

**Candidature Process – Olympic Winter
Games 2026**

Q&A

April 2018



Table of Contents

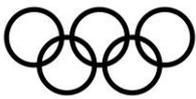
Introduction

1. Q&A for Public Engagement

- 1.1. A New Era for the Candidature Process
- 1.2. The New Norm
- 1.3. Budgets, Costs and Investment
- 1.4. Legacy
- 1.5. Sustainability
- 1.6. IOC institutional matters

2. Q&A for Games plan

- 2.1. Games Concept
- 2.2. Games Operations
- 2.3. Finance, Marketing and Legal
- 2.4. Sustainability & Legacy
- 2.5. Other



Introduction

This document provides answers to frequently asked questions about the Candidature Process and other matters of general interest, supported by relevant examples where appropriate. It aims to assist Cities with their public engagement activities and in the development of their Games plan.

The document will be updated during the Dialogue and Candidature Stages as new questions arise and new information becomes available. This is intended as an internal reference document.

New Q+A additions from previous versions of the document are marked with a red star *

Structure of the document

The Q&A document contains two main parts:

The first chapter, “**Q&A for Public Engagement**”, is designed to support your communication activities with your stakeholders and general public. One of the keys to successful candidatures is early and frequent engagement and open and honest communication. This section provides information on the philosophy of the candidature process, the New Norm and the benefits and legacies of hosting the Olympic Games and gives updated answers about recent IOC and Olympic Movement events.

The second chapter of the document, “**Q&A for Games plan**” provides answers to specific questions asked by Cities during the interactive working sessions or the expert support visits. This section will assist Cities in further developing the technical aspects of their Games plan. It also includes details related to candidature operations, for example practical questions on the participation of Interested/Candidate Cities in various international events.

Please note that:

- Not all questions asked by the cities will be included in the document - only ones relevant to all cities.
- Specific questions asked by the cities may have been adjusted to allow for a more generic answer applicable to all cities.
- Answers given by the IOC aim to support and/or guide the cities and are not to be considered as requirements.

Note on terminology

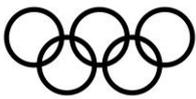
In this document, the following terms will be used to refer to the Cities taking part in the Candidature Process for the Olympic Winter Games 2026:

During the Dialogue Stage: “**Interested City**”, i.e. a city interested in becoming a candidate for the Olympic Winter Games 2026.

During the Candidature Stage: “**Candidate City**”, i.e. a city which has been invited by the IOC Session to present an official candidature for the Olympic Winter Games 2026.

Throughout this document, where not otherwise specified, “**Cities**” refers to both Interested Cities and Candidate Cities.

“**NOCs**” refers to National Olympic Committees.



1. Q&A for Public Engagement

1.1. A New Era for the Candidature Process

1.1.1 Q. How does the new process work?

The new process provides Cities and National Olympic Committees (NOCs) with more flexibility to develop Games proposals with greater support directly from the IOC. The aim is that the proposed plans will be fully aligned with, and advance, local, regional and national development goals, as well as having a smaller financial, operational and environmental impact.

The revised Candidature Process comprises two stages:

- A new, one-year, non-committal **Dialogue Stage** (October 2017 to October 2018) that will provide Interested Cities and NOCs with an opportunity to engage with the IOC to assess the benefits and requirements related to hosting the Olympic Winter Games 2026. Cities will also be able to benefit from Olympic Winter Games expertise delivered through the IOC and Olympic Movement stakeholders.
- A shortened formal **Candidature Stage** (October 2018 to September 2019) with streamlined procedures enabling those Cities that are invited to become Candidate Cities to work closely with the IOC to ensure the best possible Games delivery and legacy plans.

Cities will not be required to submit any formal proposals or make any presentations during the **Dialogue Stage**. The IOC will take a more proactive role in assisting and supporting Interested Cities well before any commitment. This will include increased support in areas such as technical expertise and communications support.

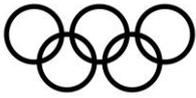
An IOC Working Group will then compile a report based on the Cities' concepts and the IOC's own analysis and research, assessing the feasibility of Interested Cities to successfully host the Games. The Working Group will submit the report to the IOC Executive Board in October 2018.

The Executive Board will then recommend which Interested Cities should be invited to become Candidate Cities. During its meeting in October 2018 in Buenos Aires, the IOC Session will invite a number of Interested Cities to participate in the Candidature Stage and become Candidate Cities.

The procedure will be tailored to the context and needs of each city and will include ongoing open dialogue between the Cities and the IOC, enabling continuous improvement of the Games projects. These changes benefit Cities through greater expertise provided by the IOC and Olympic Movement stakeholders and fewer deliverables required throughout the Candidature Process, substantially reducing candidature budgets.

More detailed information on the new process can be found in the *Candidature Process* document:

<https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Games/Winter-Games/Games-2026-Winter-Olympic-Games/Candidature-Process-Olympic-Winter-Games-2026-Final-September%202017.pdf>



1.1.2 Q. How important is the new Dialogue Stage to a city's chances of winning the right to host the Olympic Winter Games?

The **Dialogue Stage** will be a crucial stepping stone for all Cities to develop the very best possible proposals that ultimately have the best chance of winning the vote by IOC Members in 2019.

It provides an important opportunity to engage in open and non-committal dialogue with the IOC from the very start of the process. The IOC and Olympic Movement stakeholders will provide expertise to help Cities understand and benefit from the process as well as shape their candidature.

Throughout the **Dialogue Stage**, interactive working sessions and expert support visits will be used to discuss and consolidate the Games concept. There will be no need for Cities to produce any new documents, and indeed they will only need to share existing studies and documents if requested by the IOC.

1.1.3 Q. When will the new host city contractual requirements be published?

The 2026 Host City Contract Principles was made available to Interested Cities on 29 March 2018. The HCC operational requirements will be published by 1 June 2018.

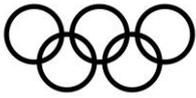
1.1.4 Q. How will the new process help our city develop its bid?

The IOC will work closely with Cities to develop their candidature from the very start of the process, both from a technical perspective – by giving access to a range of experts in Games delivery – and also from the point of view of how the project will meet the long-term needs of the city and its people.

There will be opportunities for engagement at every stage, with more support from the IOC, International Federations and other Olympic stakeholders.

Specifically, the IOC will provide:

- **In-City Interactive Working Sessions** – To be held in the respective Interested Cities between November 2017 and June 2018.
- **On-site expert support** – In addition to the interactive working sessions, the IOC offers to send technical experts to the Interested Cities to support them in developing their concepts. All IOC technical experts 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 experts are available to all Cities.
- **Olympic Winter Games PyeongChang 2018 Observer Programme** – This is an essential element of the IOC Knowledge Transfer Programme. Each city will have access to approximately 20 observer visits and round-table sessions in a tailor-made programme to witness operations in an actual Olympic Games environment.
- **Official Debriefing of the Olympic Winter Games PyeongChang 2018** – The Official Debriefing of the Olympic Winter Games PyeongChang 2018 will be held in Beijing in June 2018. Forming an integral part of the wider post-Games analysis



and information collection, the Debriefing provides a forum to exchange experiences and discuss the major conclusions of the latest edition of the Games with future organisers.

Considering that Cities may have different needs at different times, the IOC adopts a flexible approach to providing support and coordinates its support services with each city individually.

1.1.5 Q. How did the 2024 candidature cities benefit from the new process?

The Cities involved in the 2024 Candidature Process enjoyed several benefits that helped them shape successful bids.

First, the new process put a greater emphasis on the need to engage with communities and stakeholders. This increased engagement helped to better establish the local needs and strategic priorities, and integrate them more successfully into the bids. This helped construct more robust plans.

Second, increased dialogue with the IOC also helped the cities to make adjustments to their proposals and shape them so that there was no need for extensive infrastructure spending. In both the Paris and Los Angeles candidatures, existing and temporary venues made up more than 90 per cent of their Games plans.

