



Future Host
Questionnaire

YOUR VISION FOR THE OLYMPIC GAMES



CONTENTS

1	Vision, Games Concept and Legacy	3
1.1	Vision and Legacy	4
1.2	Venue Master Plan	4
1.3	Alignment with City/ Regional Development Plans	5
1.4	Venue Funding	6
1.5	Dates of the Games	6
2	Games Experience	10
2.1	Athlete Experience	11
2.2	Olympic Village(s)	12
2.3	Spectator & Fan Experience/ Community Engagement	13
3	Paralympic Games	15
4	Sustainability	19
5	Governance	23
5.1	Overall Games Governance	24
5.2	Human Rights	24
5.3	Transport Governance	24
5.4	Safety and Security Governance	25
5.5	Legacy Governance	25
6	Economics of the Games	27
7	Technical Annexes	34
8	Instructions for the Preferred Host Submission	35
9	Photo credits	36





1

VISION, GAMES CONCEPT AND LEGACY

The Olympic Games have the power to deliver long-lasting benefits that can positively impact a community, its image and its infrastructure. To take full advantage of the opportunities that hosting an Olympic Games and Paralympic Games can provide, clear objectives must be in place for what you want the Games to deliver to your citizens, city, region and country. And to be truly sustainable, these objectives must align with your long-term development planning and goals.

A strong vision can inspire not only your local community but also the worldwide community and be your showcase to the world. Your Olympic project should have a common thread that runs through the lead-up to the Games and during Games-time and beyond into the delivery of legacy projects.

The International Olympic Committee (IOC) will work closely with you to develop an Olympic project that is sustainable and cost-effective, as well as aligned with your sporting, economic, social and environmental long-term planning needs.

We strongly encourage the use of existing and temporary venues wherever new permanent venues are not supported by viable business plans that fulfil long-term needs of the local community. Olympic Agenda 2020 encourages you to consider innovative alternatives, including venues outside the host region or country if no suitable local venue exists.

Your legacy plan should focus on a range of benefits, including economic, environmental, social, health, cultural, sporting, and urban.

1.1 Vision and Legacy

Vision

01

Describe your vision for the Olympic Games. What is the “unique story” of your Games?

Legacy

02

Outline the expected long-term benefits for your city/region/country and communities with respect to:

- Sport for all and physical activity
- Competitive sport development
- Social development through sport (education, gender equality, health and peace, inclusivity)
- Human skills, networks and innovation
- Culture and creative development
- Environmental benefits
- Economic benefits

Describe your legacy vision and provide an overview of your legacy programme, including:

- Priority themes, targets and timescales
- Potential funding sources
- Proactive communication and public engagement strategy

Please consider that those legacy outcomes would be delivered through the whole lifecycle of the project.

In addition, also indicate how your Games will contribute to the development of the Olympic Games, including Olympic sports and the Olympic values.

1.2 Venue Master Plan

Games Concept

03

Outline your Olympic Games Venue Master Plan and describe:

- The rationale for the selection of venues
- The key differentiators or characteristics of your Games concept that will help showcase your city/region and how this has been incorporated in your Venue Master Plan

04

Provide a Concept Map (Map A) for the Olympic Games: A map of your city/region on which your project is superimposed, thus giving a complete visual overview of your project.

Instructions for the Concept Map:

The map should be no larger than A3 with the graphic scale used clearly indicated, showing your project superimposed over the city/region.

Map A should include all key Olympic venues and major infrastructure, including:

- Competition venues
- Opening/Closing Ceremony venue(s)
- Olympic Village(s)
- Other accommodation village(s)
- Any major live sites or celebration/festival sites
- IOC Hotels
- Main Press Centre (MPC)
- International Broadcast Centre (IBC)
- Main transport infrastructure (airport(s), motorways, train/metro lines, etc.)

Label each transport infrastructure item on the map consistent with a unique number (use same numbers as will be applied in Annex 10: Transport Infrastructure.

Should any venue or your main international airport not appear on this map, please use an arrow to indicate its direction and the distance. On the map, please draw a 10km radius around the Olympic Village(s). Provide a legend including the scale used and indicate the North arrow.

05

Use Table 5 (Olympic Games Competition Venue Overview) to list for each sport/discipline:

- All proposed competition venues
- Sport
- Name of zone (if any)
- Name of cluster (if any)
- Gross seating and standing (where applicable) capacities of competition venues
- Temporary seating capacity
- Legacy seating capacity
- Current and post-Games use of venue
- Games time warm-up capacity (if required for the sport/discipline)

The venues in Table 5 (Olympic Games Competition Venue Overview) should be attributed a unique number.

IOC Guiding Principles – Venues

The selection of venues is a critical success factor for the Olympic Games, as they significantly impact Games operations and legacy outcomes. It is therefore important that Preferred Hosts and their Government/City partners have a coherent venue strategy that maximises use of existing venues and leverages the Olympic Games to enhance relevant and sustainable sport infrastructure. Where there is no viable business plan and/or long-term community benefit, temporary and adapted solutions must be developed.

For this stage of Games planning, it is important to establish a feasible venue solution that includes overlay, operations, transition to Paralympic Games (where applicable) and retrofit.

