ACCOMMODATION

Technical Manual

on Accommodation

Technical Manual on Accommodation

NOVEMBER 2005

International Olympic Committee

Château de Vidy
C.P. 356
CH-1007 Lausanne / Switzerland
Tel: (41.21) 621 61 11
Fax: (41.21) 621 62 16
www.olympic.org

© IOC NOVEMBER 2005 ALL RIGHTS RESERVED

Table of Contents

I. Global Reference Data 7
II. Changes from Previous Version 8
III. Related Documents 9
IV. Information Road Map 10
V. Olympic Games Study 13
VI. Introduction 17
VII. Executive Summary 18
VIII. Technical Presentation 19
IX. Link to OCOG Phases 20
X. Master Schedule Reference 22
XI. Obligations Checklist 23
XII. Specific Glossary 25

PART I → Accommodation Inventory 29

Overview 29

1.1 → Host City Accommodation Inventory 31

Executive Summary 31
1.1.1 Sufficient and Adequate Accommodation 32
1.1.2 Types of Accommodation 35
1.1.3 Quality of Accommodation 38
1.1.4 Accommodation Locations 39
1.1.5 Room Blocks, Dates, Types 40
1.1.6 Accommodation Pricing 43
1.1.7 New Construction 49

1.2 → Accommodation Facility Contracts 51

Executive Summary 51
1.2.1 Standard Contract 52
1.2.2 IOC Hotel(s) Contract 57
1.2.3 Alternative Accommodation Contracts 59

PART II → Constituent Groups 61

Overview 61

2.1 → Constituent Group Room Requirements 63

Executive Summary 63
2.1.1 Constituent Group Accommodation Requirements Legend 64
2.1.2 Constituent Group Accommodation Requirements Table 67
2.1.3 IOC Accommodation Requirements Description 71
2.1.4 IF Accommodation Requirements Description 73
2.1.5 National Olympic Committee Accommodation Requirements Description 74

Table of Contents

2.1.6 Host Organising Committee Accommodation Requirements Description 75
2.1.7 Future Organising Committee Accommodation Requirements Description 77
2.1.8 Marketing Partner Accommodation Requirements Description 78
2.1.9 Media Accommodation Requirements Description 81

2.2 → Allocation Process 87
Executive Summary 87
2.2.1 Preliminary Allocation 88
2.2.2 Identifying Obligations 89
2.2.3 Needs Assessment 90
2.2.4 Allocation Adviser 94
2.2.5 Final Allocations 98
2.2.6 Allocation Contract 99
2.2.7 Payment Schedule 101
2.2.8 Reservation Process 102

PART III → Finance, Related Responsibilities and Administration 103

Overview 103

3.1 → Accommodation Finance 105
Executive Summary 105
3.1.1 Contract Foundation 106
3.1.2 Business Process 107
3.1.3 Risk Management / Room Releases 109
3.1.4 Cash Flow: Collections and Payments 110
3.1.5 Other Financial Considerations 111

3.2 → Accommodation-Related Responsibilities 113
Executive Summary 113
3.2.1 Accommodation Facility Relations 114
3.2.2 IOC Hotel(s) Operations 115
3.2.3 Alternative Accommodation Operations 118
3.2.4 Rooms for any Other Olympic Village 120
3.2.5 Accommodation Prior to the Games 121
3.2.6 Torch Relay 123
3.2.7 Spectator Accommodation 124
3.2.8 Athletes' Family Host Programme 128
3.2.9 Games Operations 129
3.2.10 Paralympics 130
3.2.11 Paralympics Constituent Group Requirements Legend 133
3.2.12 Paralympics Constituent Group Requirements Table 135
3.2.13 Paralympics Constituent Group Requirements Description 137

Table of Contents

3.3 → Accommodation Administration.....141
Executive Summary 141
3.3.1 Technology 142
3.3.2 Staffing 143
3.3.3 Key Interfaces 146
3.3.4 Post-Games Reports 147

Index.....149

I. Global Reference Data

Name **Technical Manual on Accommodation**

Date/Version November 2005

Note This manual is part of the IOC Host City Contract. It will often refer to other IOC documents and manuals in an effort to synthesize information under specific Functions.

In order to provide Games organisers with a complete picture of a Games function, both Olympic and Paralympic information is integrated within the technical manuals. General information may apply to both Olympic and Paralympic Games even though not explicitly mentioned, while Paralympic-specific information is identified as such.

Disclosure

The material and the information contained herein are provided by the IOC to be used for the sole purpose of preparing, organising and staging an edition of the Olympic Games. This material and information is the property of the IOC and may not be disclosed to third parties or the general public, whether in whole or in part, without the prior written approval of the IOC. Sharing of such material and information is only permitted, under the condition of strict confidentiality, with third parties assisting in the preparation, organisation and staging of an edition of the Olympic Games.

II. Changes from Previous Version

Introduction

This Technical Manual is an update of the May 2004 version. The content of the Manual has remained the same; however improvements in the document's structure and format have been made, including an update to the Generic Sections found in the beginning of the document.