Finally, the closer partnership between the Cities and the IOC ensured the process was more flexible and proactive. This led to more effective communication, and also built support for their candidatures. Polls showed both cities had support of more than 70 per cent of their population to host the Games.

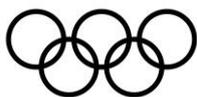
Mayor of Los Angeles Eric Garcetti said: “We were told all these myths about what this process was supposed to be. I was told this was going to be a very inflexible IOC; and what we experienced was tremendous flexibility. We were told if we read what's going on that this process is tainted. It was clean and clear. We were told that it would be very demanding and that you'd have to be super ambitious. Instead it was cooperative and collaborative.”

Mayor of Paris Anne Hidalgo said: “With Agenda 2020 the IOC has a really clear vision about its role at an international level to help solve big challenges: climate challenges, social challenges, all these challenges that contribute to building peace and brotherhood, forged from the humanitarian values of the Olympic spirit. For me this is really important. Without Agenda 2020 I am not convinced Paris would have even considered a candidature. Olympic Agenda 2020 has been a crucial factor in my decision.”

1.1.6 Q. What is the IOC's position on public consultation regarding hosting the Games?

Community support is an important factor in the selection of a host city, and the IOC encourages extensive public consultation and engagement right from the outset of a proposed candidature. It is important to consult a wide cross-section of the community including groups that are both “pro” and “anti” the Games. Pro-Games groups can be valuable advocates in the community and working with them can help build widespread support.

Often through engaging with groups that are opposed to hosting the Games it is possible to discover and address the main concerns they have regarding the Games and in



some cases include solutions to these issues in candidature plans.

The important thing is to engage as much, as often and as early as possible.

1.1.7 Q. How can the process be transparent if it includes a secret ballot?

The entire process is designed to be as fair and transparent as possible, whilst also upholding the democratic principle of confidential voting.

All documents related to the candidature process are publicly available, including the proposals from each City and the Host City Contract.

The purpose of the Rules for the Candidature Process - Olympic Winter Games 2026 is to ensure an honest and fair procedure for all Cities, exempt from any external influence – political or otherwise – with equal conditions and opportunities for each City and the absence of any risk of conflicts of interest.

These rules can be accessed via the *Candidature Process* document which Cities have been provided with, as well as at the below link:

https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Code-of-Ethics/2017/5-Code-Ethique-2017-EN-Candidature_2026.pdf#_ga=2.183787622.1168963679.1507550811-1989391420.1498038669

To ensure that the democratic process is respected, the vote is secret, as are votes for political elections in the vast majority of democratic countries.

1.1.8 Q. Is preference given to cities who have previously submitted a candidature?

No. Each Candidature Process and City proposal will be examined and then judged on its own merits.

1.1.9 Q. Are the Games awarded on a continental rota system?

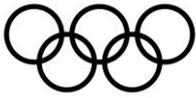
No. One of the fundamental principles of the Olympic Movement is that of universality and political neutrality.

1.1.9.1 Q. What opportunities do the Paralympic Games bring?

The Paralympic Games play a very important role in creating a more inclusive society for people with an impairment. Para sport challenges stereotypes and transforms attitudes, helping to increase inclusion by breaking down social barriers and discrimination towards people with an impairment.

The Paralympics can also be a catalyst to improve accessibility of transport and urban design.

From an operational perspective, the IOC supports the International Paralympic Committee and whilst the two organisations and events are separate they do work closely together. The Paralympics benefit by following the Olympic Games and making use of many of the same facilities (competition venues, Olympic Village, etc.), thereby allowing them to be organised at a significantly lower cost.



1.1.9.2 Q. What new sports/events could be included in the Olympic Winter Games 2026?

The IOC runs a formal selection process to determine which sports will be on the Olympic Games programme, which is voted on by IOC Members at the time of the election of the Host City. The event programme is then defined by the IOC no later than three years before the Olympic Games, in close collaboration with the host city.

Olympic Agenda 2020 also offers the possibility for the host city to propose one or more events from new sports to be included for their specific edition of the Olympic Games. However, this should be a consideration only after the completion of the Candidature Process.

1.1.9.3 Q. How can you benefit from the Candidature Process even if unsuccessful?

The Olympic Games project is unique in bringing together a diverse group of stakeholders around the table, including the public sector, the private sector, non-governmental organisations, community groups, to engage around a common objective. A clear vision of how a candidature fits within existing policy programmes and goals, therefore, can deliver benefits even if a City is not chosen to host the Games.

Very often the process of planning for a Games ten years into the future compels a City to examine a wide variety of areas - such as sports infrastructure, tourism facilities, accommodation, technology and transport - and really consider what they need from them. This can be valuable whether they host the Games or not.

Benefits can include increased engagement with community groups; uniting local stakeholders behind a shared strategic vision for long-term development; or building expertise and capacity in areas such as hosting international events. The IOC can help support this process by sharing lessons from past Candidature Processes and working with the City.

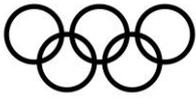
1.1.10 Q. What are the rules of the Candidature Process – Olympic Winter Games 2026?

The Rules for the Candidature Process – Olympic Winter Games 2026 (the “Rules”) detail the clear and open framework under which the campaign and election for the host city will be conducted.

Their purpose is to ensure an honest and fair procedure for all Cities, exempt from any external influence, with equal conditions and opportunities for each City and the absence of any risk of conflicts of interest.

The Rules can be accessed via the *Candidature Process* document which you have been provided as well as at the below link:

https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Code-of-Ethics/2017/5-Code-Ethique-2017-EN-Candidature_2026.pdf#_ga=2.183787622.1168963679.1507550811-1989391420.1498038669



1.1.11 Q. Will the IOC be dictating how we construct our candidature and ultimately how we run the Games?

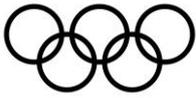
No. The IOC absolutely believes that the best Games and best legacy result from an active and close partnership between all stakeholders, including city and national authorities, the National Olympic and Paralympic Committees and the relevant international sports bodies.

For the 2026 candidature cycle, the IOC has also undertaken significant changes to the Candidature Process to minimise the costs of a candidature and maximise the possible opportunities. The changes will also ensure that Interested Cities develop Games proposals that are aligned with, and advance, local, regional and national development goals, and have less financial, operational and environmental impact.

Overall, guided by **Olympic Agenda 2020** and the **Olympic Winter Games Strategic Working Group**, the process for 2026 has been adapted so that Interested Cities and National Olympic Committees (NOCs) can tailor a proposal based on their own context.

During a new, one-year, non-committal **Dialogue Stage**, Interested Cities will work more closely with the IOC than has been the case in the past. Cities can expect closer collaboration with the IOC, more expert advice and a range of other support from the very start of the process.

This process will be about making proposals that will deliver excellent Games, whilst also meeting the needs of the city to ensure the Games leave a positive, long-term, sustainable legacy.



1.2. The New Norm

*1.2.1 What is the New Norm?

It is a fundamental rethinking of the organisation of future Games. The process is now more flexible, less costly and much more aligned with the local, regional and national development goals

*1.2.2 What does the New Norm address?

The New Norm includes 118 measures related to candidacy, delivering the Olympic Games and the legacy of the Games. It provides cities with increased flexibility in designing the Games to meet long-term development goals, and will ensure that host cities receive more assistance from the IOC and the wider Olympic Movement.

*1.2.3 What are the estimated cost savings associated with the Olympic Games Delivery – the New Norm?

The Olympic Games Delivery plan could save Organising Committees a maximum potential of USD 1 Billion for Olympic and Paralympic Games and USD 500 Million for Olympic and Paralympic Winter Games.

Foucs 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 - #108
Competition and Training Venues	121	228	#29 - #36
Test Events	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	

*1.2.4 How does the Olympic Games Delivery plan enhance the Olympic & Paralympic value?