Some guiding principles include:

- Venues must be aligned with the Master Plan and post-Games legacy plans of the City/Region
- Sustainability principles, including resource efficiencies, should be integrated into all aspects of venue design, planning and construction
- For site selection and venue location:
 - Prioritise use of existing and planned venues, including giving consideration to existing venues in other cities, regions and countries
 - Build new permanent venues only if there is a viable legacy business plan and a guaranteed long-term post-Games use
 - If there is no legacy need, seek a temporary solution, including temporary adaptation of existing venues or fully temporary/relocatable venues

1.2 Venue Master Plan

Continued

- There are no minimum requirements for venue capacities. Instead, the capacity is to be defined according to the context taking into account the following criteria:
 - Capacity of any existing venue to be used
 - Capacity of a new or renovated venue for legacy use post-Games
 - Temporary capacity increase for Games use
 - Accessibility
 - Popularity of the sport in the host city/region/country
 - Single or multiple sessions per day
 - Full stadia considerations: ability to sell tickets and avoid empty seats
 - Athlete friendly
 - Terrain venue footprint and layout (outdoor venues)
 - Transport capacity – inbound/outbound

Transport Strategy

06

Based on your general Games concept, and considering your city and regional transport systems, provide a general overview of your Games transport strategy.

- Describe your objectives, as well as the general mobility concepts for athletes, officials and spectators
- Provide a diagram to explain the different transport modes between venue clusters

Venue Delivery Process

For new permanent venues (if any)

07

For each type of organisation (e.g. Organising Committee for the Olympic Games (“OCOG”), government, other) that will manage a venue planning and delivery process of key Olympic venues, describe the development (planning and design) process, including major stages, timelines, local community consultation, protest and appeal procedures, environmental/sustainability/patrimonial impact assessments, and tender processes. Indicate also approximate timelines for each of the stages. This should also include details of the possibility of foreign companies submitting tenders.

- Is this process subject to any laws, codes or regulations?
- Identify any projects required for the Games that may require displacement of existing communities and/or businesses and explain why. Detail what procedures will apply and confirm these will be in accordance with national and/or international standards. Briefly describe the applicable standards.

08

If land has to be acquired or is yet to be secured under any form of license or agreement for any of your key Olympic venues, please describe:

- The venues involved
- The process and timelines of land acquisition and any legal requirements
- The process and timeline to confirm a licence or other appropriate agreement
- Any risks to the acquisition or licensing process
- The organisation(s) responsible for securing the land

Event Delivery Capability

09

Do you have any existing event delivery capability with experience in hosting regular major events? For sport events, please list applicable sports/disciplines with a short description of relevant event delivery experience in the region.

1.3 Alignment with City/Regional Development Plans

Alignment with City/Regional Development Plans

10

Explain the strategic rationale for hosting the Games in terms of long-term city/regional development.

- Demonstrate how your Games concept will align with existing city/regional development plans and strategies
- Explain the alignment of your Games concept with your existing long-term/development plans on the basis of:
 - Social parameters (including sports and healthy lifestyles)
 - Urban planning
 - Mobility (outline how your Games transport strategy aligns with transport development plans)
 - Economic parameters
 - Sustainability strategies
- Provide an overview of the legacy use for any new permanent competition and non-competition venue and how they align with the long-term needs of the city/region

1.4 Venue Funding

Venue Funding

11

Using Table 11 (Capital Investments – Competition and Non-Competition Venues), provide a detailed capital investment budget for all key Olympic venues (competition and non-competition), clearly indicating the split between public and private funding.

Confirm the financial commitments that have been obtained from public and private entities so far in relation to venue funding during the entire lifecycle (planning through to legacy use).

Confirm which organisation is responsible for the financing, operating and maintenance costs from the completion date until partial or exclusive use of new venues is granted to the OCOG.

1.5 Dates of the Games

Proposed dates of the Games

12

State your proposed dates to host the Olympic Games and Paralympic Games and specify your reasons. The duration of the competitions of the Olympic Games shall not exceed sixteen days and the dates of the Olympic Games shall be chosen within the period: 15 July to 31 August.