III. Related Documents

List

The following is a list of all documents this Technical Manual refers to:

- Olympic Charter
- Host City Contract
- Joint Marketing Programme Agreement
- Candidature Procedure and Questionnaire
- IPC Handbook (Chapters updated at various times)
- Accreditation and Entries at the Olympic Games – User's Guide
- Technical Manual on Brand Protection
- Technical Manual on Hospitality
- Technical Manual on Media
- Technical Manual on Olympic Village
- Technical Manual on Organising Meetings
- Technical Manual on Paralympic Games
- Technical Manual on Other Olympic Games Matters
- Technical Manual on Medical Services

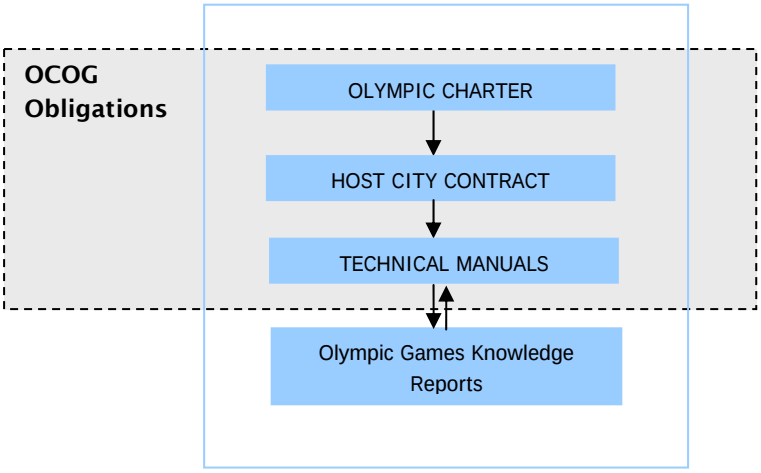
IV. Information Road Map

Introduction

The aim of this section is to explain how the Technical Manuals fit into the general context of the various IOC guidelines and supporting documents. The Technical Manuals are part of an information chain that needs to be clearly understood by all Games organisers including OCOGs, government entities, and partners, as well as by bidding cities. This will enable them to understand their obligations and distinguish them from the recommendations and advice provided through the Olympic Games Knowledge Programme.

Presentation

The diagram below illustrates the "information road map" and the position of the Technical Manuals within the context of other related documents. Each of the documents is described in more detail on the following pages.



Continued on next page

IV. Information Road Map, Continued

Olympic Charter (OC)

The Olympic Charter governs the organisation and operation of the Olympic Movement, and stipulates the conditions for the celebration of the Olympic Games. It is the codification of the:

- Fundamental Principles
- Rules
- Bye-laws

as adopted by the IOC. Thus, the Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement. It can only be modified with the approval of the IOC Session. The Olympic Charter is updated periodically and therefore, the only applicable version is the most current version.

Host City Contract (HCC)

The Host City Contract sets out the legal, commercial, and financial rights and obligations of the IOC, the host city and the NOC of the host country in relation to the Olympic Games. The Host City Contract represents the written agreement entered into between the:

- IOC, on the one hand
- Host city and NOC of the host country, on the other hand

In case of any conflict between the provisions of the Host City Contract and the Olympic Charter, the provision of the Host City Contract shall take precedence.

The Host City Contract is signed by the IOC, the host city and the NOC of the host country immediately following the announcement by the IOC of the host city elected to host the Olympic and Paralympic Games. As such, the Host City Contract is specific to each edition of the Olympic Games, and may vary from Games to Games due to changes and modifications.

Continued on next page

IV. Information Road Map, Continued

Technical Manuals

The Technical Manuals annexed to the Host City Contract form an integral part thereof. They contain the following information regarding a given subject/theme of Olympic Games organisation:

- Detailed technical obligations
- Planning information
- Procedures and processes
- Proven practices

Thus, they provide the technical requirements and information for the implementation of the key functions by the OCOGs and their partners. The IOC may amend the Technical Manuals and update them as necessary to include the most recent and relevant information for the Games organisers. Therefore, the only applicable version of any Technical Manual is the most current version. The English version of the manuals shall prevail.

Olympic Games Knowledge Reports (Formerly called "TOK Guides")

The Olympic Games Knowledge Reports* represent a description of practices and experiences from previous Games organisers, referring to a given local host city context and environment.

The reports contain:

- Technical and organisational information from the OCOG's point of view referring to a given edition of the Olympic Games. This can include practice examples, scale and scope data, as well as information on resources, planning, strategy and operations.

They do not contain:

- Legal obligations
- IOC recommendations

Once edited after each edition of the Olympic Games, the Olympic Games Knowledge Reports are no longer modified. For this reason, there is one version of reports that is specific to each edition of the Olympic Games.

** These reports are part of the Olympic Games Knowledge Programme put in place by the IOC to facilitate the transfer of Olympic Games Knowledge and assist in the exchange of information from one Olympic Games to the next. The programme comprises several components (written information, workshops etc.) and features the Olympic Games Knowledge Reports as one of its key elements. These reports can be found on the Olympic Games Knowledge Extranet.*

V. Olympic Games Study

Introduction

This section provides an introduction to the work undertaken by the IOC that directly impacts Games preparation, operations, and long-term sustainability. Therefore, it is crucial for the reader of this manual to understand the general context and philosophy of the IOC, which will help adopt the mindset of cost consciousness and continuing improvement introduced by the IOC. Detailed technical recommendations from Olympic Games Study have been incorporated directly in the manual-specific content..

Games Study Commission

The Olympic Games Study Commission was established by IOC President Jacques Rogge to analyse the current scale and scope of the Olympic Games and the Olympic Winter Games. The Commission's mandate was to propose solutions to manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient.

The decision to undertake this work recognises the IOC's desire to maintain the position of the Games as the most important sporting event in the world while, at the same time, balancing the need to keep the impacts associated with Games organisation under reasonable control. In particular, the IOC addressed measures to ensure that Games Host Cities do not incur greater expenses than are necessary for the proper organisation of the Games.

