YOUR VISION FOR THE OLYMPIC WINTER GAMES

CONTENTS

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, Impact & Legacy

Vision

01

Describe your vision for the Olympic Winter Games. What is the "unique story" of your Games?

Impact & 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
- Human skills, networks and innovation
- Culture and creative development
- Environmental benefits
- Economic benefits
- Social benefits such as housing, labor conditions, education, security, physical and mental health
- Gender Equality, Diversity and Inclusion benefits

Describe your impact & legacy and provide an overview of your impact & legacy pro-gramme, including:

- Priority themes, targets and timescales
- Potential funding sources
- Proactive communication and public engage-ment strategy
- Briefly describe which stakeholders took part in developing your impact & legacy vision.

Please consider that those legacy outcomes would be delivered through the whole lifecycle of the project (i.e. before and after the Games).

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

1.2
Venue Master Plan

Games Concept

03

Outline your Olympic Winter 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
- How this aligns with your sustainability and legacy ambitions

04

Provide a Concept Map (Map A) for the Olympic Winter 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 and medal plaza(s)
- IOC Hotels
- Main Press Centre (MPC)
- International Broadcast Centre (IBC)
- Main transport infrastructure (airport(s), motor-ways, 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 Winter 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 Winter 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, environmental protection and gender equality principles should be integrated into all aspects of venue design, planning and construction
- Displacement and rehousing of people should be kept to a minimum and must be based on due process
- 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 guar-anteed long-term post-Games use

1.2
Venue Master Plan
Continued

- If there is no legacy need, seek a temporary solution, including temporary adaptation of existing venues or fully temporary/relocatable venues
- 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 and sustainability policies, 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 temporary and/ or new permanent infrastructure (if any)
07
For each type of organisation (e.g. Organising Committee for the Olympic Games ("OCOG"), government, external Event Delivery Entity, other) that will manage a venue planning and delivery process of key Olympic venues (both for temporary and/ or new permanent infrastructure), describe the Venue Development processs (planning, design, delivery, commissioning), including major stages, timelines, local community consultation, protest and appeal procedures, sustainability/cultural heritage 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 Winter Games and Paralympic Winter Games and specify your reasons for choosing this period.