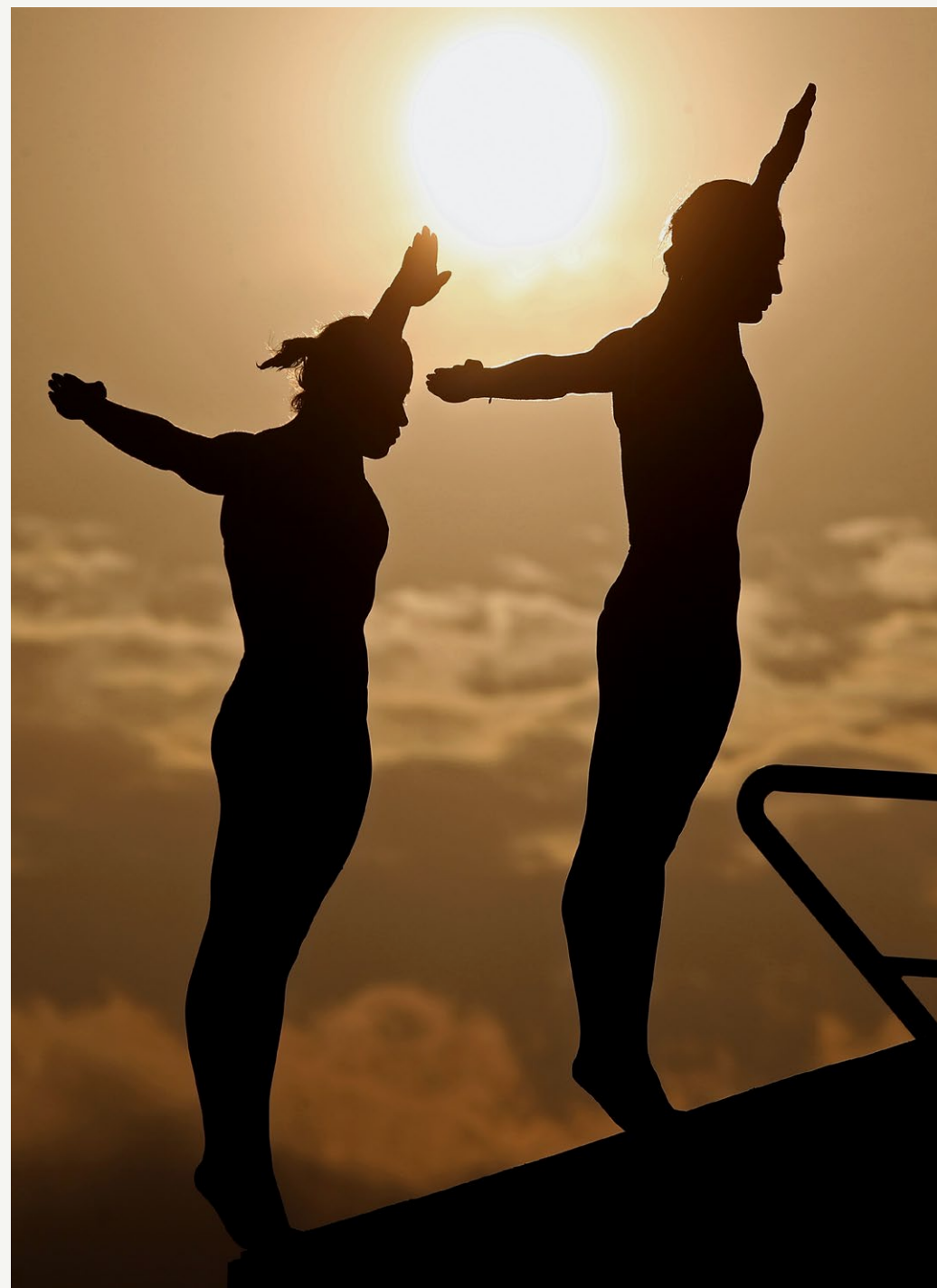


Table 11 Capital Investments Competition and Non-Competition Venues (current value)

Capital Investments USD (000) (current value)

	Non-OCOG Capital investment				OCOG Capital investment		Total
	Public funding		Private funding		Budget line 1.1		
	Upgrading of existing installations	New installation	Upgrading of existing installations	New installation	Upgrading of existing installations	New installation	
Competition Venue(s)							
Venue 1							
Venue 2							
....							
Sub-Total							
Training Venue(s)							
Training Venue 1							
Training Venue 2							
....							
Sub-Total							
Villages							
Olympic Village(s)							
Media Village(s)							
Other Village(s)							
Sub-Total							
IBC							
MPC							
Sub-Total							
Other non-competition venues							
Please specify							
....							
Sub-Total							
Sub-total per construction							
Total per stakeholder							



2

GAMES EXPERIENCE

Athlete experience is at the heart of the Olympic Games. The success of the Games depends on their performance, so ensuring the best possible conditions for them both on and off the field of play is critical.

This begins with the Olympic Village(s), which ideally should be close to the competition and training venues to limit travel times. It also extends to the athletes' participation at the Opening and Closing Ceremonies and the creation of opportunities for Olympians to come together in a spirit of celebration.

One effective way to ensure an optimal athlete experience is to involve them in the decision-making process from the very beginning, with roles in the planning and delivery of the Games, and an Athletes' Commission within the Organising Committee.

The spectator and fan experience is also crucial to the success of the Games. The Games provide an experience that is modern, profound and impactful. Spectators and fans do not simply watch the Games; they experience them through a variety of initiatives before and during the event that provide authentic opportunities to participate in the heart of the action.

Some initiatives are already well-established, such as the Torch Relay and the Opening and Closing Ceremonies, while others such as open warm-ups, mass events, sport initiation programmes and open days are under development. Many activities are free, making the Games even more accessible for everyone. Other activities are amplified through online platforms to connect the physical with a digital experience that is accessible to a worldwide audience.

2.1 Athlete Experience

Athlete Experience

13

In relation to the overall athlete experience, how will you ensure a unique and exciting experience and how will you achieve this?

- Consider preparation for competition and pre-Games periods (including pre-Games access to venues for athletes for venue familiarisation and training)
- Consider pre-Games sports promotion and education
- Consider knowledge of volunteers/involvement of National Federations and clubs
- Consider competition experience (full stadia approach/knowledgeable fans/atmosphere/sports presentation/entertainment)
- Consider the athlete experience during the Opening and Closing Ceremonies and medal ceremonies
- Consider celebrating the gathering of the youth of the world

14

What is the structure of the current Athletes' Commission within your NOC and your Preferred Host Committee and describe how athletes are able to be a part of the decision-making processes.

How would athletes be involved in the planning and delivery of the Games? How would the Athletes' Commission be linked to the OCOG board? How will you ensure appropriate representation of active athletes within the OCOG's Athletes' Commission?

Protecting Clean Athletes

15

Describe your anti-doping arrangements and measures you will take to protect clean athletes.

- Is there a WADA-accredited laboratory in your city or country?
- Describe your plans for setting up/upgrading an anti-doping laboratory for the Olympic Games
- Indicate the distance in kilometres and travel time in minutes between the existing accredited laboratory, the Olympic Village(s) and each competition venue
- Give a brief overview of the logistical arrangements envisaged for the transportation of samples
- Describe your existing NOC/NADO anti-doping education programmes and explain how you would further develop the programmes

16

Describe any proposed arrangements to ensure that the integrity of sport is fully protected with regard to all betting activities on the Olympic Games or manipulation of competitions.