The IOC ensured that proposed measures should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The Commission presented its complete report to the IOC Session in Prague in July 2003. At this meeting, the general principles and detailed recommendations were adopted as well as the calendar of dates for the implementation of these recommendations.

The IOC Olympic Games Department owns the task of managing the detailed implementation of all recommendations. The objective is to integrate the recommendations and principles of the study into the general IOC guidelines and Games management processes, so that future Games organisers will automatically work from this basis. At the same time, it is key that the organisers understand and adopt its general philosophy and guiding principles.

Continued on next page

V. Olympic Games Study, Continued

Main Recommendations of Games Study Report

The Olympic Games Study report lists 117 detailed practical recommendations, which have been structured according to five major themes. Please note that the detailed recommendations have been incorporated in relevant parts of the Technical Manuals. Detailed information can be found in the complete report; however, the following represents a general explanation of the five major themes:

1. Games Format

The IOC should re-affirm the following Olympic Charter principles:

- The Olympic Games are awarded to a single Host City
- The duration of competitions shall not exceed 16 days
- Only sports practised on snow and ice may be considered as winter sports

2. Venues & Facilities

Minimise the costs and maximise the use of competition, non-competition and training venues and guarantee an efficient usage in terms of time, space and services, while taking into consideration the needs of the Olympic Family.

3. Games Management

Recognising the fact that the Games are evolving, the IOC should clearly define its role and responsibilities within the Olympic Movement vis-à-vis all involved parties with the objective of improving Games governance. The OCOG should adopt more effective business processes with the objective of creating a more efficient and coordinated Games management through work practices that maximise all resources.

4. Number of Accredited Persons

The IOC should establish appropriate guidelines and find ways of containing (and ideally decreasing) the overall number of accredited persons on the occasion of the Games. The focus should be on groups that have experienced the most dramatic increases, those that have more flexible rules and those that do not have any maximum numbers.

5. Service Levels

Stop the ever increasing "benchmark inflation" that arises from comparisons of services provided at past Games or other major events. Service levels should be of a reasonable standard and be adapted to each client groups' real needs. Acceptable risk levels must also be addressed with some key stakeholders.

Continued on next page

V. Olympic Games Study, Continued

Games Debriefing & Post-Games Analysis

Games Debriefing

Following every edition of the Games, a formal debriefing is conducted with the participation of the following:

- IOC
- OCOG having just organised the Games
- OCOG to organise the subsequent edition of the Games in four years time

The debriefing takes place within months immediately following the Games, and in the city of the next OCOG. At this time, a high-level analysis is conducted on the strategy, planning and operations of that specific edition of the Games, with the intention of passing on key conclusions and recommendations for the next organisers to improve the delivery of the Games.

Post-Games Analysis

Based on the various analysis, reports, and observation of each Games edition, the IOC gathers all relevant information and presents a final summary report. Within this report, the IOC proposes the major policy changes and key actions necessary to implement improvements for future Games. Following the necessary approval, these key conclusions are adopted and integrated into the IOC guidelines, forming the framework for future Games organisers.

Olympic Games Global Impact (OGGI)

In recognising the importance of sustainable development and social responsibility, the IOC launched the OGGI project with the objective to:

- Measure the global impact of the Olympic Games
- Create a comparable benchmark across all future Games editions
- Help bidding cities and future organisers identify potential legacies to maximise the Games' benefits

OGGI takes into account the specificities of each Games and related host city context, and covers economic, social and environmental dimensions. The main OGGI report forms part of the Official Report to be produced by the OCOG after each Games, and therefore is an official requirement to be fulfilled by each Host City.

The OGGI project allows for the IOC to measure the long-term implications of Games organisation, in order to analyse the global impact of the Games on a given host city. Based on the findings, the IOC integrates the appropriate changes to maintain the long-term viability and success for the Games in keeping with the ideals of the Olympic Movement.

Continued on next page

V. Olympic Games Study, Continued

Key Messages

- As a responsible organisation, the IOC wants to ensure that host cities and residents are left with the best possible legacy in terms of venues, infrastructure, environment, expertise and experience.
- Bigger does not necessarily mean better and higher expenditure does not necessarily guarantee the quality of the Games. The IOC made clear that excessive or unjustified costs and infrastructure could even be counterproductive.
- Games Study should involve the commitment and participation of all Olympic stakeholders, as the improvements will ultimately be to their benefit as well. The notions of "teamwork" and striving for the same goal are key in this context.
- It has to be ensured that the underlying philosophy and conclusions with regard to the size and complexity of the Olympic Games are widespread, understood, and properly assimilated within the Olympic Movement and beyond.
- No single recommendation can provide a solution, but the sum is reflective of an attitude and mindset that should be adopted by all parties of the Olympic Movement.
- Underpinning this approach, the IOC has strengthened its support and collaboration with the Games organisers through, for example, enhanced Games management processes, and a strong transfer of knowledge programme to provide assistance and advice as needed.

VI. Introduction

Objectives

The objectives of the Technical Manual on Accommodation are:

- To help Candidate Cities to address those accommodation requirements that must be achieved before being elected to host the Games.
- To address technical information regarding an OCOG's accommodation obligations identified in the Olympic Charter and Host City Contract.
- To make recommendations to an OCOG regarding procedures and processes by which those obligations may be met.
- To make recommendations to an OCOG regarding other accommodation issues that may affect the overall success of the Games.