Table 5 — Olympic Winter Games Competition Venue Overview

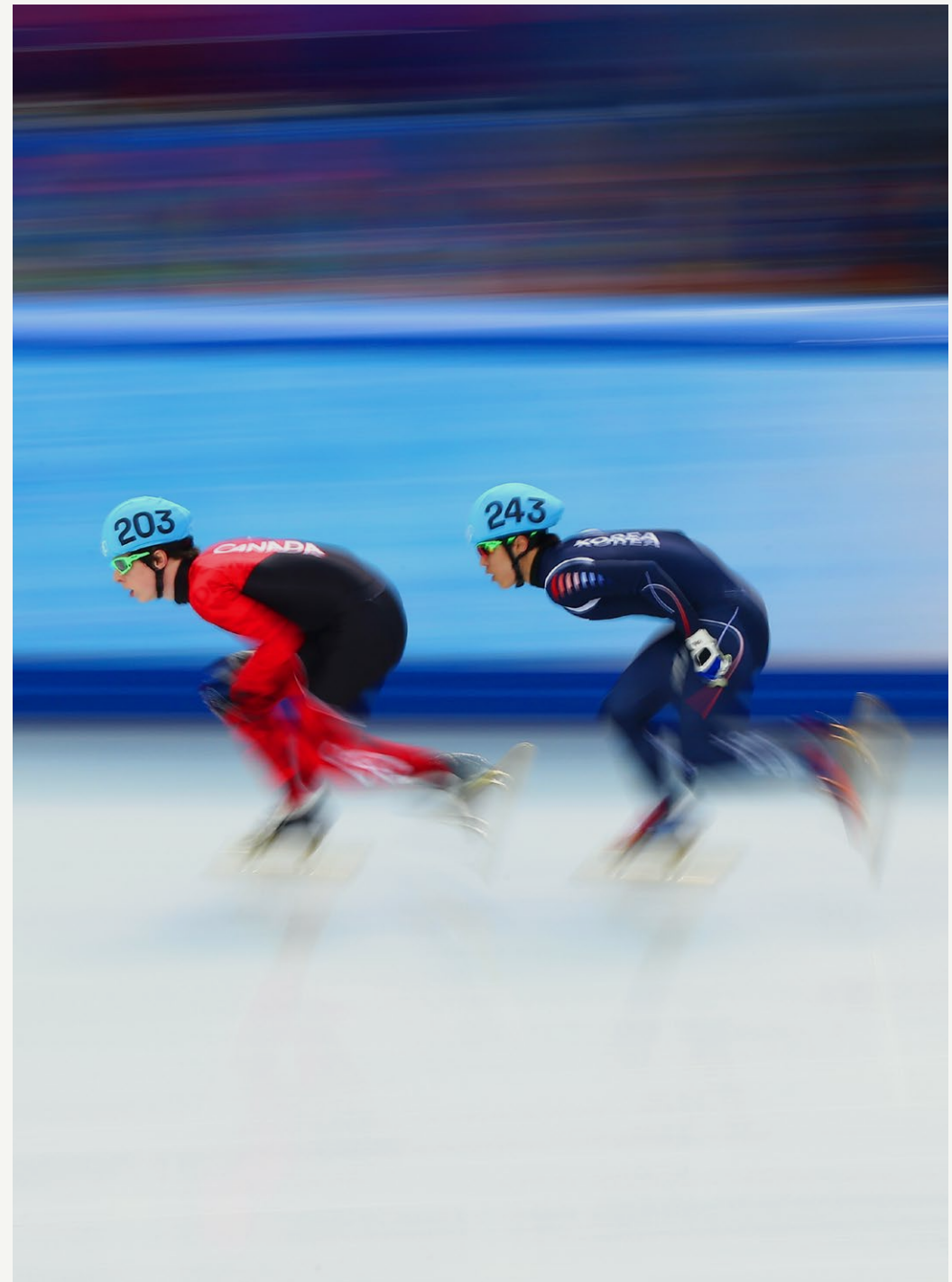| Sport/discipline		Competition Venues										Games-time warm-up capacity (if required)	
		Venue Number	Venue Name	Name of Zone (if applicable)	Name of Cluster (if applicable)	Seating bowl capacity	Standing area capacity	Total gross capacity	Legacy seating capacity	Current use	Post-Games use	Number of FoPs	Brief description
Biathlon	Biathlon												
Bobsleigh/Luge	Bobsleigh/Skeleton/Luge												
Curling	Curling												
Ice Hockey	Ice Hockey I												
	Ice Hockey II												
Skating	Short Track/Figure Skating												
	Speed Skating												
Alpine Skiing	Downhill												
	Super-G												
	Giant Slalom												
	Slalom												
	Alpine Combined												
Cross Country Skiing	Cross Country												
Nordic Combined	Ski Jumping												
	Cross Country												
Ski Jumping	Ski Jumping												
Freestyle Skiing/Snowboard	FS Aerials												
	FS Moguls/Dual Moguls												
	SB Parallel Giant Slalom												
	FS/SB Halfpipe												
	FS/SB Slopestyle												
	FS/SB Cross												
	FS/SB Big Air												
Total number of competition venues													

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 pro-grammes 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 Winter 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 Winter 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
- Current land use
- 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
- Sustainability 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 and awareness-raising activities (e.g. on climate change, environment, human rights, gender equality and inclusion)

3 PARALYMPIC GAMES

Since the Olympic Winter Games 2002, 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 Winter Games Vision
21
Describe your vision for the Paralympic Winter 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 Winter Games?

Paralympic Winter Games Concept
22
Outline your Paralympic Winter Games Venue Master Plan and describe the rationale for the selection of venues.

Provide a Concept Map (Map B) for the Paralympic Winter 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 Winter Games.

Governance Integration
23
Describe the structural integration of the organisation of the Paralympic Winter 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 Winter Games Competition Venue Overview). Specifically identify any venue that is not an Olympic Winter Games venue by applying *bold italics*.