- Explain measures that the government authorities will take to facilitate relations between the IOC and all competent law enforcement agencies, the national authorities in charge of sports integrity, and/or gambling on sport and the national betting operator(s)
- Provide details of existing or proposed legislation, which will assist in the preservation of the integrity of sport, including in relation to any betting-related activities, manipulation of competitions or any other intervention that is against the principles of fair play
- Describe any plans to create education and awareness programmes to prevent the manipulation of competitions

2.2 Olympic Village(s)

Olympic Village(s) Overview

17

Describe your Olympic Village(s), including the following elements:

- Location
- Current land and/or building owner
- Future owner
- Confirmation of land allocation
- Altitude
- Maximum gradients and distances expected between major service and accommodation facilities in the Olympic Village
- Type of accommodation/type of buildings/number of buildings and maximum number of floors
- Size of village(s) (hectares)
- Size of adjacent space available for overlay
- Number of beds
- If relevant, agency(ies) responsible for construction/delivery/operations
- Paralympic considerations
- Financing strategy

Olympic Village(s) Legacy

18

Outline how your Olympic Village(s) project fits into the long-term housing strategy for the city and will provide a strong legacy.

Demonstrate the market/social demands that have led to the proposed Olympic Village(s) model and outline specific housing types being proposed within the Olympic Village(s) project (i.e. market housing, social housing, student housing or other).





2.3 Spectator & Fan Experience / Community Engagement

Spectator and Fan Experience

19

Describe the specific strategies you will implement that will support an exceptional spectator and fan experience, on site and digitally.

Community Engagement

20

What programmes and initiatives do you envisage to build community engagement in the host city, region and country in the lead up to the Games? Please describe your concept for:

- Cultural events
- Educational programmes for the promotion of sport and healthy lifestyles as well as the Olympic values
- Torch relay
- Other engagement activities



3

PARALYMPIC GAMES

Rio staged record-breaking Paralympic Games in September 2016. Featuring 4,328 athletes from 159 countries, the Games were viewed by a cumulative TV audience of 4.1 billion – more than ever before – and 2.15 million spectators

Since the Olympic Games 2004, a single organising committee has been responsible for hosting both the Olympic and the Paralympic Games. Athletes from both Games have traditionally lived in the same Village(s) and enjoyed the same catering services, medical care and facilities. Ticketing, technology and transport systems for the Olympic Games are seamlessly extended to the Paralympics.

Previous hosts have leveraged the Paralympic Games to make significant strides in terms of accessibility, awareness and social inclusion, and used the opportunity of hosting the Games to make improvements to their infrastructure's accessibility.

3 Paralympic Games

Paralympic Games Vision

21

Describe your vision for the Paralympic Games and the main benefits that will be achieved for your local community.

In addition, also indicate how your Games project will contribute to the development of Paralympic values and the Paralympic Movement, including para-sports and the Paralympic Games.

What do you believe would be the long-term benefits for your city/region/country of hosting the Paralympic Games?

Paralympic Games Concept

22

Outline your Paralympic Games Venue Master Plan and describe the rationale for the selection of venues.

Provide a Concept Map (Map B) for the Paralympic Games: A map of your city/region over which your project is superimposed, thus providing a complete visual overview of your project.

Follow the same instructions as for Map A but applied to the Paralympic Games.

Governance Integration

23

Describe the structural integration of the organisation of the Paralympic Games within the OCOG and specifically as it relates to the board of directors, senior management, the Paralympic department and other functional areas.

Competition Venues

24

Please complete Table 24 (Paralympic Games Competition Venue Overview). Specifically identify any venue that is not an Olympic Games venue by applying ***bold italics***.

Table to be produced following the same requirements for Table 5 (Olympic Games Competition Venue Overview) but applied to the Paralympic Games.

Non-Competition Venues

25

Confirm that the venues for the Paralympic Village, IBC/MPC and Opening and Closing Ceremony are the same as for the Olympic Games, appropriately scaled to use.

If any different venues are proposed, provide full details of the Paralympic venues consistent with requirements for the Olympic Games. Use the same information tables as required for the Olympic Games, renamed and renumbered.

Accessible Infrastructure

26

What is the level of accessible infrastructure in your region in key areas, including accommodation, transport and general city environment? Indicate any laws related to inclusion and accessibility in your country.

Confirm the status of venue accessibility for all competition venues. Identify required upgrades and confirm budget allocation for these works.

Promotion of Disability Awareness

27

How will the Paralympic Games be promoted and communicated?

Provide examples of key measures that will be undertaken, especially with regard to fostering knowledge about disability sports and interest among the general public.

How will hosting the Paralympic Games contribute to raising awareness about disability and promote inclusion and integration of people with disabilities in your city/country?



4 SUSTAINABILITY

Sustainability is one of the greatest challenges of our time, encompassing climate change, economic inequality and social injustice. These are also pressing concerns for the sports community, both in managing our day-to-day affairs and in our responsibilities towards young people and future generations.

We also recognise that sport has an unrivalled capacity to motivate and inspire large numbers of people. This is why we believe the Olympic Movement has a duty and an opportunity to contribute actively to global sustainability in line with our vision: “Building a better world through sport.”

As one of the three pillars of Olympic Agenda 2020, sustainability is a key priority for the IOC. In its Sustainability Strategy, the IOC, as the owner of the Olympic Games, commits to ensuring that sustainability is addressed as a strategic topic by potential future hosts as early as the Continuous Dialogue and throughout the period leading up to the future host election. Another strategic objective of the IOC is to reinforce sustainability commitments in the Host Contract so that hosting an Olympic Games edition can act as a catalyst for sustainable development within the host city and region.

In line with the ambition for the Olympic Games to be at the forefront of sustainable development and to become climate positive as of 2030, sustainability must be addressed and integrated in every aspect of your project, encompassing, but not limited to: infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate.

By addressing sustainability as an integral aspect of your project from conception, you will be able to better identify, minimise and respond to potential risks in your Olympic project.

4 Sustainability

Governance

28

How would sustainability be positioned within the OCOG and how would it coordinate with other bodies responsible for venue and infrastructure development, Games operations and legacy?

