



INTERNATIONAL
OLYMPIC
COMMITTEE

To: Interested Cities 2026

Cc: Respective NOCs

Olympic Games Department
By e-mail only

Lausanne, 2 July 2018

Host City Contract– Operational Requirements

Dear Interested Cities,

We are pleased to provide you with the [Host City Contract Operational Requirements](http://www.olympic.org), available on www.olympic.org. As one of the very few organisations to publish contractual details, this reinforces the IOC's long-term commitment to transparency and reform. The Host City Contract 2026 – Principles (communicated to you in March 2018) and these Host City Contract Operational Requirements are the two essential parts of the contract that will be signed by the Host City of the Olympic Winter Games 2026 upon its election by the IOC Session in September 2019.

As previously discussed, the 118 measures of the New Norm (the implementation plan of Olympic Agenda 2020 - the IOC's strategic roadmap) provide cities with increased flexibility in designing the Olympic Games to meet long-term development goals. The measures also provide cities with greater assistance from the IOC and the wider Olympic Movement. An in-depth review has therefore been undertaken to ensure that this fundamental rethinking of Olympic Games organisation is reflected in the Host City Contract Principles and Host City Contract Operational Requirements.

The updated Host City Contract Operational Requirements reflect the change of mindset across all areas, facilitating the cooperation between the IOC and the OCOG to make the delivery of the Games as efficient as possible according to the local context. The Host City Contract Operational Requirements also reflect the closer partnership between the IOC and the International Paralympic Committee and the measures agreed between them as part of their strategic cooperation agreement concluded in February 2018.

Please find enclosed in annex 1 a list of the key changes which reflect the New Norm. Of the measures that are directly related to Olympic Games Delivery:

- 60 measures translate into streamlined requirements and consequently reduced costs for future OCOGs
- 40 measures translate into a more flexible approach allowing for enhanced partnership between the IOC and the OCOG and more cost-efficient and sustainable solutions.

Please do not hesitate to contact us if you require any further information.

Best regards,



Christophe Dubi
Olympic Games Executive Director



Jacqueline Barrett
Associate Director – Olympic Candidatures

Encl. Annex 1: Examples of key changes in the Host City Contract Operational Requirements reflecting the New Norm

ANNEX 1:

Key changes in the Host City Contract Operational Requirements reflecting the New Norm (including the reference number)

1) GAMES GOVERNANCE

- **Streamlined Games delivery approach:**
 - Optimise the 7-year OCOG lifecycle to focus on strategic elements (e.g. scoping, securing resources, public engagement and communication) for the first three years before shifting focus four years before the Games to detailed operational planning, readiness and delivery to reduce the cost of workforce [GAD section / PEM 03, 05]
- **Better integration with Paralympic Games:**
 - Further alignment of many Olympic and Paralympic requirements and processes throughout many operational requirements, with the additional reference to Paralympic Games/IPC in more than 30 clauses
 - Change from a distinct look of the Olympic and Paralympic Games to a joint Look of the Games and dual branding to save transition costs between both events [BIL 03,10]
- **More partnership between IOC, Stakeholders and OCOGs:**
 - Establishment of a Joint Steering Forum of IOC, OCOG and host country authorities [OFS 01 / GAD 04]
 - Closer coordination with TOP partners to ensure that their products and / or services relieve the OCOG's scope of work and budget as much as possible [MPS Intro / BUS Intro]
- **Clearer allocation of IOC-paid services:**
 - Clarification that costs for the organisation of all IOC meetings and events (Coordination Commissions, Project Reviews, Joint Steering Forums) before and during Games-time, as well as all related Olympic Family facilities (IOC Offices, Olympic Club) are borne by the IOC [OFS 01, 04]
- **Enhanced focus on Games legacy for the benefit of the Host City**
 - Completely reworked sustainability and legacy chapter that makes legacy planning, implementation and monitoring a mandatory and integrated OCOG task through the entire Olympic and Paralympic lifecycle [SUS / LGY Intro]

2) GAMES REQUIREMENTS

- **Maximized use of existing venues and infrastructure:**
 - Obligation to maximize the use of existing competition venues irrespective of capacity or location [VEN 01, 02, 03]
 - Possibility to review certain venue technical requirements (e.g. roofing specifications, ceiling height, vertical drop, etc.) if better from a legacy, sustainability and/or financial stand point [VEN 04]
 - Flexibility to provide Olympic and Paralympic Village(s) beds in one or several existing, new, temporary or demountable residential and / or hotel facility(ies) [VIL 01]

- Flexibility to provide the Main Press Centre (MPC) and the International Broadcasting Centre (IBC) as multi-site, temporary or demountable facilities [PRS 02 / BRS 02]
- Flexibility to maximise the use of public transport for all Games stakeholders [TRA 03 / AND 06]
- **Adapted requirements and service levels to actual needs:**
 - Reduced handover dates for the MPC from 6 to 4 months and for the IBC from 12 to 10 (Summer) or from 9 to 7 (Winter) months [PRS 02 / BRS Annex 1]
 - Reduced space and ceiling height requirements for the IBC of nine metres from 100% to only 15% of net floor space [BRS Annex 1]
 - Possibility for certain Olympic and Paralympic Village(s) services like the Polyclinic to be provided nearby to minimise the need for additional or temporary infrastructure [VIL 05 / MED 07]
 - Reduced operating timelines for T1/T2 transport services and media transport [TRA 45 / TRA 32 and TRA 33]
- **Requirements deleted or made optional:**
 - No on-site classification of Paralympic athletes [deleted from SPT]
 - No Team Welcome Ceremonies at the Olympic and Paralympic Village(s) [deleted from CER]
 - Optional provision of a Medals Plaza for Olympic and Paralympic Winter Games [CER 17, 23]

3) SUPPORT TO GAMES ORGANISERS

- **Enhanced IOC support:**
 - Cooperation with the OCOG to deploy a cost-efficient IT infrastructure which does not exceed the requirements at each world championship [TEC Intro]
 - Cooperation between the OCOG and utility companies from the early stages of planning to optimise the energy solutions and maximise the use of existing infrastructure [NRG Intro].
 - Enhanced cooperation and integration with the IOC and the Olympic Channel in the field of digital media and user engagement, including through the provision of turnkey solutions, such as Games website and applications [DIG Intro]
- **Enhanced IF and NOC support:**
 - Development of the Sports Delivery Plan to maximize the use of IF expertise in planning and delivering sports operations [SPT 10, 11]
 - Cooperation with NOC/NPC to reduce the required number of beds in the Olympic and Paralympic Village(s) through early projection of athlete and team official numbers, as well as alternative housing solutions and/or incentives. [VIL 02]