Limits

This Manual addresses all OCOG accommodation obligations, procedures, processes and issues except those associated with the Olympic Village and Paralympic Village, which are addressed in the Technical Manual on Olympic Village.

In addition, this manual does not address the OCOG's meeting and conference obligations to the IOC and the IPC. Olympic meeting and conference obligations are addressed in the Technical Manual on Organising Meetings.

Lastly, this manual does not address "Arrivals and Departures," which are typically a responsibility of the Transport Function.

Target Audience

The target audience for this manual is:

- Candidate Cities
- OCOG Accommodation Function management and staff
- Constituent groups liaisons stationed in other OCOG functions.

Context

This Manual consolidates accommodation information previously found in other documents, reconciles inconsistencies, distinguishes obligations from recommendations, and assists an OCOG in anticipating various accommodation issues. In addition, it helps Candidate Cities to accomplish the key steps required of them in advance of their election as a Host City; steps that are difficult or impossible to achieve after election.

VII. Executive Summary

Part 1 Accommodation Inventory	To host the Games, a city must be able to offer a sufficient and adequate inventory of accommodation to host those attending the Olympic and Paralympic Games. This part addresses what that means, and how a Candidate City proceeds to accomplish that task.
Part 2 Constituent Groups	After accommodation inventory is secured, the OCOG must identify its specific obligations to meet the accommodation requirements of constituent groups attending the Games, and then allocate rooms or beds to those constituent groups. This part addresses those processes.
Part 3 Finance, Related Responsibilities and Administration	The most basic responsibilities of Accommodation are to contract the room inventory, identify the constituent groups' room/bed needs and allocate rooms/beds accordingly. However, there are many supporting processes and resources that enable Accommodation to accomplish those responsibilities, and there are many other accommodation-related responsibilities that run parallel to those basic duties. This part addresses these processes, resources and responsibilities.

VIII. Technical Presentation

Scope of Manual

The Technical Manual on Accommodation addresses accommodation at an Olympic Games and Paralympic Games, and how a Candidate City / OCOG may successfully plan its accommodation programme to support the Games experience.

This manual helps Applicant Cities and Candidate Cities understand what is required of them with regard to accommodation as they seek election as Host City of future editions of the Games.

This manual also helps Candidate Cities / OCOGs identify and understand their specific accommodation obligations, and provides a framework for structuring their accommodation programme function.

Position in OCOG Structure

The Accommodation Function is a function of Games Services. It provides access to accommodation for the constituent groups to whom it is obligated, and for all functions of the OCOG. It also oversees accommodation-related responsibilities that may be assigned to other functions of the OCOG, or that may be outsourced to contractors.

IX. Link to OCOG Phases

Introduction

The following table overlays the evolution phases of an OCOG (per the Generic Planning Process as described in the Technical Manual on Planning, Coordination, and Management of the Olympic Games) with descriptions of responsibilities to be completed by the Accommodation Function.

	Phase	Month	Responsibilities
1	Foundation	G-98 to G-66	• Secure sufficient and adequate room inventory. • Provide guarantees on secured room inventory. • Provide data on secured room inventory. • Provide data on Candidate City room capacity. • Establish accommodation price controls. • Establish preliminary accommodation allocation plan. • Establish preliminary spectator accommodation plan. • Establish Paralympic accommodation plan. • Establish budget for Games accommodation. • Hire Accommodation Manager.
2	Strategic Planning	G-65 to G-42	• Establish process for Accommodation System. • Establish process for pre-Games accommodation. • Develop standard contract for accommodation facilities. • Record deadlines from standard contract in Master Schedule. • Re-secure room inventory with standard contract. • Begin seminars for accommodation facilities. • Complete Accommodation Preliminary Strategic Plan. • Complete Accommodation Functional Plan. • Complete Accommodation Strategic Plan. • Hire Accommodation Facilities Supervisor. • Hire Constituent Groups Supervisor. • Hire Finance and System Supervisor. • Secure final room estimates from preceding Games. • Establish final accommodation allocation plan

Continued on next page

IX. Link to OCOG Phases, Continued

Introduction (continued)

	Phase	Month	Responsibilities
3	Operational Planning	G-41 to G-6	• Secure approval of accommodation for technical officials. • Conduct constituent group needs assessment. • Develop standard accommodation allocation contract. • Issue allocation contracts to constituent groups. • Notify constituent groups of room rates. • Select and secure IOC Hotel(s). • Secure Paralympic accommodation inventory. • Complete Accommodation Concept of Operations. • Establish process for spectator accommodation. • Establish process for Athlete Family Host Programme. • Hire Other Project Supervisors. • Secure accommodation for Torch Relay.
4	Testing	G-24 to G-6	• Complete IOC Hotel(s) Operational Plan. • Complete Accommodation Functional Operational Plan. • Collect first payments from constituent groups. • Assign rooms to Paralympic constituent groups.
5	Operational Readiness	G-5 to G-1	• Collect second & third payments from constituent groups.
6	Games Operations	Games, Transition, & Paralympics	• Manage accommodation “hotline” during Games. • Manage workforce accommodation during Games. • Manage accommodation resale programme during Games. • Manage spectator programme during Games. • Manage IOC Hotel(s) operation during Games. • Manage Athlete Family Host Programme during Games. • Manage final preparation for Paralympics during Games. • Monitor outsourced contractors during Games.
7	Dissolution	G to G+12	• Complete post-Games report. • Manage Paralympic accommodation.