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

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

Table 24 — Paralympic Games Competition Venue Overview

Sport/discipline	Competition Venues											Games-time warm-up capability (if required)	
	Venue Number	Venue Name	Name of Zone (if applicable)	Name of Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Temporary seating capacity	Legacy seating capacity	Current use	Post-Games use	Number of FoPs	Brief description
Alpine Skiing													
Biathlon													
Cross-Country Skiing													
Ice Sledge Hockey													
Snowboard													
Wheelchair Curling													
Total number of competition venues													

4 SUSTAINABILITY

Sustainability is one of the greatest challenges of our time.

Competition for limited resources is increasingly leading to conflict, our climate is at a tipping point, and the interdependency between healthy people and a healthy planet is unmistakable. Amidst this evidence, sport has been recognised by the UN as an important enabler of sustainable development.

As one of the five trends identified in Olympic Agenda 2020+5, sustainability is a key priority for the IOC. The IOC, as the owner of the Olympic Games, commits to ensuring that sustainability – understood as environment, gender equality & inclusion and human rights - is addressed as a strategic topic by the potential future host at the earliest stage of exchange with the IOC and throughout Continuous and Targeted Dialogue leading up to the host election.

The three dimensions of sustainability are also reinforced in the Host Contract and the guarantees to be signed by any Preferred Host.

In line with the ambition for the Olympic Games to be at the forefront of sustainable development, sustainability must be addressed and integrated in every aspect of your project.

By addressing sustainability holistically 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

Sustainability Ambitions
28
Describe your level of ambition in terms of Sustainability and what you want to achieve across the environmental, gender equality & inclusion and human rights dimensions?

Stakeholder Engagement Strategy
29
Describe the OCOG's proposed overall 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 on environment and gender equality.

In regard to human rights, please note that the UNGPs call for specific engagement with affected stakeholders to assess risks and develop commensurate measures.

Training and awareness
30
How do you intend to build the capacity, in an ongoing fashion, of the OCOG staff, as well as others who may need to understand the sustainability requirements (environment, gender equality & inclusion and human rights) and their roles in implementing those requirements.

Sustainability Management System
31
How would the OCOG establish a Sustainability Management System (SMS) in conformity with ISO 20121:2012 (or subsequent updates), addressing the key activities of the organisation that are material to delivering sustainable Games?

Sustainable sourcing and circular economy principles
32
The sourcing of products and services and management of material resources over their lifecycle.

Please describe how:
- environmental, gender equality & inclusion and human rights considerations will be integrated into the procurement process for all supply, sponsorship and licensing deals required for the Games.
- your purchasing, contracting and partnering (supply, sponsorship and licensing) will create a positive impact on the environment, communities and the people involved in the production of goods and services.
- you will manage effectively and on an on-going basis any possible negative impacts on people, communities and the environment, articulating specifically your due diligence process and reporting mechanisms.
- you foresee stakeholder engagement playing a role in ensuring responsible sourcing practices.
- you will establish and maintain an effective grievance mechanism and enable proper

remediations in case of adverse impacts being identified.
- you would incorporate circular economy principles to ensure products and materials are treated as valuable resources, and optimise their lifecycle through reuse, repurposing, recycling and waste avoidance initiatives?

Environmental dimension
33
Climate
The management of direct and indirect greenhouse gas emissions associated with Games' activities, and adaptation to the consequences of climate change.

Demonstrate how you would achieve Climate Positive Games by:
- Providing an initial estimate of the carbon footprint (greenhouse gas inventory) of your Games project using the IOC's "Carbon footprint methodology for the Olympic Games"
- Setting a proposed carbon budget for the Olympic Games according to science-based emissions reductions in line with the Paris Agreement
- Describing 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.

Water Resources
Water resource management in mountain zones is critical for the sustainability of the Olympic Winter Games. This question aims to understand water supply and demand and related levels of "water stress" in the water catchments in which your alpine venues would be sited, and the impact of snowmaking facilities.