Include any plans for external advisory and or monitoring and assurance bodies, their roles and responsibilities, and how they would relate to the programme governance.

Please illustrate these arrangements by means of an organisational chart, making sure to include any non-governmental organisations, community groups and private sector bodies you intend to work with throughout the Games delivery phase.

Stakeholder Engagement Strategy

29

Describe the OCOG's proposed overall sustainability stakeholder engagement strategy and how you envisage establishing and maintaining appropriate relations with external organisations and interest groups, including non-governmental organisations, community groups and the private sector throughout Games planning and delivery.

Sustainability Management System

30

How would the OCOG establish a Sustainability Management System (SMS) in conformity with ISO 20121, addressing the key activities of the organisation that are material to delivering sustainable Games?

Sustainability Programme

31

What is your sustainability programme for the Games, including objectives, implementation measures and any standards to be applied, with specific reference to the five focus areas of the IOC Sustainability Strategy?

Infrastructure and natural sites

The sustainable development and operation of indoor and outdoor sites, including non-competition venues and support, and administrative infrastructure required for the Games.

Describe your approach in relation to:

- Conservation of biodiversity and cultural heritage
- Conservation of water resources and protection of water quality
- Use of renewable energy and resource-efficient infrastructure

Sourcing and resource management

The sourcing of products and services and management of material resources over their lifecycle.

Describe how environmental, social and ethical factors (notably labour standards) will be integrated into each stage of the procurement process for all supply, sponsorship and licensing deals required for the Games. Also outline all mechanisms in place to ensure the requirements are met.

How would you treat products and materials as valuable resources and optimise their lifecycles through reuse, repurposing, recycling and waste-avoidance initiatives?

Mobility

The mobility of people and goods associated with the Games.

Describe how you would integrate sustainability into the planning and operation of transport and logistics for the Games, including reference to different vehicle and fuel types, use of public transport and soft travel modes, and accessibility provisions.

Workforce

The working conditions and opportunities offered to employees, volunteers and contractors involved in the planning and delivery of the Games.

Describe how you would support the development of skills and knowledge, create a healthy working environment and promote diversity, including gender equality, across the workforce and how you would make available resources and mechanisms to support the workforce in finding employment after the Games.

All workers are entitled to work in an environment where risks to their health and safety are properly controlled. Describe how the rights of the workforce – including full-time employees, contractors and volunteers – will be guaranteed as per national legislation and ILO Conventions. Provide information on the occupational health and safety legislation in your country and describe the mechanisms in place to ensure it is respected and, if required, addressed promptly and respectfully.

Climate

The management of direct and indirect greenhouse gas emissions associated with Games' activities, and adaptation to the consequences of climate change.

Using the IOC's "[Carbon footprint methodology for the Olympic Games](#)" describe how you would develop a carbon management strategy to measure, minimise, manage and mitigate impacts of greenhouse gas emissions during Games preparation and Games-time.

If you have any other priority themes or special initiatives not specified above, please include them in this section.

4 Sustainability

Continued

Water Resources

32

Provide information on the water supply and demand of your city/region and surrounding areas:

- Per capita availability of renewable freshwater resources
- Protection and management of water sources and catchments that supply the city, i.e. the upland areas that supply water to the city

On the water supply side, please provide average total water availability (both ground and surface water), complemented by figures for a drought year.

On the water demand side, please provide figures related to water use and consumption for three scenarios:

- Business as usual scenario (including normal agriculture, industrial, human use);
- Scenario for the Games year (increased human demand at Games time, etc.);
- Scenario in post-Games/legacy mode.





5

GOVERNANCE

The organisation of the Olympic Games is entrusted by the International Olympic Committee (IOC) to the National Olympic Committee (NOC) of the country of the host as well as to the host itself.

The NOC forms, for that purpose, an Organising Committee for the Olympic Games (OCOG) which, from the time it is constituted, communicates directly with the IOC. The IOC and Olympic Movement will be the trusted partners of the OCOG, integrating the experience and expertise from previous Olympic Games.

Effective planning and delivery of the Games by the OCOG requires a Games governance structure that includes the active involvement of municipal, regional and national authorities, non-governmental organisations and the private sector, among others. It is essential to establish clear roles and responsibilities and to foster solid partnerships between all levels of government and all Games stakeholders.

Specific consideration should be given to transport, security and legacy governance, with clearly defined operational and financial roles and responsibilities.

Good governance of the Games also includes the development of a human rights strategy which will guide the organisation and delivery of the Games, as well as the wider management systems and risks assessments. Risks for human rights should be considered in relation to all Games-related activities of the OCOG, the Host City, the Host NOC, Host Country Authorities and other delivery partners.

5.1 Overall Games Governance

Games Governance

33

Describe the principle government and non-government organisations that will play a primary role in planning and delivery of the Games, including:

- The legal form (private/public nature) and structure of the Organising Committee for the Olympic Games (OCOG)
- How and through what other structures Games planning and delivery will be managed, including the role of government/city authorities
- How these structures will be coordinated, monitored and by what oversight structures
- How these arrangements will interface with existing political and administrative institutions/agencies (please focus on the roles of, and interfaces between, the different organisations)
- The structure of governance, including reference to:
 - Non-government organisations
 - Community groups
 - The private sector

Describe your current stakeholder engagement plan and how this will evolve when you transition to the Organising Committee, explaining how you will engage with:

- Public bodies and institutions
- Non-government organisations
- Community groups
- The private sector

Host Contract Signatories

34

List the proposed signatories of the Host Contract and the foreseen split of roles and responsibilities.