The plan reduces the cost and complexity of the overall delivery model, as well as better manages risks and responsibilities of key stakeholders to enhance flexibility, efficiency and sustainability.

*1.2.5 What are some examples of how this plan can come to life?

By examining the seven-year journey with former Organising Committees (OCOGs), more



than 80 of the 118 solutions that have been proposed would result in cost efficiencies without compromising the Olympic experience. For example, the plan invites opportunities to reduce venue sizes, rethink transport options, optimise existing infrastructure and reuse the field of play for various sports.

***1.2.6 How would greater governance result in lower costs for an OCOG?**

Enhanced integration of Olympic stakeholder expertise, combined with adjusted workflows, would unlock greater value for hosts and partners alike. For example, a joint coordination process between national government, regional government, the IOC and Tokyo 2020 has already assisted in reducing Tokyo's revised venue budget by USD 2.2 billion.

Meanwhile, a "3+4 year" approach to staffing an Organising Committee would streamline production and decrease human resource needs in the first three years – when engagement, planning and communication would be the primary focus – before shifting to detailed operational planning, readiness and delivery mode in the last four years.

***1.2.7 What are examples of turnkey solutions that can be provided to OCOGs?**

A number of operations remain consistent from Games to Games. In order to limit the development costs, long-term arrangements or facilities can be contracted to help Organising Committees in areas such as Olympic Information Services, Website and Customer Relationship Management (CRM) technology servicing, and Ticketing Service Providers.

***1.2.8 How can the Olympic Movement better assist Organising Committees?**

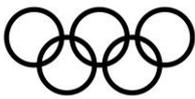
International Federations will be empowered to support future OCOGs in their Sport Delivery Plans, while National Olympic Committees can contribute their service and operational expertise.

***1.2.9 How is the New Norm different from Olympic Agenda 2020?**

The New Norm is the action plan, which was born from six recommendations of Olympic Agenda 2020 related to the organisation of the Games.

***1.2.10 When will the Olympic Games delivery section of the plan be implemented?**

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.



1.3. Budgets, Costs and Investment

1.3.1 Q. How much does it cost to host the Olympic Winter Games?

The budget for the Olympic Games has naturally evolved over time and varies for each edition of the Games, depending on the current context of the host city.

However, the basic principles of financing the Games remain the same and can be broken down into two budgets:

- The budget of the **Organising Committee for the Olympic Games (OCOG)**, which is almost entirely privately financed and covers the staging of the Games themselves; and
- The **non-OCOG budget**, which is under the remit of the public authorities of the host city, and which covers the cost of the Games-specific investments needed to stage the Games.

In addition, host cities may also use the event as a catalyst to improve local infrastructure that does not have a direct bearing on the hosting of the Games. This budget may cover long-term housing projects; transport networks, as in Rio; or widespread redevelopment, as in Barcelona and London. These fit into the city's long-term plans and give a benefit long after the Games.

OCOG BUDGET

The **OCOG** budget is the operational budget controlled by the OCOG, which is used to cover all costs and expenses related to the delivery of the Olympic Games. This includes the organisation of the sport events and the ceremonies; the delivery of technology and other services to make the Olympic Games happen; the procurement of goods and equipment needed for the Olympic Games; and the salaries of the workforce.

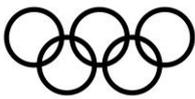
The **OCOG budget** is mainly privately financed, with a large contribution from the IOC that comes from its various revenue sources, including The Olympic Partners (TOP) Programme and the sale of broadcast rights to the Olympic Games.

This IOC contribution includes a direct contribution to the budget of the Organising Committee (through the share of the broadcasting sales and the TOP Programme). The contribution also includes the IOC covering considerable operational costs, such as the host broadcast operation, OBS, and various forms of Olympic Games support provided by the IOC to the OCOG, including its "Transfer of Knowledge" programmes. For the Olympic Winter Games 2026 the IOC contribution is estimated at **USD 925 million (2026 value)**.

NON-OCOG BUDGET

The **non-OCOG budget**, covering the cost of the Games-specific investments needed to stage the Games, very much depends on what already exists in a city. The more infrastructure that is already in place, the less a city will have to spend to build new stadiums and other facilities. The budget is made up of two parts:

- **Capital Investment budget (competition and non-competition venues)** - This budget is directly related to the construction of the permanent competition and non-competition venues, which have a long-term legacy. Where there is no credible evidence that a new permanent venue will have long-term benefits for



the community, temporary or existing solutions should be used. The financing of such investments is usually undertaken by the public authorities and/or the private sector.

- **Operations budget** - This budget includes the operational services of the public authorities in support of the Olympic Games (such as security, transport, medical services, customs and immigration, as described above).

ADDITIONAL INVESTMENT

Each host city/region/country has a long-term investment plan for general infrastructure, which deals with wider infrastructure investments that the host country and City are making independently of the Olympic Games. Very often Cities use the opportunity of a Games and its “fixed” deadline to push through infrastructure and other projects that otherwise would take many decades. For example, investments in transport infrastructure (roads, airports and railways). This represents an urban heritage for future generations long after the Olympic Games are over and should not be considered an Olympic cost. The transformation of the Barcelona waterfront or of east London would be good examples.

How this is funded and the scope of this investment plan very much depend on what already exists in the City and the long-term development vision of the City and country.

1.3.1.1 Q. Why does the Host City Contract (HCC) include tax exemptions?

The IOC is an independent international non-profit organisation. More than 90 per cent of the revenue we generate through our marketing programmes, including the sale of broadcasting rights and The Olympic Partners (TOP) programme, is redistributed to the organisations of the Olympic Movement to support the organisation of the Olympic Games and promote the development of sport at all levels around the world. Tax exemption means that more revenue from the Games can be redistributed to support sport.

In concrete terms, to simplify preparations for the Olympic Games and make the best use of available resources, a number of administrative processes are put in place by the relevant authorities of the host country.

These processes should always take the existing legal and tax framework as a basis, and should be applied to the parties involved in organising the Olympic Games, in particular the OCOG, the IOC and its affiliates, NOCs, IFs, Official Timekeeper, sponsors and broadcasters.

These needs include:

- the entry of accredited individuals into the territory of the host country (i.e. athletes, officials and other persons attending or contributing to the Olympic Games preparation);
- the import of animals, equipment and other items necessary for the delivery of the Olympic Games;
- taxes (including direct, indirect and withholding taxes), taking into consideration the need to:
 - avoid the creation of a permanent establishment of the non-resident legal entities temporarily present to perform temporary Olympic Games-related activities in the host country;
 - avoid any form of double taxation; and
 - allow Olympic stakeholders to voluntarily register for indirect tax recovery purposes.



Wherever possible, these needs should be met through the application of the host country's existing tax and customs regime, as was the case for several past Olympic Games editions.

Where this proves impractical, bespoke regulations should be considered on a limited and temporary basis, solely for the purposes of facilitating the preparation and delivery of the Olympic Games and optimising the resources available for organising the Games.

1.3.2 Q. But didn't the Sochi Games cost more than USD 50 billion? Is there an expectation that we spend that much?

No, it didn't cost **USD 50 billion** to stage the Sochi Games. There were a number of additional investments made that were outside the cost of staging the Games.

The operational cost of the Games was actually **USD 2.75 billion** (2014 values). This budget was in line with expectations and the OCOG budget for Sochi in fact delivered a surplus.

Sochi's candidature for the Olympic Winter Games 2014 was based on a clear vision to achieve a long-term development goal of transforming the region into a year-round sports hub.

The national Government therefore decided to invest additional funds in what was a significant makeover for the region. Starting from a fairly low base in terms of existing infrastructure, the regional development programme included new airport facilities, 367 km of roads and bridges, 200 km of railways and a new seaport for passenger liners, ferries and personal boats.

The investment has seen Sochi become recognised as a thriving mountain resort which has been full every season since the Olympic Winter Games Sochi 2014. According to Sochi Mayor Anatoly Pakhomov, a record 6.5 million people visited the seaside city in 2016. It has also become a new sporting hub for Russia, which hosts a range of major events from a Formula One Grand Prix every year to, in 2018, games of the FIFA World Cup.