Using Annex 31, please provide information on the water supply and demand of your city/region and surrounding areas:
- Availability of renewable freshwater resources in a regular and in a drought year.
- Total annual water withdrawal in a regular and in a drought year (including agricultural, industrial and domestic uses).
- Water withdrawal scenario for the Games year (increased human demand at Games time, additional snow-making requirements, etc.), and in post-Games/legacy mode. Water withdrawal intensity for a regular and a drought year.
- Existing measures to protect and manage water sources and catchments that supply the city/region and proposed Games venues.
- Planned additional measures to a) reduce pressure on water resources from the Games, b) preserve and optimise existing water uses, and c) guarantee the functionality and biodiversity of the water ecosystems and the minimum ecological flow of water streams.

4
Sustainability
Continued

Artificial snow making facilities
Using Annex 31, please provide information on existing and planned snow making facilities (for each cluster of snow venues):

- Total surface served by snow making facilities/Total surface requiring additional snow making facilities, if any
- Total water consumption for existing, and expected for planned snow making facilities in an average winter season, and in a drought winter season.
- Type of existing and planned water sources/intakes.
- Percentage of each water source withdrawn in a regular and in a drought winter season.
- Location of existing and planned water sources/intakes.
- Presence of artificial or natural reservoirs (incl. total number, natural/artificial, volume for each reservoir) and planned additional artificial water basins.
- Water conservation measures currently being applied and planned, in the case of new snow making facilities
- Current use of chemicals, or other snowflake aggregating materials (and planned, in the case of new snow making facilities)
- Brief summary of local/regional studies carried out to assess and mitigate snow making impacts on biodiversity and water resources.

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.

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 and enhancement of biodiversity and cultural heritage
- Sustainable design and construction standards
- Use of renewable energy and resource-efficient infrastructure

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

Human Rights dimension
34
Describe how you will seek to ensure that the Games do not cause, contribute or are linked to negative human rights impacts, in accordance with the expectations set forth by the UN Guiding Principles on Business and Human Rights. Specifically, please explain:

Due diligence & Risk Assessment
- What human rights have you identified that could be potentially impacted in the lead up, during and after the Games, through the operations of the OCOG, its partners and their value chains, in the context of a mega sporting event?
- How will you ensure that the list of potentially impacted human rights is informed by the experience and understanding of expert organisations and potentially affected stakeholders?
- How do you plan to update your list of potentially affected risks as newly identified potential or existing impacts emerge?
- How do you intend on evaluating progress towards preventing or mitigating human rights risks?
- How do you intend to communicate publicly and, in particular, with civil society organisations, expert groups and other stakeholders, on your human rights due diligence plans and results?

Vulnerable communities and populations & mitigation measures
Please use Annex 32 to provide your inputs:
- What measures do you intend to put in place to prevent negative human rights impacts on or related to:
  – Construction workers
  – Supply chain and contractors workers
  – Games workforce and volunteers
  – Athletes
  – Spectators
  – Local communities (including any specific measures to prevent impacts on indigenous communities and any other displaced communities (see Question 7 on Venue Delivery Process))
  – Journalists and human rights defenders
  – Women and LGBTQI people in contexts where their rights may not be fully recognized under national law, or where high levels of violence and discrimination may exist against them
- What other populations may face heightened risk of facing human rights impacts in your given context on the basis of internationally recognized protected categories, such as race or ethnicity, gender, disability, age, religious beliefs, cultural or national origins, immigration status, sexual orientation, gender identity or expression, etc.?

4
Sustainability
Continued

Grievance mechanisms and access to remedy
- How will you ensure accessible and effective resolution of complaints and incidents related to human rights, during the Games lifecycle?
- How will you ensure alignment with internationally recognised human rights standards, where those go beyond national law

Gender Equality, Diversity & inclusion dimensions
35
Describe how you will mainstream gender equality across the lifecycle of the Olympic Games, not only to organise gender equal Games but leveraging them to promote gender equality, inclusion and diversity.
More specifically, please specify:

Mainstream Gender Equality
How will you institutionalise a gender approach within the OCOG and integrate it into the overall OCOG's strategy?

Gender Equal Governing Bodies
How do you plan on reaching a gender balance in your leadership and your workforce?

