their respective countries. Another objective is to ensure that athletes from their respective nations attend the Olympic Games. Only an NOC is able to select and send teams and competitors for participation in the Olympic Games.
OBS	Olympic Broadcasting Services	Olympic Broadcasting Services is a company created by the IOC to fulfil the host broadcaster function for the Olympic Games.
OCOG	Organising Committee for the Olympic Games	The organisation of the Olympic Games is entrusted by the IOC to the NOC of the country of the host city as well as to the host city itself. The NOC is responsible for the establishment, for that purpose, of an Organising Committee (OCOG) which, from the time it is constituted, reports directly to the IOC Executive Board.
OCS	Olympic Channel Services SA	Olympic Channel Services is the company managing and operating the Olympic Channel.



OGLM	Olympic Games Learning Model	The Olympic Games Learning Model is the overall learning model developed by the IOC to empower OCOGs and their stakeholders and partners to become learning organisations, to successfully deliver the Games.
ORs	Host City Contract - Operational Requirements	The Host City Contract - Operational Requirements are an integral part of the HCC. They list the key requirements applicable to the planning, organising, financing and staging of the Games.
PR	Project Review	The Project Reviews are high-level and comprehensive project progress meetings organised regularly between the IOC and the OCOGs to review the overall progress of the Games preparations and to provide assistance, advice and expertise.
PSA	Pedestrian Screening Area	The Pedestrian Screening Area is a space on the secure perimeter where people are screened for prohibited items and restricted items before entering a venue.
PTO	Primary Team Officials	Primary Team Officials have the same role as that of an NOC Team Official. The number of PTOs an NOC is entitled to is calculated by Rule 38 of the Olympic Charter based on the number of disciplines and additional calculation rules. PTOs are entitled to access and eat at the Olympic Village dining halls. The number of beds allotted to an NOC in the Olympic Village equals the total number of athletes and PTOs.
RHB	Rights-Holding Broadcaster	Rights-Holding Broadcasters are entities, companies, unions, pools, consortiums or agencies (including media subsidiaries, affiliates and permitted sub-licensees) with which the IOC has entered into or will enter into an agreement granting the right to broadcast and exhibit coverage of the Olympic Games within a given territory during a given period of time.
SDP	Sport Delivery Plan	The Sport Delivery Plan has been designed as a framework giving direction to the OCOGs, IFs, IOC and OBS by outlining the respective responsibilities, deliverables and / or timelines. The SDP also allows for transfer of certain aspects to the IF depending on each Games edition.



T1	T1 transport service	T1 is a transport service that includes an allocated vehicle and driver for Games stakeholders with the respective access. This privilege gives access also to T3 and public transport (TP) services.
T2	T2 transport service	T2 is a transport service that includes allocated vehicles and drivers for Games stakeholders with the respective access. This privilege gives access also to T3 and public transport (TP) services.
T3	T3 transport service	T3 is an on-demand or by-reservation transport system for Games stakeholders with the respective access. The T3 system can be delivered via passenger cars, minivans and / or coach shuttle services. Coach shuttle services can be implemented on high frequency / demand routes, for specific events and on peak arrival and departure days.
TM	Media transport system	The media transport system is a transport service mainly to serve Games accredited media representatives that connects to the various relevant venues with the IBC / MPC being the main hub(s).
VAPP	Vehicle Access and / or Parking Permit	Vehicle Access and / or Parking Permits is the official Games vehicle accreditation that allows specific access and parking in Games venues.
VSA	Vehicle Screening Area	The Vehicle Screening Area is the area where all authorised vehicles are security checked prior to entering a precinct or venue at the secure perimeter. It includes a permit check point and, in some cases, a pedestrian screening area.
WAD	Work as Directed Vehicles	Work as Directed Vehicles are vehicles that are held at key points of the transport system (for example, the media or athlete transport malls) and that are available to provide additional capacity during the peak times to the scheduled services that are operating. The WAD are “called up” to meet the required capacity.



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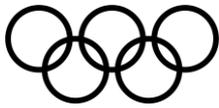
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