1.3.3 Q. Does the Games result in a deficit?

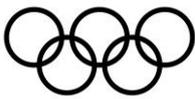
The **non-OCOG budget** should be based on a host city's existing social, economic and sport development goals and means. Any expenditure by federal, regional and city authorities should be within these means.

Any additional investments in infrastructure outside of the **OCOG** and **non-OCOG budgets** should not be considered a Games cost.

Many of the activities related to the hosting of the Games have a direct fiscal benefit – such as accommodation, catering and tourism. Spending around the Games generates employment opportunities for projects that will benefit local residents long after the Games are over.

For example:

- Economic growth stimulated by the Olympic Winter Games Vancouver 2010 led to more than 800 new businesses being created in Vancouver. The Games also generated between **CAD 70.2 million** and **CAD 91.9 million** in federal tax revenues. A recent PWC report on the Games states it delivered an estimated



boost to Canada's GDP of **CAD 2.8 billion** between 2003 and 2010. Since the Games, many regions around Vancouver have attracted record numbers of tourists and recently the city of Vancouver passed **ten million** overnight visitors in a year for the first time.

1.3.4 Q. Who will be responsible for any financial losses caused by budget overruns?

It is the responsibility of the host city stakeholders to manage both the **OCOG** and **non-OCOG budgets**.

The IOC is totally committed to working closely with Interested Cities to develop their plans and provide cost-saving solutions wherever possible.

The IOC and IOC-affiliated entities will assist the OCOG during its entire lifecycle and provide support, guidance and information based on experience and knowledge from previous Games.

The reforms of the New Norm (see more detail in section 1.2) , identified ways to further reduce the cost and complexity of hosting the Olympic Winter Games, whilst maintaining its inclusiveness and character. The host of the Olympic Winter Games 2026 can expect additional significant savings as a result of this top-to-bottom review of the current process and existing requirements for delivering successful Games.

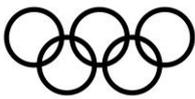
1.3.5 Q. Is the expense of a Candidature Process wasted if the city is not selected to host the Games?

No. It has been demonstrated that the process delivers benefits irrespective of the outcome. Legacy needs to be an integral part of the process from the moment a candidature is first considered, throughout the process, and right through to hosting the Games and beyond. The Candidature Process itself therefore also needs to have clear plans for legacy.

A candidature can unite a wide range of stakeholders behind a shared vision for long-term development. Focusing on legacy from the outset encourages Cities to think about their future goals and can put the spotlight on the issues Cities face, which can often generate momentum to address them.

For example:

- The candidature of New York for the Olympic Games 2012 encouraged coordinated action that led to several long-term development goals being achieved. The High Line development turned a section of unused rail track into a new green space and several areas were re-zoned leading to new developments, including at the Hudson Yards, Greenpoint, and Williamsburg waterfront.
- Manchester's bids for the 1996 and 2000 Games supported citywide transport modernisation, leading to the development of new railroad tracks for trams, new buses and bus routes, the development of highways, and the expansion of traffic management systems. The bids also led to the development of world-class facilities in disadvantaged parts of the city. The UK National Cycling Centre was only the UK's second Olympic-standard velodrome. It became home to the GB Cycling team, and thus was an integral part of their continued success, and has hosted numerous international events. Some commentators have concluded that Manchester's Olympic bids laid the groundwork (in terms of image,



infrastructure and stakeholder coordination) for the city's successful bid for the 2026 Commonwealth Games.

1.3.6 Q. What will the IOC's contribution be for 2026?

The Host City Contract 2026 will include an IOC contribution to the success of the Games estimated to be **USD 925 million (2026 values)**.

More detail can be found in the *2026 Candidature Process* document, but the breakdown is as follows:

- The OCOG operational budget will receive a contribution related to broadcast revenues of **USD 452 million**.
- The OCOG operational budget will receive a contribution related to TOP Programme revenues estimated at **USD 200 million** (split between cash and value-in-kind). This contribution may be updated as necessary to reflect future evolutions of the TOP Programme, including potential renewals of sponsorship agreements related to certain key products and services categories (in particular regarding the "mobility" category which, for clarity, is not reflected in the above-mentioned USD 200 million estimated amount).
- Olympic Broadcasting Services (OBS) will provide state-of-the-art host broadcasting and other related services estimated at **USD 190 million** fully borne by the IOC, relieving the OCOG from such costs.
- The IOC and IOC entities will provide services and assistance essential for Games planning and delivery estimated at **USD 83 million**. This includes guidance and information based on the experience and knowledge accumulated in areas most relevant to the organisation and staging of previous editions of the Olympic Games (e.g. in relation to corporate organisation, finance, marketing, technology, legal services, medical services, doping controls, prevention of manipulation of competitions, sustainability and legacy, creative productions, venue planning, ticketing and business development, and cultural activities). These services are fully borne by the IOC, relieving the OCOG from such costs.

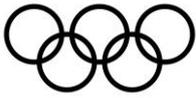
The IOC is also adapting its support in line with the New Norm (see more detail in section 1.2) to assist Games organisers. This approach includes measures such as: long-term solutions from TOP partners; assessment and provision of turnkey solutions; and IOC experts, covering areas such as Sport, Venues, Infrastructure, Transport, Accommodation, Security, Sustainability, Legacy, Finance and Marketing, who will support the OCOG through its entire lifecycle.

The OCOG will also be able to raise additional revenue through domestic commercial activities generated by the use of the Olympic marks together with the OCOG's symbols.

*1.3.7 Q. Who profits from the surplus of a Games?

As per the Host City Contract 2026 Principles, any surplus resulting from the OCOG's budget is split as follows:

- 20 per cent to the host NOC;
- 60 per cent to the OCOG to be used for the development and delivery of the OCOG's legacy plan and for the development of sport in the Host City and the Host Country, as may be determined by the OCOG in consultation with the IOC, the Host City and the Host NOC;
- 20 per cent to the IOC to support the funding of the OCOG's legacy plans or to be otherwise reinvested in sport.



1.3.8 Q. Will changes to the Candidature Process save money?

The changes will lead to significant cost savings and a reduction in the requirements made of Interested Cities and Candidate Cities.

The savings are in three main areas:

- **An Improved Process** – A new, one-year **Dialogue Stage** will give Cities more time to carefully consider and begin developing plans before making any commitment. A shorter **Candidature Stage** will reduce the cost and complexity of the formal evaluation process.
- **More IOC Support** – The IOC will provide more assistance at all stages of the candidature process. This will include technical support and workshops with IOC Experts in the Interested Cities to assist in developing their concepts. Experts visits will cover topics such as (but not limited to) Games Concept, Finance, Marketing & Legal, Games Governance and Operations and Legacy and Sustainability. The IOC will also provide support in areas such as communications and engagement, including materials such as this Q&A. The IOC covers the cost of all these services.
- **Fewer Deliverables** – Cities will not be required to make any formal presentations during the **Dialogue Stage** and will be asked to submit just a single Candidature File during the **Candidature Stage**.

The host city for the Olympic Winter Games 2026 can also expect additional significant savings as a result of the work on **the New Norm**, a top-to-bottom review of the requirements for delivering successful Games (as detailed in section 1.2).

1.3.9 Q. How does the IOC use its revenues?

The IOC is a not-for-profit organisation. Its financial model is based on solidarity. The revenue of the IOC comes exclusively from private sources, mainly from selling television broadcasting rights and The Olympic Partner programme. The revenue of the IOC is independent from where the Games are held.

90 per cent of the revenue of the IOC is directly redistributed to the Olympic Games and the promotion of the Olympic Movement. The IOC supports athletes, coaches and NOCs around the world through its Olympic Solidarity programme with a record contribution of **USD 0.5 billion** in the Olympiad 2017-2020. This means a daily distribution of **USD 3.4 million** to the Olympic Movement.