Equal and fair portrayal
How will you engage the OCOG staff to ensure the communication around the Games is gender equal and fair? Useful resources :
IOC Portrayal Guidelines

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

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 sustainability, transport, security and legacy governance, with clearly defined operational and financial roles and responsibilities.

5.1
Overall Games Governance

Games Governance
36

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
37

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

5.2
Transport Governance

Transport Governance
38

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.

5.3
# Safety and Security Governance

Security Governance
39

Identify the public and private organisations that will be involved with safety and security during the Olympic Winter 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.
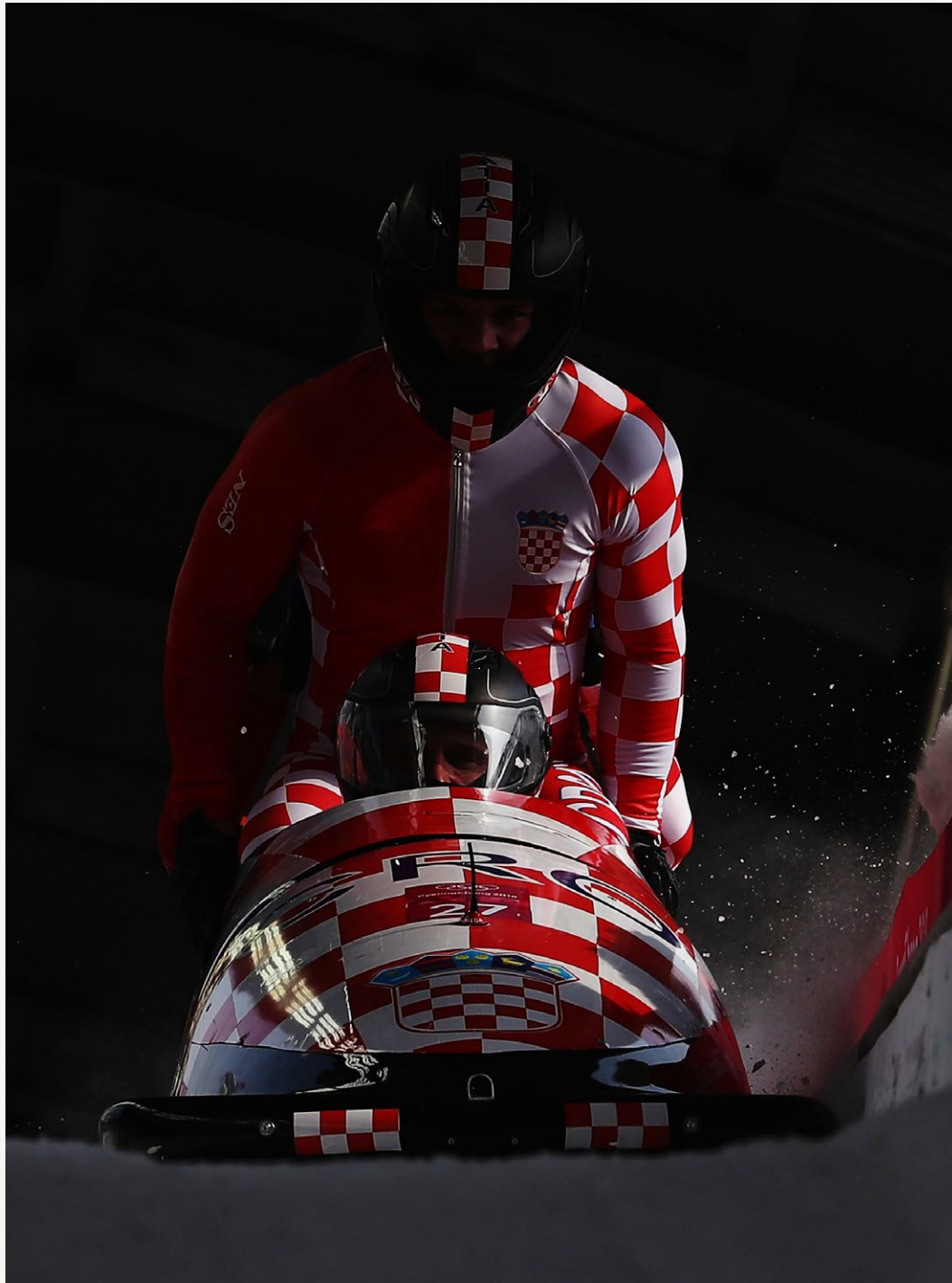
5.4
Sustainability Governance