5.2 Human Rights

Human Rights

35

Describe how you will seek to identify and address adverse human rights impacts, in line with the UN Guiding Principles on Business and Human Rights, throughout the lifecycle of the Games, including but not limited to impacts to: the rights of construction workers, employees, contractors, athletes, volunteers, security forces, attendees, local communities, journalists, human rights defenders, and other groups or individuals at heightened risk of being impacted?

- Specify who in the governance structure will be responsible for outlining and implementing a human rights strategy, and how will you ensure that they can effectively oversee/coordinate with other bodies responsible for procurement, resource management, venue and infrastructure development, Games operations, sustainability and legacy?
- How will you ensure alignment with internationally recognized human rights standards, where these go beyond requirements of national/local legislation?
- How will you identify and engage with various interest groups - including possibly affected communities, civil society organizations and proxies - to assess, monitor and address potential human rights impacts on an ongoing basis.
- How will you ensure accessible and effective resolution of complaints and incidents related to human rights, during the Games lifecycle?

5.3 Transport Governance

Transport Governance

36

Which authorities will be responsible for transport operations and define their specific responsibilities?

Outline the governance structure for those responsible for delivering the Games transport programme, including the aforementioned authorities, the main transport service providers and operators, and the OCOG.

Provide an organisational chart showing this governance structure



5.4 Safety and Security Governance

Security Governance

37

Identify the public and private organisations that will be involved with safety and security during the Olympic Games.

- Identify the specific responsibilities (including financial) of each organisation and how they will be integrated and coordinated, both among themselves and with the OCOG, throughout Games planning and operations
- How will the intelligence services be involved?
- Provide organisational charts for Olympic safety and security for the following:
 - General and operational planning phases
 - Implementation phase

Will there be a department responsible for security matters within the structure of the OCOG? If so, please provide details.

5.5 Legacy Governance

Legacy Governance

38

List the principle governmental and non-governmental organisations that will be responsible for the planning (pre-Games) and delivery (pre-Games and post-Games) of legacy programmes.

- For each organisation, indicate if it is an existing or a new organisation. For existing organisations, describe any major change in roles/responsibilities.
- For new organisations, provide a timeline for implementation. What interfaces will be developed with the OCOG, municipal authorities and the NOC?
- How will these organisations be coordinated?
- How will the delivery of legacy objectives be monitored?
- How will funding be secured for the implementation of the legacy programmes and their continuation in the post-Games period?



6

ECONOMICS OF THE GAMES

When planning for the Olympic Games, it is critical to differentiate the **Urban Development Budget** from the **Games Organisation Budget**.

With the New Norm, the Games adapt to the host region, the region does not adapt to the Games and therefore there is no capital-investment required for the Games. The Games can nevertheless still be an opportunity to invest in the future of your city or your region through upgrades of existing sport facilities or renovation of public infrastructure. The related capital investments will leave a legacy for your communities for decades after the Games. These investments should not be considered as Games-specific spending but should be aligned with the existing development plan of your city and region and budgeted as part of the local long-term **Urban Development Budget**.

The **Games Organisation Budget** is mostly privately funded through local sponsorships, ticketing, licencing and a significant contribution from the IOC. It covers operational costs related to sport competitions, workforce, accommodation, technology and transportation. In the past twenty years, the Games Organisation budget has always been balanced or generated a surplus.

Local public authorities will provide **government support services** under their remit such as security, medical services, customs and immigration. The costs for these services are offset by the increased economic activity and tax revenue generated before, during and after the Games. The ripple effect of organisers and visitors spending money in the local economy, employing local people and using local suppliers, means several hundreds of millions of dollars in tax revenues can be generated from the increase in Games-related business activity.

6 Economics of the Games

Games Organisation Budget

39

Using the budget template Table 39 (Games Organisation Budget), provide a detailed Games Organisation budget for the Olympic Games as follows:

- Table 39a: GAMES ORGANISATION BUDGET in *[current value]* local currency and in USD (specify the date on which this was established and the USD/local currency exchange rate used)
- Table 39b: GAMES ORGANISATION BUDGET in *[year of the Games]* local currency* and in USD* (Annex 22)

* Indicate the key inflationary and projected currency assumptions and sources

Budget Instructions

- In order to obtain verifiable and comparable data, budgets should be prepared on the basis of economic conditions existing at the time of preparation
- However, Preferred Hosts are requested to provide, to the best of their ability, budget estimates in *[year of the Games]* values, taking into consideration any possible inflationary and currency effect
- Preferred Hosts must always follow a gross budgeting approach, i.e. always include the gross revenue figure and the corresponding cost and not simply the net revenue figure
- All questions must be answered in accordance with the budget templates provided
- For budgeting purposes, Preferred Hosts should use the amounts mentioned in the Host Contract for the IOC Contribution to the success of the Olympic Games *[year of the Games]*, for broadcast-related revenues and TOP programme revenues

Supporting Financial Information

In addition to the standard budget structure to be presented in the Future Host Submission, Preferred Hosts are required to provide the IOC with comprehensive data supporting the build-up of each budgetary section (Annex 21)

Please describe the mechanisms you intend to implement to ensure Games delivery and mitigate any risk of a budget shortfall.

Games Benefits

40

What are the expected economic, social and environmental benefits of hosting the Games in your city/region/country? Provide an initial Games impact study prepared by an appropriately qualified and experienced independent provider (e.g. University). Please summarise the findings and provide the study as a separate document.

Note: IOC makes available independent reference studies.