X. Master Schedule Reference

Update to Master Schedule

NOTE

The next generation of the Master Schedule is currently under completion and will be released at a later date. Once released, it shall take precedence over the critical milestones and delivery dates as found in this manual.

XI. Obligations Checklist

Introduction

The following list represents a summary of the critical obligations related to Accommodation This list gives only a high-level view of the relevant obligations in this area, while all of the complete and detailed responsibilities are found within the main text of this manual.

Candidate City

- Secure sufficient and adequate room inventory for the Games for the 17-night Olympic Period, providing room block waves if a minimum stay is required.
- Provide preliminary accommodation facility guarantees on secured rooms, including any new construction or villages.
- Provide required data, lists and maps on secured room inventory and on total Candidate City room capacity, especially addressing quality and location.
- Establish price controls on accommodation via the Olympic Hotel(s) Rate, Constituent Hotels Rate and general price controls.
- Establish a preliminary allocation plan based on specific requirements of each constituent group and on the allocation advisory table.
- Establish a preliminary spectator accommodation plan, ensuring rooms are available at reasonable prices and at reasonable distances from venues.
- Provide evidence of a budget for accommodation that includes technical officials, Games workforce, Paralympic obligations and Olympic Hotel Rate subsidy, if any.
- Establish a Paralympic accommodation plan addressing room inventory, constituent groups and room assignments.

Accommodation Facility

- Develop standard contract for accommodation facilities, submit for IOC approval and re-secure all accommodation facilities under new contract.

Constituent Groups

- Establish a final allocation plan based on requirements of constituent groups and on allocation advisory table, and submit for IOC approval.
- Notify constituent groups of room rates based on final allocation plan, and follow established payment schedule for constituent groups when allocating rooms.
- Allocate rooms to IOC, IFs, NOCs, Media and Marketing Partners based on their requirements in this manual.
- Select and secure IOC Hotel(s) according to specifications in this manual. Hotel(s) and contract subject to approval of IOC.

XI. Obligations Checklist, Continued

Related Responsibilities ✕	• Implement spectator accommodation plan, ensuring rooms are available at reasonable prices and at reasonable distances from venues. • Make rooms available for any other Olympic Village, if required, according to Olympic Charter. • Respect the Technical Manual on Organising Meetings for all meetings convened at the request of the IOC. • Upon completion of the Games, prepare the section of the Official Report that details the planning and organisation of accommodation for the Games.
Paralympic Games	• Implement Paralympic Accommodation Plan submitted with Candidature File. • Pay for accommodation for technical delegates, officials and IPC Executive Comm. • Select and secure IPC Hotel according to requirements in this manual. • Offer accommodation to constituent groups based on requirements in this manual.

XII. Specific Glossary

Presentation This section defines the different specific terms used throughout this manual. Please note that this manual may also use the Olympic core terminology created by the IOC and which is usually delivered in combination with the complete set of all Technical Manuals. This core terminology comprises approximately 400 general terms, which are among the most used terms for the Olympic Games organisation. The following table gives a list and definitions of terms and acronyms used in this manual specific to the subject.

Term	Definition
Accommodation	Provision of a place to sleep; lodging; housing. Upper case (Accommodation) refers to Accommodation Functional Area
Accommodation Facility	A facility where accommodation is provided; includes, but is not limited to hotels
Accommodation Inventory	The supply of guest rooms secured via contract by the Candidate City / OCOG with accommodation facilities
Accommodation System	The Games Management System software application for managing accommodation data and finance
AIOWF	Association of International Olympic Winter Sports Federations
Allocation	Assignment of specific accommodation to a specific constituent group
Allocation Plan	The collective and overall plan of assigning all accommodation to all constituent groups
Allocation Contract	The document offered by the OCOG and accepted by a constituent group detailing the specific accommodation assigned to that constituent group
Alternative Accommodation	Any type of accommodation that provides an alternative to traditional hotel accommodation
ANOC	Association of National Olympic Committees
ASOIF	Association of Summer Olympic International Federations
Athletes' Family Host Programme	The Athletes' Family Host Programme provides complimentary accommodation in private residences to families of athletes competing in the Olympic and Paralympic Games
Candidate City	A city (formerly an Applicant City) which has been accepted by the IOC Executive Board as a Candidate City
Candidature File	A Candidate City's response to the IOC's Phase II Questionnaire, which is a Candidate City's blueprint for organising the Olympic Games

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
CAS	Court of Arbitration for Sport
CEO	Chief Executive Officer
Conference Rooms	The rooms in an accommodation facility used for conferences, meetings, exhibits, banquets, etc.; function rooms / space
Constituent Group	A category of people attending the Olympic Games who require accommodation
Constituent Hotels Rate (CHR)	The price for guest rooms for all constituent groups, except for those constituent groups specifically entitled to the Olympic Hotel(s) rate, as defined in this manual
Double Occupancy	A guest room occupied by two people (regardless of the number of beds in the room)
EBU	European Broadcasting Union
GAISF	General Association of International Sports Federations
Guest Rooms	The rooms in an accommodation facility used for sleeping
HCC	Host City Contract
Host City	A city that has been entrusted with the organisation of the Olympic Games.
Host Country	The country in which the Host City is situated.
IBC	International Broadcast Centre
IOC	International Olympic Committee
IOC EB	International Olympic Committee Executive Board
IOC Hotel(s)	The hotel(s) selected to accommodate the IOC and other constituents of the Olympic Movement as defined in this manual; the hotel(s) at which the Olympic Hotel(s) Rate is applicable
IPC	International Paralympic Committee
IPC Hotel	The hotel selected to accommodate the IPC and other constituents of the Paralympic Movement as defined in this manual
IF	International Federation
IOSD	International Organisation of Sport for the Disabled
IPSF	International Paralympic Sport Federations
Marketing Partner	A commercial entity that has obtained Olympic marketing rights through its relationship with an Olympic organisation.