Sustainability Governance
40

How will sustainability be positioned and empowered so as to have effective oversight and coordination of sustainability issues with external stakeholders and across other Functional Areas and Departments within the OCOG, for example (but not limited to) procurement, resource management, venue and infrastructure development, Games services, licensing?

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.

5.5
Legacy Governance

Legacy Governance
41

List the organisations that will be responsible for the planning (pre-Games) and delivery (pre-Games and post-Games) of impact & 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, public 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 impact & legacy programmes and their continuation in the post-Games period?
- Which funding model and sources will be adopted (e.g. endowment fund, social venture capital, government grants, social impact bonds)?

6 ECONOMICS OF THE GAMES

When planning for the Olympic Games, it is critical to differentiate the **Capital Investment 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 **Capital Investment 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 partly 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
42
Using the budget template Table 39 (Games Organisation Budget), provide a detailed Games Organisation budget for the Olympic Winter 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 Winter Games *[year of the Games]*, for media rights-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
43
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			
1.1 OCOG's share from media rights			
1.2 OCOG's share from the IOC's International Programme (gross)			
2 Domestic Sponsorship (gross)			
3 Ticket Sales (gross)			
3.1 Ticket Sales Revenue			
3.2 Hospitality			
3.3 Other Ticketing & Hospitality Products			
4 Licensing & Merchandising (gross)			
4.1 Licensing products			
4.2 Philatelic			
4.3 Coins			
5 Government Contribution			
5.1 Olympic Games			
5.1.1 National Government			
5.1.2 Regional Government			
5.1.3 Local Government			
5.2 Paralympic Games			
5.2.1 National Government			
5.2.2 Regional Government			
5.2.3 Local Government			
6 Lotteries			
7 Other Revenues			
7.1 Donations			
7.2 Asset Disposal			
7.3 Other Revenues			
8 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 Service & 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, Brand, Look, Marketing & Digital			
6.1 Communication, Community Relations & PR			
6.2 Brand development / Image & Look of the Games			
6.3 Marketing and Commercial Programmes			
6.4 Digital			
6.5 Other Comms, Brand/Look & Commercial Programmes expenses			
7 Corporate Administration, Governance and Legacy			
7.1 Administration and Governance			
7.2 Sustainability and Legacy			
7.3 Other Corporate Administration & Legacy expenses			