Table 39a

Games Organisation Budget in [current value]

GAMES ORGANISATION BUDGET

Revenues (000s)	Local	USD	%
1 IOC Contribution			
2 Top Programme (gross)			
3 Domestic Sponsorship (gross)			
4 Ticket Sales			
4.1 Ticket Sales Revenue			
4.2 Additional Ticketing products (including Hospitality)			
5 Licensing & Merchandising			
5.1 Licensing products			
5.2 Philatelic			
5.3 Coins			
6 Government Contribution			
6.1 Olympic Games			
6.1.1 National Government			
6.1.2 Regional Government			
6.1.3 Local Government			
6.2 Paralympic Games			
6.2.1 National Government			
6.2.2 Regional Government			
6.2.3 Local Government			
7 Lotteries			
8 Other Revenues			
8.1 Donations			
8.2 Asset Disposal			
8.3 Other Revenues			
9 Total Revenues			

Table 39a

Games Organisation Budget in [current value]

GAMES ORGANISATION BUDGET

Expenditures (000s)	Local	USD	%
1 Venue Infrastructure			
1.1 Capital Investment (as per table on capital investment)			
1.2 Temporary-Demountable Infrastructure			
1.2.1 Competition venues			
1.2.2 Non-Competition venues			
1.3 Temporary Infrastructure (including maintenance costs)			
1.3.1 Competition venues			
1.3.2 Olympic/Paralympic Village			
1.3.3 IBC/MPC			
1.3.4 Other Key Olympic Venues			
1.3.5 Other venues/sites			
1.4 Energy			
1.5 Other Venue Infrastructure & Operations expenses			
2 Sport, Games Services & Operations			
2.1 Accommodation			
2.2 Food and Beverage			
2.3 Medical Services (including Anti-Doping)			
2.4 Logistics			
2.5 Stakeholder services			
2.6 Security			
2.7 Sports			
2.8 Transport			
2.9 Events Services			
2.10 Venue Operations Management			
2.11 Villages Operations			

Table 39a Games Organisation Budget in [current value]

GAMES ORGANISATION BUDGET

Expenditures (000s)	Local	USD	%
2.11.1 Olympic/Paralympic Village Operations			
2.11.2 Media village(s) Operations			
2.11.3 Other villages Operations			
2.12 Test Events			
2.13 Other Games Services & Operations expenses			
3 Technology			
3.1 Information Technology			
3.2 Telecoms			
3.3 Internet Infrastructure			
3.4 Other Technology expenses			
4 People Management			
5 Ceremonies & Culture			
5.1 Opening & Closing Ceremonies			
5.2 Torch Relay			
5.3 Culture and Education			
5.4 Other Ceremonies & Culture expenses			
6 Communications, Marketing and Look			
6.1 Communication, Community Relations & PR			
6.2 Look of the Games			
6.3 Marketing and Commercial Programme			
6.4 Other Comms, Marketing and Look expenses			
7 Corporate Administration and Legacy			
7.1 Administration and Governance			
7.2 Environment, Sustainability and Legacy			
7.3 Other Corporate Administration expenses			

Table 39a

Games Organisation Budget in [current value]

GAMES ORGANISATION BUDGET

Expenditures (000s)	Local	USD	%
8 Other Expenses (incl. Marketing rights)			
9 Contingency			
10 Total Expenditures			
Net Financial Result (000s)			
Surplus/Shortfall (Rev - Exp)			
Exchange rate used 1 USD = XX,XX			





7 Technical Annexes

The IOC will provide a number of templates and tables to be completed by the Preferred Host(s). These technical annexes must be provided on USB key only (all tables in Excel format, all maps and all other documents and studies in pdf format)

Venues

- Annex 1: Table - Competition, training and non-competition venues overview
- Annex 2: Site Maps - Competition Venues, Olympic Village(s), IBC/MPC, Opening/Closing Ceremony venue(s)
- Annex 3: Table - Venue Funding and Development
- Annex 4: Table - Capital Investments - Venue Funding
- Annex 5: Template - Legacy business cases for new competition venues, Ceremony venues, Olympic Village(s), Media Village(s) and IBC or MPC (if any)
- Annex 6: Table - Olympic Village data
- Annex 7: Table - IBC/MPC data
- Annex 8: Template - Venue Sustainability Assessments

Transport

- Annex 9: Maps - Transport Clusters
- Annex 10: Table - Transport Infrastructure with Capacities
- Annex 11: Table - Distances and Travel times

Accommodation

- Annex 12: Table - Total hotel accommodation inventory
- Annex 13: Table - Total alternative accommodation inventory
- Annex 14: Table - Guaranteed accommodation inventory (Olympic and Paralympic Games)
- Annex 15: Table - Average convention rates (by star category)
- Annex 16: Table - Maximum guaranteed rates (by star category) (Olympic and Paralympic Games)

Security

- Annex 17: Table - Security Risk Analysis in accordance with ISO 31000
- Annex 18: Table - Security Resources – Total and foreseen at Games Time

Energy and Telecom

- Annex 19: Template - Energy infrastructure for Games venues
- Annex 20: Template - Telecom infrastructure for Games venues

Economics of the Games

- Annex 21: Template – Supporting Financial Information
- Annex 22: Table - Games Organisation Budget (current and Games-time values) (Olympic and Paralympic Games)
- Annex 23: Table - Cash Flow
- Annex 24: Table - Domestic Sponsorships
- Annex 25: Table - Ticket Revenues
- Annex 26: Table - Licensing
- Annex 27: Table - Advertising Space Controls
- Annex 28: Economic, Social and Environmental Impact Study

Support

- Annex 29: Table - Political Support
- Annex 30: Table - Support from Stakeholders

8 Instructions for the Preferred Host Submission

Main Submission

Please provide 20 USB keys to the IOC, containing:

- Separate submission in English and French in A4 format (pdf) on each USB key
- Maximum 50 pages each for the English and French version (excluding all charts and maps / cover pages, table of contents and other chapter markers).
- USB keys should also contain separately all tables in Excel format, all maps and all other documents and studies in pdf format (as mentioned in Technical Annexes)
- Create a folder for each theme with relevant documents