Continued on next page

XII. Specific Glossary,

Presentation (continued)

Term	Definition
Media	Refers to the members of the written and photographic press and broadcasters collectively
MMC	Main Media Centre
MPC	Main Press Centre
NBC	National Broadcasting Company
NGB	National Governing Body
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBO	Olympic Broadcasting Organisation
OCOG	Organising Committee for the Olympic Games
Olympic Hotel(s) Rate (OHR)	The special price for guest rooms at the IOC Hotel(s) that is set aside for the IOC and other constituents of the Olympic Movement as defined in this manual
Olympic Period	The 17-night period beginning with the night of Opening Ceremony and ending the morning after Closing Ceremony
Population	The people or categories of people, within a subgroup who actually occupy the guest rooms.
Preliminary Accommodation Facility Guarantee	The document offered by the Candidate City and accepted by the accommodation facilities that comprise its accommodation inventory. This brief and simple document is secured in advance of a Candidate City's election to the host the Games
Pre-Olympic Period	The period prior to the Olympic Period during which guest rooms are reserved at an accommodation facility
Post-Olympic Period	The period after the Olympic Period during which guest rooms are reserved at an accommodation facility
Reserved Period	Collectively, the Pre-Olympic Period, the Olympic Period and the Post-Olympic Period
RHB	Rights Holding Broadcaster; Rights Holder
Single Occupancy	A guest room occupied by one (1) person (regardless of the number of beds in the room)
Standard Accommodation Facility Contract	The document offered by the OCOG and accepted by the accommodation facilities. This detailed document is secured following a Candidate City's election to the host the Games

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Subgroup	A smaller sub-group within a larger constituent group
TOP Partner	A company participating in TOP (The Olympic Partner Programme) as an international Olympic sponsor
Twin	Double occupancy (a guest room occupied by two people) with two beds in the room
USD	United States Dollars
Village	A single, large accommodation facility or a collection of smaller accommodation facilities in a single location that is dedicated to a single constituent group, and which offers customized services to that group
WADA	World Anti-Doping Agency

Icons

The following table provides definitions of the icons and colours used in this manual.

Icon and Colour	Type of Information
△	Obligation
⊏⊐	Third Party Reference
▸ IPC	IPC Reference
✕	Cross-Reference

Disclaimer

Please note that these symbols as well as the grey background indicating OCOG obligations are used for illustration purposes to guide the reader through this manual, without however limiting the general validity and contractual character of this document.

PART I → Accommodation Inventory

Overview

Introduction

To host the Games, a city should be able to offer a sufficient and adequate inventory of accommodation to host those attending the Olympic and Paralympic Games. This part addresses what that means, and how a Candidate City proceeds to accomplish that task.

Contents

This part contains the following topics:

Topic
1.1 Host City Accommodation Inventory
1.2 Accommodation Facility Contracts

1.1 → Host City Accommodation Inventory

Executive Summary

Introduction

For a city to host the Games, it must have a sufficient and adequate inventory of accommodation. That translates to enough rooms, of the right type, of the appropriate quality, in the right location, at the right price, on the right dates. This chapter addresses the specific requirements for the room inventory.

Contents

This chapter contains the following topics:

Topic
1.1.1 Sufficient and Adequate Accommodation
1.1.2 Types of Accommodation
1.1.3 Quality of Accommodation
1.1.4 Accommodation Locations
1.1.5 Room Blocks, Dates, Types
1.1.6 Accommodation Pricing
1.1.7 New Construction

1.1.1 Sufficient and Adequate Accommodation

Introduction
△ ×

Each Candidate City must ensure access to sufficient, adequate and price-controlled accommodation for the Games by securing such access in advance of their election as Host City via guaranteed contracts with accommodation facilities.
A Candidate City must demonstrate that it has sufficient and adequate accommodation to host the Games by:

- Providing documentation of the total capacity of accommodation facilities.
- Providing documentation of accommodation facilities guaranteed for the Games, including facilities to be built.
- Explaining the binding authority of the preliminary accommodation facility guarantees' obligations. (Candidature Procedure and Questionnaire)

Total Capacity
△ ×

A Candidate City must provide documentation of overall total capacity of accommodation facilities in the Candidate City. Such documentation must include a list authorised and guaranteed by national tourism authorities.

The following characteristics of total capacity must be identified:

- 0-10 km radius / 10-50 km radius (from Games centre).
- Quality rating of accommodation facilities.
- Existing / New Construction.
- Planned (construction authorisation already signed / not yet signed).