The contribution of the IOC to Organising Committees (OCOGs) has grown significantly. This includes direct contributions to the OCOGs (through the share of the television broadcasting rights and sponsorship rights/TOP programme), considerable costs that had been borne by the OCOG, such as the host broadcasting operation, and various forms of Games support to the OCOG, including its "Transfer of Knowledge" programmes. The OCOGs also raise additional revenue through domestic commercial activities facilitated by the authorised use of the Olympic marks together with the OCOG's symbols. The IOC contribution to the Olympic Games Rio 2016 was **USD 1.53 billion**, the Olympic Winter Games Sochi 2014 were supported with **USD 833 million** and the contribution for Beijing 2022 will reach **USD 880 million**.



1.3.9.1 Q. Could money spent on the Games be better spent on other issues?

Sport, and specifically hosting of the Games, is unique in its ability to deliver benefits across a range of economic and social areas.

History has shown that bidding for and hosting the Games can be an effective catalyst for addressing the needs of your communities, in a timeframe that would otherwise be very difficult to achieve.

Whether that is raising international profile, boosting your economy, reshaping your city, developing your sporting landscape or achieving greater social cohesion, there are tangible examples of the Games achieving these things in diverse cities around the world.

You can find some of these benefits in Q4.1 and some notable examples in another document you have received, entitled *Delivering Success: Engagement, Legacy and Vision*.

Of course, it is for leaders of populations alongside their communities to decide if being part of the Candidature Process is the best route to achieve long-term goals. But there is no doubt that if planned to coincide with a city's existing goals and means, the Olympic Games can have a fundamental positive impact on your city for decades to come.



1.4. Legacy

1.4.1 Q. What legacies can a City expect from hosting an Olympic Winter Games?

With a clear vision aligned to local, regional and national development goals, bidding for and hosting the Games can deliver lasting benefits.

These positive legacies cover not only sport but also social, economic and environmental gains. Some benefits can be experienced well before the Opening Ceremony even takes place, while others may not be seen until years after the Games have ended.

There are seven main legacy areas to consider:

Elite sport development

- Upgraded/new venues for high-level sport competition and training
- Competitive sport development (from basic competing categories up to national teams)
- Increased knowledge and enthusiasm for multiple sports
- Reorganisation of regulations and administrative systems for sport
- Applications of sport science to improve the performance of elite athletes
- Enhanced support to elite athletes

Social development through sport

- Health and wellbeing benefits from the practice of recreational sport and physical activity
- Quality education through sport and Olympic values
- Peace building and international cooperation
- Gender (includes diversity in a large sense - ethnic groups, disabled, LGBT, etc.)

Human skills, networks and innovation

- Human skills:
 - Soft skills (leadership, exposure to other cultures and languages, client focused mindset, etc.)
 - Technical skills (sport management, media, broadcast, event management, tourism and hospitality)
- Innovation (products, processes, mindsets)
- New networks:
 - Volunteers
 - Diplomatic connections
 - Staff

Culture and creative industries

- Increased visibility of national culture
- Innovations in design, brand, visual identity
- Development of artistic activities (music, visual arts, etc.)
- New cultural assets - national and Olympic (iconic buildings, Olympic Games imagery, etc.)

City improvements

- Transport and mobility infrastructure development aligned to the long-term needs of the city/ region/country(ies) accelerated by the Olympic Games
- Improved basic urban infrastructure - housing, water, sanitation, solid waste disposal, and greenspace, healthcare and other public amenities accelerated by the Olympic Games



- Improved advanced urban services and infrastructure – technology, telecommunications, smart city grids, smart buildings – accelerated by the Olympic Games
- Upgraded/new venues for multiple social/economic uses

Environment solutions

- Air and water quality
- Transition to low-carbon technologies and processes
- Open air leisure areas and greenspace
- Biodiversity protection and restoration
- Innovative environmental management solutions

Economic value and brand equity

- Fiscally responsible long-term investments
- Improvement of competitiveness in economic sectors impacted by the Games
- New business/economic sector development
- Enhanced city/Olympic Movement brand equity
- Tourism and event industry development

In a separate document you have received entitled *Delivering Success: Engagement, Legacy and Vision*, you can find a selection of powerful examples of Olympic legacy in action.

1.4.2 Q. How does a City ensure venues are used after the Games?

The key to avoiding venues that are not used after the Games is realistic operational and legacy planning. A venue must be used post Games to justify an investment - whether that is for elite sport competition and training, sports clubs or community use.

There is no requirement to build new venues. Where there is no credible evidence that a new permanent venue will have long-term benefits for the community, temporary or existing solutions should be used.

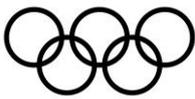
Olympic Agenda 2020 and the **Olympic Winter Games Strategic Working Group** both heavily stress the importance of only creating new venues where absolutely necessary. **Olympic Agenda 2020** allows events to be hosted in venues in other cities, regions and even countries, and since the 2024 Candidature Process there are no minimum capacity requirements, further encouraging Cities to be extremely selective in the construction of new venues.

The proposals of Paris 2024 and Los Angeles 2028 both show how temporary and existing venues can be used to maximise sustainability. Some 93 per cent of Paris 2024 venues are temporary or existing and 97 per cent of Los Angeles 2028 venues are temporary or already in existence.

Of course, new venues can be considered if there is a long-term community benefit.

For example:

- From the Olympic Winter Games Sochi 2014, the Bolshoy Ice Dome was a 12,000-seat arena in the Olympic Park primarily constructed to host hockey competitions during the Games. Now it is a multi-purpose sports centre and the host arena for the Kontinental Hockey League team HC Sochi.
- The Fisht Olympic Stadium in Sochi was a 40,000-capacity venue constructed for the Opening and Closing Ceremonies, but was then rebuilt in 2016 as a football



stadium for the 2018 FIFA World Cup and a training centre for Russia's national football team.

1.4.3 Q. How will the Games impact tourism?

By focusing global attention on a host city and its attributes, the Games can drive a significant increase in tourism for years to come.

The Games can also lead to improved tourism infrastructure, making a host city more attractive to future tourists. Possible impacts include: improving the quality of local hotels; improving the capacity of public transport, developing language and soft skills of the local workforce; and creating better promotion to an international audience.

For example:

- Prior to the Olympic Winter Games Torino 2006, the Italian city was best known for its industrial economy and a passion for football. Hosting the Games aligned with the long-term objectives of revitalising the region and reshaping its public image. The result was an energised tourist industry nurtured by expanded hotel capacity and quality, leading to significant increases in post-Games tourism. The city has experienced a 102 per cent increase in arrivals between 2000 and 2016.
- Since the Olympic Winter Games Vancouver 2010, many regions around Vancouver have attracted record numbers of tourists. Recently the city of Vancouver passed ten million overnight visitors in a year for the first time. The Whistler resort was already successful before the Games but the added profile offered by Games hosting, alongside key infrastructure improvements, have aided development further. According to Barrett Fisher, CEO of Tourism Whistler, visitor numbers increased roughly 32 per cent from summer 2009/winter 2010 to summer 2015/winter 2016. Whistler now attracts around three million visitors annually and has become a hub for major events in a wider range of sports than before the Games, with the sliding centre alone hosting two international Bobsleigh and Skeleton Federation World Cups in 2015-16. The Games-inspired completion of Highway 99, known as the "Sea to Sky Highway", has greatly enhanced transportation options for local people and visitors alike. As well as facilitating easier movement, the highway and its breathtaking scenery have become a tourist attraction in their own right.

1.4.4 Q. What is the impact on local businesses?

The Games can provide direct and indirect benefits for local businesses.

One direct benefit is an increase in jobs for the local workforce. New infrastructure and venue construction, where it is required, can create thousands of jobs. These jobs can also be created in other industries, such as the creative and communications industries, that are required to deliver the Games or that receive a boost from extra activity around the Games.