Guarantees

Guarantees (Please refer to “*Contractual framework for hosting the Olympic and Paralympic Games*”) are to be submitted separately as originals (with one set of copies in English) as well as in electronic format (5 separate USB keys). Please clearly reference the guarantee number on each guarantee



9 Photo Credits

- C Fans enjoy the atmosphere on Day 1 of the Rio 2016 Olympic Games at the Beach Volleyball Arena on August 6, 2016 in Rio de Janeiro, Brazil. (Photo by Quinn Rooney/Getty Images)
- 1 LeBron James #6 of the United States dunks during the Men's Basketball gold medal game between the United States and Spain on Day 16 of the London 2012 Olympics Games at North Greenwich Arena on August 12, 2012 in London, England. (Photo by Christian Petersen/Getty Images)
- 2 Deuce Carter of Jamaica (L) and Damian Czykier of Poland wait for the start of the Men's 110m Hurdles Semifinals on Day 11 of the Rio 2016 Olympic Games at the Olympic Stadium on August 16, 2016 in Rio de Janeiro, Brazil. (Photo by Patrick Smith/Getty Images)
- 6 Paola Espinosa and Alejandra Orozco of Mexico compete in the Women's Diving Synchronised 10m Platform Final on Day 4 of the Rio 2016 Olympic Games at Maria Lenk Aquatics Centre on August 9, 2016 in Rio de Janeiro, Brazil. (Photo by Phil Walter/Getty Images)
- 9 Henrik Von Eckermann of Sweden riding Allerdings competes in the 3rd Qualifier of Individual Jumping on Day 10 of the London 2012 Olympic Games at Greenwich Park on August 6, 2012 in London, England. (Photo by Alex Livesey/Getty Images)
- 12 Risako Kawai of Japan celebrates with her coach Kazuhito Sakae after defeating Maryia Mamashuk of Belarus during the Women's Freestyle 63 kg Gold medal match on Day 13 of the Rio 2016 Olympic Games at Carioca Arena 2 on August 18, 2016 in Rio de Janeiro, Brazil. (Photo by Julian Finney/Getty Images)
- 13 Ethiopia fans enjoy the atmosphere outside the Olympic stadium during the Olympics Opening Day as part of the London 2012 Olympic Games at the Olympic Park on July 27, 2012 in London, England. (Photo by Jeff J Mitchell/Getty Images)
- 14 Solange Nyiraneza, Claudine Bazubagira, Liliane Mukobwankawe of Rwanda sitting volleyball players during their match against China in the Paralympic Games in Rio de Janeiro Riocentro Pavillion 6 on September 10, 2016 in Rio de Janeiro, Brazil. (Photo by Raphael Dias/Getty Images for the International Paralympic Committee)
- 18 Leidy Yessenia Solis Arboleda of Colombia reacts after lifting during the Women's 69kg Group A weightlifting contest on Day 5 of the Rio 2016 Olympic Games at Riocentro - Pavilion 2 on August 10, 2016 in Rio de Janeiro, Brazil. (Photo by Stoyan Nenov/Pool - Getty Images)
- 21 Argentina celebrate the goal scored by Gonzalo Peillat #2 of Argentina during the Men's Hockey Gold Medal match between Belgium and Argentina at Rio 2016. (Photo by Sean M. Haffey/Getty Images)
- 22 Luuka Jones of New Zealand competes in the Women's Kayak (K1) Canoe Slalom heats on Day 3 of the London 2012 Olympic Games at Lee Valley White Water Centre on July 30, 2012 in London, England. (Photo by Phil Walter/Getty Images)
- 25 Simone Manuel of the United States (L) embraces Penny Oleksiak of Canada after winning gold in the Women's 100m Freestyle Final on Day 6 of the Rio 2016 Olympic Games at the Olympic Aquatics Stadium on August 11, 2016 in Rio de Janeiro, Brazil. (Photo by Richard Heathcote/Getty Images)
- 26 Doo Hoi Kem of Hong Kong serves to Chen Szu-Yu of Taiwan during the Women's Team First Round 1 on Day 7 of the Rio 2016 Olympic Games at Riocentro - Pavilion 3 on August 12, 2016 in Rio de Janeiro, Brazil. (Photo by Patrick Smith/Getty Images)
- 28 Joel Bonilla Gonzalez of Spain competes against Ahmad Abughaush of Jordan during the Mens 68kg Taekwondo semi final contest at Carioca Arena 3 on August 18, 2016 in Rio de Janeiro, Brazil. (Photo by Laurence Griffiths/Getty Images)
- 33 Women compete during the Triathlon on Day 15 of the Rio 2016 Olympic Games at Fort Copacabana on August 20, 2016 in Rio de Janeiro, Brazil. (Photo by Matthias Hangst/Getty Images)
- 34 Roger Federer of Switzerland serves the ball against Andy Murray of Great Britain during the Men's Singles Tennis Gold Medal Match on Day 9 of the London 2012 Olympic Games at the All England Lawn Tennis and Croquet Club on August 5, 2012 in London, England. (Photo by Paul Gilham/Getty Images)
- 35 Luc Abalo of France jumps to shoot while Dalibor Doder (L) and Jonas Larholm (R) of Sweden can just watch on during the Men's Handball preliminaries group A match between France and Sweden on Day 10 of the London 2012 Olympic Games at the Copper Box on August 6, 2012 in London, England. (Photo by Jeff Gross/Getty Images)

© International Olympic Committee
Château de Vidy – Route de Vidy
C.P. 356 – CH-1001 – Lausanne/Switzerland
www.olympic.org

Published in January 2021
by the International Olympic Committee
Original version: English
All rights reserved