The Candidate City must submit the above information using the table provided by the IOC. (Candidature Procedure and Questionnaire)

Continued on next page

1.1.1 Sufficient and Adequate Accommodation, Continued

Minimum Requirement
△ ×

For a Candidate City to demonstrate that it has sufficient and adequate accommodation to host the Games, it must provide evidence that it has guaranteed a minimum number of rooms/beds for all constituent groups for the 17-night period of the Games. Note that these minimum requirements do not include Olympic Village requirements. (Candidature Procedure and Questionnaire)

The table below describes the minimum requirements for Olympic Games:

Olympic Games	Minimum Requirement
Summer Games	40,000 rooms
Winter Games	22,800 Rooms

Preliminary Accommodation Facility Guarantee
△ ×

The preliminary accommodation facility guarantee is the brief and simple document that a Candidate City enters into with the owners and managers of its accommodation facility inventory. The key elements of this document are listed below. The details of these key elements may be found in subsequent sections of this chapter:

- Room availability.
- Room rates.
- Minimum stay/room block waves (if applicable).
- Timeline and financing of hotel upgrades (if applicable).
- Price controls for services other than room rates.
- The binding authority of the guarantee's obligations through to the Games.

(Candidature Procedure and Questionnaire)

Documentation Required
△ ×

Candidate Cities must submit as part of their Candidature and Guarantees Files:

- Original and a copy of each preliminary accommodation facility guarantee.
- Lists of all accommodation facilities guaranteed (printed and electronic).
- Maps showing the location of all accommodation facilities guaranteed (printed and electronic). See Section 1.1.4.

Continued on next page

1.1.1 Sufficient and Adequate Accommodation, Continued

Documentation Required (continued)

For each accommodation facility listed, the following information is required:

- Name of accommodation facility.
- Map reference (a unique colour-coded number). See Section 1.1.4.
- Quality rating of accommodation facility.
- Projected constituent group allocation for each facility.
- Total number of rooms in each facility.
- Construction timeline (for new construction: start / finish).
- Guaranteed / Not Guaranteed
- Guarantee specifics:
  - Number of rooms guaranteed.
  - Percent of total rooms guaranteed.
  - Name of person/body who signed guarantee.
- Post-Olympic use (for villages proposed).

The Candidate City must submit the above information using the tables provided by the IOC (printed and electronic).

If applicable, a Candidate City is also asked to provide a list of other accommodation possibilities that could be envisaged, including the capacity of this additional accommodation. (Candidature Procedure and Questionnaire)

Binding Authority

The Candidate City must explain how the obligations of the preliminary accommodation facility guarantees are binding according to the laws of its Host Country. Specifically, the Candidate City must explain how the guarantees will be binding through the period of the Games seven (7) years later, regardless of changes in management or ownership of the accommodation facilities. The Candidate City must also make certain that the representatives of the guaranteed accommodation facilities have the proper authority to make such guarantees on behalf on their accommodation facilities. (Candidature Procedure and Questionnaire)

1.1.2 Types of Accommodation

Introduction

There are various types of accommodation facilities that a Candidate City may offer to satisfy its accommodation obligations:

- Traditional Hotel
- Village
- Alternative Accommodation.

Description of Traditional Hotels

A traditional hotel offering private bedrooms with one (1) or two (2) beds and private (en suite) bathrooms is the type of accommodation facility that is requested by most constituent groups, and the type of accommodation facility that should make up the majority of a Candidate City's accommodation inventory. Traditional hotels may or may not offer food and beverage services. Regional or national hotel associations and/or tourism authorities may provide valuable assistance to a Candidate City as it begins to identify its potential accommodation inventory.

For inventory management purposes and to support the allocation process, a Candidate City / OCOG may choose to further sub-divide this category into hotels, motels, bed & breakfast inns, resort hotels, boutique hotels, etc. or whatever labels are meaningful in their country.

Description of Village
✕

A village is a single, large accommodation facility or a collection of smaller accommodation facilities in a single location that is dedicated to a single constituent group, and which offers customized services to that group. Such a village may consist of a variety of accommodation types. Apart from the athletes' village, past Olympic Games have offered villages for the media, technical officials, and equestrian grooms. For specific information about media villages, see Section 2.1.9. (and Technical Manual on Olympic Village).

Village Requirements
△ ✕

If existing buildings are being used as part of a proposed village, a Candidate City must provide guarantees from the owners of the buildings that include:

- Use of venue.
- Possession and vacation dates.
- Rental costs, if any.
- Financial guarantees for any upgrade to the buildings, if applicable.

(Candidature Procedure and Questionnaire)

Continued on next page

1.1.2 Types of Accommodation, Continued

Alternative Accommodation

Introduction

Alternative accommodation refers to various types of accommodation that are not traditional hotels, but which take on many of the characteristics of traditional hotels during the period of high accommodation demand around the Games:

Condominiums and Apartments

Condominiums and apartments are residential units that are owned or leased by individuals, but which may be collectively managed. The units may include a single room, or a sitting room with separate bedroom(s). They may offer a single bathroom for the unit, a separate and private bathroom for each bedroom, or a mix of private and shared bathrooms. Such units usually offer kitchen facilities.

School and University Dormitories

Boarding schools and universities offering dormitory housing may make their student accommodations available for the Games. Such facilities often include shared sleeping accommodation and bathroom facilities. Dining facilities may also be available.

Youth, Church and Military Camps

Youth, church and military camps may make their camp accommodations available for the Games. Such facilities usually include shared sleeping accommodation and bathroom facilities. Dining facilities may also be available.

Mobile / Temporary Accommodation

Some Host Cities or other cities hosting an Olympic event may have a need to supplement their existing accommodation with land-based mobile / temporary / modular accommodation to meet the unique demands of the Games. Contractors are available to construct such accommodation for the Games, operate it during the Games and remove it after the Games. Such facilities usually include shared sleeping accommodation and bathroom facilities.