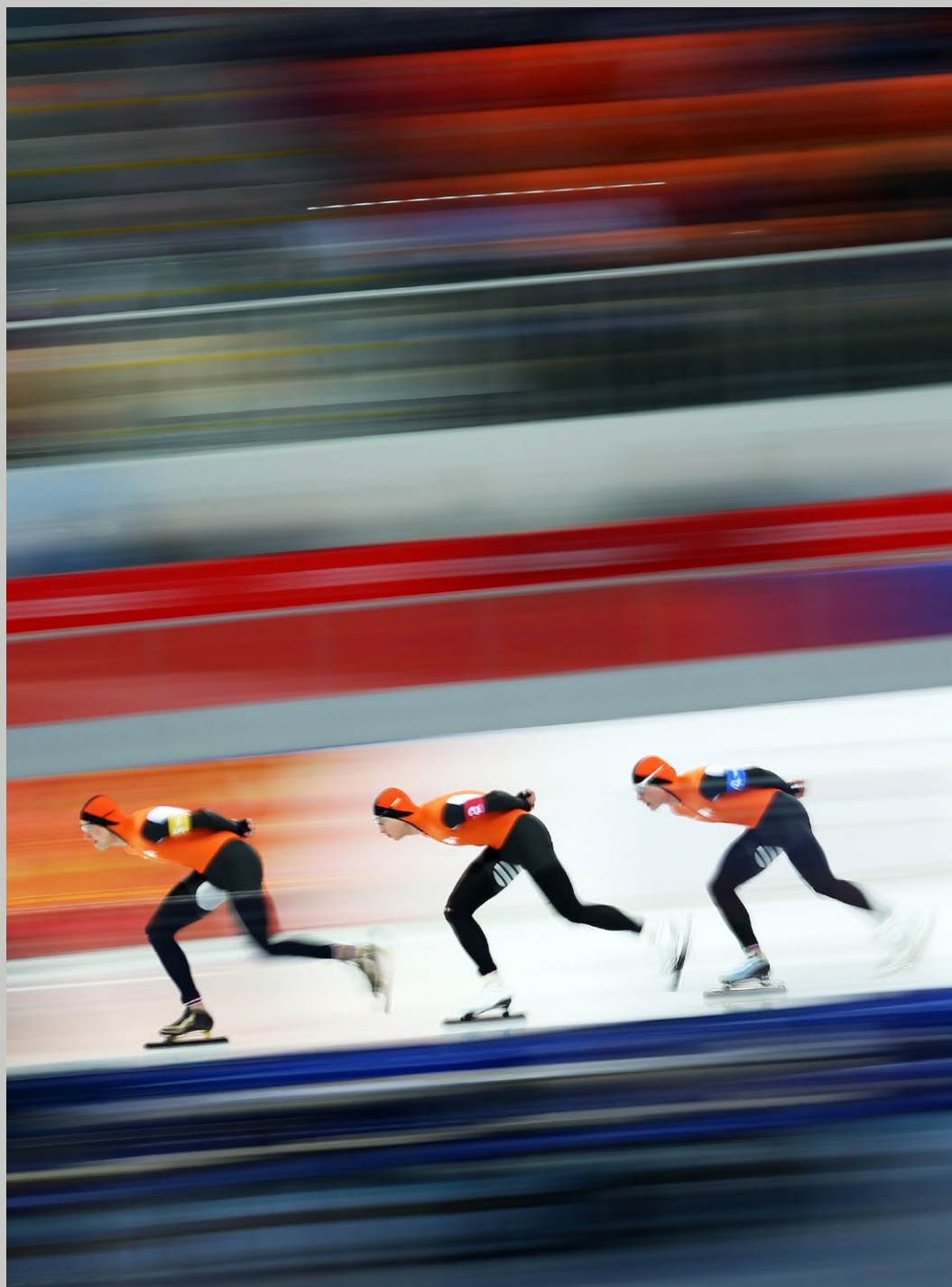## Table 39a   Games Organisation Budget in [current value]

GAMES ORGANISATION BUDGET

Expenditures (000s)	Local	USD	%
8 Other Expenses (incl. commercial programme rights revenue shares)			
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

Water Resources
- Annex 31: Water Resources and Artificial Snow Making Facilities

Human Rights
- Annex 32: Vulnerable communities and populations & mitigation measures

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 55 pages each for the English and French version (excluding all charts and maps / excluding 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   Caroline Claire of the United States competes during the Freestyle Skiing Ladies' Ski Slopestyle qualification on day eight of the PyeongChang 2018 Winter Olympic Games at Phoenix Snow Park on February 17, 2018 in Pyeongchang-gun, South Korea. (Photo by Matthias Hangst/Getty Images)

1   Christian Oberstolz and Patrick Gruber of Italy compete in the Luge Doubles on day 6 of the Vancouver 2010 Winter Olympics at the Whistler Sliding Centre on February 17, 2010 in Whistler, Canada. (Photo by Richard Heathcote/Getty Images)

2   Simen Hegstad Krueger of Norway competes during the Men's 15km and 15km Skiathlon Cross-Country Skiing on day two of the PyeongChang 2018 Winter Olympic Games at Alpensia Cross-Country Centre on February 11, 2018 in Pyeongchang-gun, South Korea. (Photo by Quinn Rooney/Getty Images)

6   Charle Cournoyer (1st L) of Canada leads the pack in the Short Track Men's 5000m Relay Final B on day fourteen of the 2014 Sochi Winter Olympics at Iceberg Skating Palace on February 21, 2014 in Sochi, Russia.