The increase in visitors before, during and after a Games brings a direct increase in foreign expenditure in a city. This directly benefits local businesses which capitalise on this increased spending, including retail, accommodation and hospitality businesses.

The indirect benefits include an upskilled workforce that can make the city more attractive for outside investment and establish capability to host future major events. Improved foreign language and hospitality skills, combined with the international attention a host city receives, often lead to an increase in tourism.



The Games can also build capacity in technology, communications, security and other areas that can lead to a more productive economy. For example, new “green” construction methods can create a more efficient and modern business landscape. These improvements, alongside new business relationships and networks formed when hosting the Games, can lead to expanded and more productive supply chains.

The IOC strongly encourages initiatives that ensure spending benefits local businesses. In many cases, there is special outreach to minority-owned and small businesses, which can be a valuable tool for ensuring local businesses benefit from the Games.

For example:

- The Olympic Games London 2012 provided significant work for UK companies and the UK workforce, with 240 companies involved in the construction of the Olympic Stadium alone. Independent experts have identified the Games preparations as a major factor behind a 1.2 per cent reduction in London's unemployment rate. More than 46,000 people worked on the Olympic Park and Olympic Village, ten per cent of whom were previously unemployed.
- The Olympic Winter Games Vancouver 2010 led to 800 new businesses and a total of 2,500 new full-time jobs being created. A range of programmes ensured that disadvantaged and minority groups in particular benefited from the boost to business from the Games. For example, the Olympic Fabrication Shop trained disadvantaged people in carpentry to give them a new start in life. While creating over 11,000 items for the Games, the Shop provided training to disadvantaged young people, First Nation residents, struggling single parents, immigrants and others in need.



1.5. Sustainability

1.5.1 Q. Can the Olympic Winter Games contribute to sustainable development?

Absolutely. If a Games bid is founded on the existing long-term vision for the host city/region, with socio-economic development, quality of life and environmental protection central to the concept from the beginning, the opportunities for sustainable development are significant. Bidding for the Games is about fitting the Games to the city, not fitting the city to the Games.

Sustainable Games can be a powerful driver of lasting benefits for the host city/region in terms of sport, culture, societal development, the economy and the environment. To achieve this, sustainability should be embedded in planning from the outset, with the approach shared by the leadership of all key parties involved in the bid: the NOC, the City and regional/national governments and the Candidature Committee.

The IOC's new Sustainability Strategy includes a focus on areas such as: infrastructure and natural sites; sourcing and resource management; mobility; and workforce and climate. It is based on the Olympic Movement as a vehicle for contributing to the United Nations 2030 Sustainable Development Goals (SDGs). The SDGs recognise the importance of smart cities/regions in driving the sustainable development agenda. The partnership between the IOC and a host city/region in delivering the Games can be a unique opportunity to accelerate and realise ambitious sustainability goals.

1.5.2 Q. What are the main sustainability challenges in hosting the Olympic Winter Games?

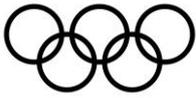
Stakeholders often raise several common sustainability concerns that should be considered and addressed by careful Games planning and delivery. They generally focus on local issues such as venue development, air quality, disruption to local services and a perceived lack of opportunities for local businesses, or on broader matters such as ethical supply chain management and climate impacts.

For Olympic Winter Games in particular, the primary issues tend to be ecological impacts on mountain ecosystems caused by venue development and snow management. The latter can also have a big impact on natural water resources, particularly as the effects of climate change lead to reduced natural snow and water replenishment. These issues can be overcome and should be addressed in Games plans from the outset to ensure these impacts are minimised.

1.5.3 Q. What are the critical ingredients for achieving sustainable Games?

A clear, long-term vision with commitment from leadership is vital. There should be a strong governance structure put in place for the candidature and the Games organisation, and effective and transparent engagement with all stakeholders as soon as possible.

Sustainability requirements should be fully integrated into the planning and delivery of the Games, with clear objectives and targets. The most effective method is to adopt a management systems approach within the OCOG and across the programme. It is important to start early and therefore to have already considered this approach during the Candidature Stage.



Honest and transparent communications are another vital ingredient that can have a critical bearing on reputation and credibility. Olympic sustainability is a high-profile topic, with many knowledgeable stakeholders looking on, so both the candidature team and the OCOG should be attentive to how and what they communicate on this subject.

1.5.4 Q. What are the IOC's sustainability criteria for the Olympic Winter Games?

Sustainability is one of the three pillars of **Olympic Agenda 2020** alongside credibility and youth. In line with its recommendations, the IOC has developed a [Sustainability Strategy](#) to which Candidate Cities should align their plans. This strategy focuses on five priority themes:

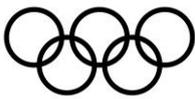
- Infrastructure and natural sites
- Sourcing and resource management
- Mobility
- Workforce
- Climate

These criteria will be picked up in more detail in the Candidate File and the Host City Contract Operational Requirements.

Following the new changes to the Candidature Process – Olympic Winter Games 2026, the IOC will be making its experts available in this area to work with Cities to develop their proposals.

The IOC has been developing this approach over recent candidature cycles, starting with the Olympic Winter Games of 2022 and the just completed candidatures for the Olympic Games of 2024 and 2028. We witnessed an unprecedented attention to sustainability and legacy aspects in the process for 2024 and 2028, with clear, active and knowledgeable input from City Mayors and bid team leaderships. Something to consider is that both candidature teams included in-house professional sustainability experts who coordinated and developed their respective candidature's sustainability proposals, built up expert networks of supporting stakeholders and maintained effective dialogue with the IOC's relevant experts.

Significantly, both Paris 2024 and LA 2028 emphasised the use of existing and temporary venues, and included strong social elements alongside the environmental sustainability themes. This holistic approach and collaborative relationship with the IOC made for strong and credible sustainability and legacy proposals.



1.6. IOC institutional matters

1.6.1 Q. Is the IOC trustworthy?

The IOC has been at the forefront of good governance in sport for almost 20 years. Many of its processes and standards have been adopted as best practice by other international sports bodies.

The IOC commitment to protecting the integrity of sport was reinforced with the approval of **Olympic Agenda 2020**, its strategic roadmap for the future of the Olympic Movement. In addition, it has taken a number of more recent measures to strengthen ethics and governance throughout the Olympic Movement:

- Two new IOC positions: Chief Ethics and Compliance Officer, and Chief Internal Auditor;
- Election of former UN Secretary-General [Ban Ki-moon](#) as chair of the IOC Ethics Commission, and increased independence for the commission;
- Adoption of International Financial Reporting Standards (IFRS) for IOC [financial reports](#), going beyond requirements of Swiss law;
- [Annual report](#) published on the IOC website, which includes all financial data, including the allowance policy for IOC members and the IOC President;
- Updated [Code of Ethics](#);
- Introduction of the Olympic Movement [Code](#) on the Prevention of the Manipulation of Competitions as well as the International Testing Agency; and
- Commissioned [independent review](#) of IOC governance, with the intention of implementing recommendations.

All IOC staff and Members are expected to follow the highest standards. As we have demonstrated, anyone, staff or IOC Member, who fails to follow the highest standards will be subject to the scrutiny of the Chief Ethics and Compliance Officer and Chief Internal Auditor, according to the processes put in place to uphold good governance. No organisation is immune to challenges. What is important is having the tools and processes in place to act swiftly and the IOC will continue to address any issue affecting the integrity of sport in the most stringent terms under the rules and regulations of its recently reformed governance system.

*1.6.3 Q. What actions has the IOC taken following the confirmation of manipulation of the doping control process in Russia by the WADA-appointed Independent Person's Report in 2016?

The IOC has taken strong measures to protect clean athletes following the findings of the Independent Person's Report on doping and manipulation in Russia, which showed there had been a fundamental attack on the integrity of the Olympic Games, and on sport in general. These measures were consistent with the approach outlined in Olympic Agenda 2020.

After establishing two Disciplinary Commissions in July 2016 – the **Oswald Commission** to investigate the alleged doping violations by Russian athletes at the Olympic Winter Games Sochi 2014, and the **Schmid Commission** to address the systematic manipulation of the anti-doping system in Russia - the IOC announced a series of decisions in December 2017.

After 17 months of extensive work, the Schmid Commission confirmed "the systemic manipulation of the anti-doping rules and system in Russia, through the Disappearing



Positive Methodology and during the Olympic Winter Games Sochi 2014, as well as the various levels of administrative, legal and contractual responsibility, resulting from the failure to respect the respective obligations of the various entities involved".

After discussing and approving the Schmid Report, the IOC Executive Board took the following decisions:

- To suspend the Russian Olympic Committee (ROC) with immediate effect.
- To invite individual Russian athletes under strict conditions to the Olympic Winter Games PyeongChang 2018. These invited athletes participated, be it in individual or team competitions, under the name "Olympic Athlete from Russia (OAR)". They competed with a uniform bearing this name and under the Olympic Flag. The Olympic Anthem will be played in any ceremony.
- Not to accredit any official from the Russian Ministry of Sport for the Olympic Winter Games PyeongChang 2018.
- To exclude the then Minister of Sport, Mr Vitaly Mutko, and his then Deputy Minister, Mr. Yuri Nagornyykh, from any participation in all future Olympic Games.
- To withdraw Mr Dmitry Chernyshenko, the former CEO of the Organising Committee Sochi 2014, from the Coordination Commission Beijing 2022.
- To suspend ROC President Alexander Zhukov as an IOC Member, given that his membership was linked to his position as ROC President.
- The ROC to reimburse the costs incurred by the IOC on the investigations and to contribute to the establishment of the International Testing Agency (ITA) for the total sum of USD 15 million, to build the capacity and integrity of the global anti-doping system.

The IOC has re-analysed and has forensically examined all available urine samples collected from Russian athletes at the Olympic Winter Games Sochi 2014. All available blood samples collected from Russian athletes in Sochi have also been re-analysed.

The re-analysis led to a number of decisions by the Oswald Commission, which opened 46 cases against Russian athletes. As a result, 43 athletes have been found to have committed anti-doping rule violations, were disqualified from the events in which they participated and were declared ineligible to be accredited in any capacity for all editions of the Games of the Olympiad and the Olympic Winter Games subsequent to the Olympic Winter Games Sochi 2014. The remaining three cases have been closed.

***1.6.4 Q. What actions will the IOC take now that the Court of Arbitration for Sport (CAS) annulled the IOC decisions regarding 28 Russian athletes and lifted the life ban from all Olympic Games for other 11?**

The IOC took note of the CAS decision, with satisfaction on the one hand and disappointment on the other.

On the one hand, the confirmation of the Anti-Doping Rule Violations for 11 athletes because of the manipulation of their samples clearly demonstrated once more the existence of the systemic manipulation of the anti-doping system at the Olympic Winter Games Sochi 2014.



On the other hand, the IOC regrets very much that – according to the CAS press release – the panels did not take this proven existence of the systemic manipulation of the anti-doping system into consideration for the other 28 cases. The CAS required an even higher threshold on the necessary level of evidence than the Oswald Commission and former CAS decisions.

This may have a serious impact on the future of the fight against doping. Therefore, the IOC will analyse the reasoned decisions very carefully once they are available and consider consequences, including an appeal to the Swiss Federal Tribunal. Not being sanctioned did not automatically confer the privilege of an invitation to the Games. In this context, it is also important to note that, in his press conference, the CAS Secretary General insisted that the CAS decision "...does not mean that these 28 athletes are declared innocent".

***1.6.5 Q. Why was the suspension of the Russian Olympic Committee lifted so soon after the Olympic Winter Games PyeongChang 2018**

Having received the report of the Olympic Athlete from Russia Implementation Group (OARIG), and following an extensive discussion during the 132nd IOC Session on the last day of the Olympic Winter Games PyeongChang 2018, the IOC Executive Board (EB) decided:

- I. Not to lift the suspension of the Russian Olympic Committee (ROC) for the Closing Ceremony of the Olympic Winter Games PyeongChang 2018.

Therefore, no delegation of the ROC took part in these Olympic Winter Games.

The IOC would have considered lifting the suspension because the Olympic Athlete from Russia (OAR) delegation as such respected the decision of the IOC EB taken on 5 December 2017. However, two Olympic Athletes from Russia failed doping tests in PyeongChang. This was hugely disappointing and, in addition to other considerations, prevented the IOC from even considering lifting the suspension for the Closing Ceremony.

- II. Subject to the continued compliance with the IOC EB decision of 5 December 2017, the suspension of the ROC was considered to be lifted once the Doping Free Sports Unit (DFSU) confirmed that there are no additional Anti-Doping Rule Violations (ADRVs) by members of the OAR delegation.

Once the final notification of all remaining test results from the Olympic Athlete from Russia (OAR) delegation was received from the Doping-Free Sport Unit (DFSU), the IOC could confirm that all the remaining results were negative.

Therefore, as stated in the Executive Board decision of 25th February the suspension of the Russian Olympic Committee was automatically lifted with immediate effect.

***1.6.6 Q. What is the IOC position about the USA Gymnastics abuse scandal?**

The IOC Executive Board has declared its deep shock and sadness about the abuse scandal in the US Gymnastics Federation. It expressed its moral support for the victims and applauded the courage of the victims who gave testimony.

The IOC EB welcomed the creation of a fund by the USOC for the victims for counselling and treatment.



It took note of the ongoing independent investigation and hopes that this will also give clarity to the responsibilities of the different parties. In order to prevent such kinds of abuse, the IOC EB strongly suggests that the USOC and the US Gymnastics Federation, as well as all International Federations, National Olympic Committees and National Federations, make use of the IOC toolkit on safeguarding athletes from harassment and abuse in sport.

The IOC supports the new initiatives announced by the USOC to ensure a safe sport environment. The IOC EB encouraged the participants at the Olympic Winter Games PyeongChang 2018 to address any concerns in this respect to the IOC Safeguarding Officer.

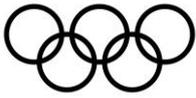
***1.6.7 Q What is the IOC doing about the corruption investigation into the 2009 vote for the allocation of the Olympic Games 2016?**

The International Olympic Committee (IOC) is fully committed to protecting the integrity of sport. Credibility is one of the three pillars of Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement. As part of this reform programme, a new good governance system of the IOC has been introduced. It is strong and comprehensive also with regard to the election of host cities for the Olympic Games. Like any other organisation, the IOC will not be immune to any infringements, but we have significantly strengthened the prevention and the sanctioning system.

The IOC Executive Board has reaffirmed that it goes without saying that infringements from the past will also be addressed. With regard to the investigation around the former IAAF President, Mr Lamine Diack, and his son, Mr Papa Massata Diack, the French prosecutor has stated that there are indications that payments have been made in return for votes “over the designation of host cities for the biggest global sporting events”. In this context, as far as votes for host cities of Olympic Games in the past are concerned, the IOC took immediate action. The IOC joined the inquiry as a “partie civile” more than one year ago. Right after evidence was produced against Mr Lamine Diack, he lost his IOC honorary membership in November 2015, following actions by the IOC.

The IOC Ethics Commission has also requested its Brazilian lawyers to make contact the Brazilian judicial authorities with regard to their latest corruption investigation into the 2009 vote for the allocation of the Olympic Games 2016, to ask for information.

The IOC Ethics Commission is following up on this matter. Where evidence is provided, we will act.



2. Q&A for Games Plan

2.1. Games Concept

2.1.1 Competition Venues

***2.1.1.1 Q. Would a temporary expansion of venue seating capacities be feasible to fulfil the IOC requirements?**

Please note that there are no minimum venue capacity requirements. The capacity proposed depends on the expected demand as well as the feasibility in regards of legacy and costs. It is suggested to discuss your approach in detail during the Games Concept Expert Support Visit.