9   Zoi Sadowski-Synnott of New Zealand competes in the Snowboard Ladies' Slopestyle Final on day three of the PyeongChang 2018 Winter Olympic Games at Phoenix Snow Park on February 12, 2018 in Pyeongchang-gun, South Korea. (Photo by Adam Pretty/Getty Images)

12   Satoko Miyahara of Japan competes in the Figure Skating Team Event Ladies' Short Program on day two of the PyeongChang 2018 Winter Olympic Games at Gangneung Ice Arena on February 11, 2018 in Gangneung, South Korea. (Photo by Richard Heathcote/Getty Images)

13   Ales Vodsedalek of Czech Republic competes during the Nordic Combined Individual LH/10 km on day 14 of the 2010 Vancouver Winter Olympics at Whistler Olympic Park on February 25, 2010 in Whistler, Canada. (Photo by Shaun Botterill/Getty Images)

14   Line Damgaard of Denmark competes in the Women's Giant Slalom Standing during day nine of the Sochi 2014 Paralympic Winter Games at Rosa Khutor Alpine Center on March 16, 2014 in Sochi, Russia. (Photo by Ian Walton/Getty Images)

18   Moguls skier Jakara Anthony of Australia in action during training session ahead of the PyeongChang 2018 Winter Olympic Games at Bokwang Phoenix Snow Park on February 8, 2018 in Pyeongchang-gun, South Korea. (Photo by David Ramos/Getty Images)

22   Third Yin Liu of China delivers as Qingshuang Yue and Yan Zhou sweep during the women's curling round robin game against Denmark on day 7 of the Vancouver 2010 Winter Olympics at Vancouver Olympic Centre on February 18, 2010 in Vancouver, Canada. (Photo by Jamie Squire/Getty Images)

23   Vita Semerenko of Ukraine competes during the Women's 4 × 6 km Relay during day 14 of the Sochi 2014 Winter Olympics at Laura Cross-country Ski & Biathlon Center on February 21, 2014 in Sochi, Russia. (Photo by Adam Pretty/Getty Images)

26   Drazen Silic, Benedikt Nikpalj, Mate Mezulic and Antonio Zelic of Croatia finish their run during the 4-man Boblseigh Heats on day sixteen of the PyeongChang 2018 Winter Olympic Games at Olympic Sliding Centre on February 25, 2018 in Pyeongchang-gun, South Korea. (Photo by Al Bello/Getty Images)

27   Matthias Plachta of Germany battles for the puck with Julius Junttila of Finland during the Men's Ice Hockey Preliminary Round Group C game on day six of the PyeongChang 2018 Winter Olympic Games at Gangneung Hockey Centre on February 15, 2018 in Gangneung, South Korea. (Photo by Dean Mouhtaropoulos/Getty Images)

29   Leide Priedulena of Latvia slides down the track during women skeleton training at Olympic Sliding Centre on February 12, 2018 in Pyeongchang-gun, South Korea. (Photo by Ezra Shaw/Getty Images)

34   Eva Logar of Slovenia jumps during the Ladies' Normal Hill Individual Ski Jumping training on day 1 of the Sochi 2014 Winter Olympics at the RusSki Gorki Ski Jumping Center on February 8, 2014 in Sochi, Russia. (Photo by Lars Baron/Getty Images)

35   (L to R) Sven Kramer, Jan Blokhuijsen and Koen Verweij of the Netherland compete during the Men's Team Pursuit Final A Speed Skating event on day fifteen of the Sochi 2014 Winter Olympics at at Adler Arena Skating Center on February 22, 2014 in Sochi, Russia. (Photo by Quinn Rooney/Getty Images)

36   Niklas Mattsson of Sweden competes during the Snowboard Men's Slopestyle Semifinals during day 1 of the Sochi 2014 Winter Olympics at Rosa Khutor Extreme Park on February 8, 2014 in Sochi, Russia. (Photo by Cameron Spencer/Getty Images)