2.1.2. Olympic Village(s)

***2.1.2.1 Q. Please confirm the total number of people to be accommodated in the Olympic Village(s)**

According to the Host City Contract – Operational Requirements, 4,900 athletes and officials have to be accommodated in the Olympic Village(s) in total. It is emphasized that no overcapacities shall be provided, which means that the accommodation of athletes and officials at separate villages or remote venues would lead to a capacity reduction of the main Village.

***2.1.2.2 Q. Please specify the total number of athletes to be accommodated in the Village(s) during the Paralympic Winter Games.**

According to the Host City Contract – operational Requirements, 2,200 athletes and officials have to be accommodated in the Village(s) for the Paralympic Games.

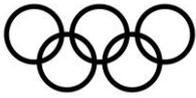
***2.1.2.3 Q. Would it be possible to use existing hotels for athletes' accommodation?**

All potential developments have to be in line with the cities' long-term needs. On this basis alternative solutions to an Olympic Village development, including existing hotels, may be discussed.

2.1.3. IBC/MPC

***2.1.3.1 Q: What are the advantages of having a combined IBC and MPC?**

There is no requirement to have a combined IBC/MPC, but operational synergies such as shared services, back of house areas, logistics, transportation and security can be expected.



***2.1.3.2 Q. Will the height requirements for the IBC be optimised?**

Only approx. 10,000 m² of the space will have to have a ceiling height of 9m. The rest of the space can have a lower height. It is proposed to discuss this issue in detail during the Games Concept Expert Support Visit.

***2.1.3.3 Q. Would it be possible to relax the requirements of 43,000 m² for the IBC in order to allow for the use of existing facilities and/or minimize the use of temporary facilities?**

Please note that the 43,000 m² refer to an average total floor space, which depends on the configuration of the building(s). The usable net space shall be approx. 35,000 m². It is proposed to discuss this matter in detail during the Games Concept Expert Support Visit.

2.1.4 Training Venues

***2.1.4.1 Q. Which sports/ disciplines need training venues?**

For training sessions three ice rinks have to be provided (2 for ice hockey/ 1 for figure skating). All other sports have their training sessions at the competition venues. The training facilities should not be further than approx. 30 min from the respective athletes' accommodation.

2.2. Games Operations

2.2.1. Transport

***2.2.1.1 Q. Would the use of trains for T3 for long-distance journeys be acceptable (only the last mile between main railway stations and stations is carried out by car)?**

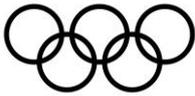
Yes in principle, for T3 services in line with the New Norm recommendations. However, it depends on a venue by venue analysis of where it makes sense and where it is practicable. The IOC is open to discuss specific approaches.

***2.2.1.2 Q. We assumed that all stakeholders (except for athletes) would travel between the airport and accommodation (or railway station closest to the accommodation) by train. Would this be acceptable?**

Yes, see PyeongChang example.

***2.2.1.3 Q. Is it acceptable to plan transport for media and journalists by train?**

Yes in principle, but consider separate / reserved carriages with WIFI for the media, so they are able to work in the trains.



***2.2.1.4 Q. For the connection between the competition venues and the stations, it is currently planned to separate the transport systems for each stakeholder. Is it, for example, possible to combine T3 and the media in one transport system?**

Yes, in line with the New Norm recommendations.

***2.2.1.5 Q. Could the hotel media shuttle services, where possible, be replaced by existing urban transport systems (moderately extending the operating hours, or even ad-hoc supply reinforcements)?**

Yes, see London example but depends on local context.

***2.2.1.6 Q. We assumed that transport is free (regardless of the mode of transport used: train, shuttles, urban public transport, etc.) for all Games stakeholders (including spectators). Is it a requirement of the IOC?**

As per Host City Contract Operational Requirements, all accredited persons should have free access to public transport systems where required to fulfil their operational duties. The scope of free public transport is to be agreed with the IOC. There is no such requirement for spectators, however a combination of ticket and public transport access for the day of the competition is often used to encourage the use of more sustainable public transport systems and to decrease the road traffic.

2.2.2 Accommodation

***2.2.2.1 Q. Please specify how room rates for each stakeholder group are calculated and determined.**

The calculation of the room rates are based on local market prices and include an inflation projection up to 2026 as well as an Olympic Premium.

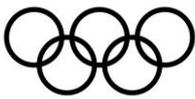
***2.2.2.2 Q. If any guaranteed accommodation happen to be vacant, would it be possible to make use of them, such as offering those rooms back to the market in order to reduce the operating costs?**

Yes, if reserved rooms are not booked in a dedicated booking period by the relevant stakeholder(s), they can be released to the market.

2.2.3 Safety and Security

***2.2.3.1 Q. It seems the number of security equipment (e.g. audio and AV, security cameras, etc.) differs very much from Games to Games. Please specify the quality and quantity of equipment required.**

Security (incl. the relevant security equipment) lies within the responsibility of the Host City / Host Nation. The type and quantity of equipment can differ from Games to Games, based on the individual security situation and risk assessment.



2.2.4. Competition Schedule

***2.2.4.1 Q. Some competitions in PyeongChang 2018 are scheduled in the evening. Is it possible to schedule some outdoor competitions during the day in order to save the costs for temporary lighting?**

Interested Cities/ Candidate Cities are free to propose their own competition schedule to the IOC.

2.3 Sustainability and Legacy

- No questions relevant for all Interested Cities asked yet -

2.4. Finance, Marketing and Legal

***2.4.1 Q. Should any commissions or marketing rights fees be included in the OCOG budget, if so which ones and at what rate?**

Yes marketing rights fees should be included in the OCOG budget. Three general categories may be distinguished:

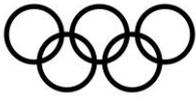
- **IOC royalties (according to the Host City Contract)**

Revenue Categories	Cash	VIK
Ticket Sales	7.5%	
Licensing, Lotteries, and national sponsor programme	7.5%	5%
Coin /banknote programme	3%	
Stamps	1%	

- **NOC royalties** are subject to the negotiations between the Candidature Committee and the NOC in the Joint Marketing Programme Agreement (JMPA). The guidelines underlying this negotiation are:
 - Net revenues received by the NOC during the Joint Marketing Period shall be comparable to what the NOC would have generated from its marketing activities over the same period should the Games not have been held
 - The revenue split shall not be detrimental to the OCOG's ability to successfully organize and stage the Games
- **IPC right fees for the 2026 Paralympic Winter Games are USD 8'625'000 (USD 2026).** The IPC flat fee is intended to cover payment for the grant by the IPC to the OCOG of the domestic marketing rights (sponsorship and licensing), worldwide broadcast rights, etc.

***2.4.2 Q. USD \$200 million of the TOP sponsorships include USD \$120 million (60%) in cash and USD \$80 million (40%) as VIK. Regarding the VIK, is it correct that the same figure has to be allocated to the OCOG expenses?**

In principle yes. As not all TOP partners and the scope of their VIK services for 2026 is known, it is recommended to estimate the OCOG expenses in the relevant product categories on the basis of market prices.



***2.4.3 Q. How much will the partnership fee from Atos and OMEGA be for the 2026 Olympic Winter Games?**

The OMEGA and Atos figures communicated to 2026 Interested Cities for budgeting purposes are as follows:

- OMEGA: CHF 44m (2026 value)
- ATOS: EUR 62m (2018 value) – contract with ATOS currently does not cover the Olympic Winter Games 2026.

2.5. Other

***2.5.1 Q. Can the fact that the Interactive Working Session was held be published / shared with the media?**

Yes, the fact that the Interactive Working Session took place can be shared, but without details about content of the meeting. IOC will provide Interested Cities with a proposal for a media statement.

***2.5.2 Q. Can information about the Expert Visit be published beforehand?**

Any information about the Expert Visits shall not be shared until after the visit, to avoid interference of the media. IOC will provide Interested Cities with a proposal for a media statement.