Continued on next page

1.1.2 Types of Accommodation, Continued

Alternative Accommodation (continued)

Cruise Ships

Cruise ships can play an important role in supplementing the available accommodation in Host Cities, though the lengthy process of negotiating and acquiring cruise ships should be conducted in full consideration of all of the issues associated with using cruise ships.

Primary among those issues is the lead-time required to secure such accommodation (several years), and determining who will bear the cost and in turn negotiate the contract (Candidate City, OCOG or constituent group).

The Candidate City/OCOG should also determine whether the necessary port structures are available to accommodate the estimated number of cruise ships. Authorities need to consider sewerage removal, limited phone lines on ships, appropriate number of berths for ships, and wharf space to accommodate increased infrastructure and security needs for travellers, cars, and coaches.

The Candidate City/OCOG should determine the comprehensive list of costs associated with utilising cruise ships, including but not limited to:

- Port fees.
- Additional infrastructure costs (such as for telephone/fax and power).
- Beautification of passenger terminals.
- Addition of new/temporary passenger terminals.
- Increased security.
- Piloting and towing costs.
- Site fees.
- Warehouses and tents for storage.
- Food and beverage minimums as part of cabin rate.
- Stevedores and other labour.

In addition, cruise ships act as international entities. All passengers, therefore, are required to possess valid passports or similar documents on board — adding to the complexity of the ship administration and passenger movement processes. Special security measures and procedures on the cruise ships should be addressed very specifically.

The OCOG should carefully monitor these accommodations to ensure adherence to overall accommodation policies and procedures.

1.1.3 Quality of Accommodation

Introduction

An objective measure of the quality of a Host City's accommodation inventory is important at all stages of the Olympic accommodation process.

Candidate City Accommodation Inventory
△ ✕

Candidate Cities must provide the rating system categories of all hotels or other accommodation facilities identified in their Candidature File, using the internationally accepted hotel star rating system described below. (Candidature Procedure and Questionnaire)

Candidate City Rating System
△ ✕

Candidate Cities must provide a statement giving the equivalent rating system used in their country and a description of the standard of hotel in each category. Such a statement must originate from national tourism authorities or another objective source. (Candidature Procedure and Questionnaire)

Internationally Accepted Star Rating System

Standards listed in the following table represent a simplified version of the internationally accepted star rating system that should be used by Candidate Cities to provide an objective measure of the quality of their accommodation inventory. Room prices typically align with ratings; accommodations with higher ratings offer higher prices, accommodations with lower ratings offer lower prices.

Quality	Description
5 Stars	Very high standard of comfort and facilities.
4 Stars	High standard of comfort and facilities
3 Stars	Very good standard of comfort and facilities.
2 Stars	Good standard of comfort and facilities.
1 Star	Simple and basic standard of comfort and facilities.

1.1.4 Accommodation Locations

Introduction

The locations of hotels and other accommodation facilities relative to Olympic venues are important at all stages of the Olympic accommodation process.

Obligation to provide a Point of Reference △

Candidate Cities must select a point of reference for the Games centre in the Candidate City.

Example of Point of Reference ✕

That point of reference may be the IOC Hotel(s), Olympic stadium, etc. For any other cities hosting an Olympic event, Candidate Cities should identify the competition venue as the point of reference. (Candidature Procedure and Questionnaire)

Obligation to Provide Maps △ ✕

For their Candidature File, Candidate Cities must produce maps of guaranteed accommodation facilities.

Each map must identify and distinguish the hotels and other accommodation facilities (each of which must be attributed a unique colour-coded number) in the following categories:

- Candidate City / any other city hosting an Olympic event.
- 0-10 km radius / 10-50 km radius (from point of reference).
- Existing Accommodation Facility / New Construction.
- Village accommodation facilities (if proposed).
- Total guaranteed accommodation inventory.

Maps must include a legend explaining the scale, symbols, colours, etc. used. The Candidate City must submit maps using the format provided by the IOC (both printed and electronic) to facilitate analysis. (Candidature Procedure and Questionnaire)

Location Detail

For inventory management purposes and to support the allocation process, an OCOG may choose to further sub-divide the location category into further detail, such as more specific accommodation "clusters" in the Candidate City or other cities hosting an Olympic event.

1.1.5 Room Blocks, Dates, Types

Introduction

Room blocks for the Games require several key variables to be addressed:

- Dates.
- Percent of rooms.
- Room configurations.
- Minimum stay / room block waves.
- Pre- and post-Games.

Minimum Allocation Availability Period

△ ✕

Under normal circumstances, the minimum period during which accommodation must be available to support the Games extends from the night of Opening Ceremony, followed by 16 days of competitions, through the night of Closing Ceremony on day 16, for a total of 17 nights. (Olympic Charter)

OCOG Room Reservation

A Candidate City should maximise the productivity of its effort to secure rooms by attempting to secure as many rooms as possible at each accommodation facility. Although there is no Candidate City requirement, most past OCOGs have secured 80% to 90% of the rooms available at each accommodation facility.

Such a percentage also usually applies to the room types at each accommodation facility. For example, if the Candidate City secures 90% of the rooms at an accommodation facility, it would apply to 90% of the rooms with one (1) bed and 90% of the rooms with two (2) beds, etc.

Room Configurations

A Candidate City should identify the types or configurations of the rooms it is securing. Much of the room inventory is likely to be measured in “number of rooms,” but a portion of the inventory is likely to be measured in “number of beds.” An OCOG should be capable of measuring its inventory either way.

Following is one method of identifying the key room configurations:

- Single occupancy.
- Double occupancy [one (1) bed].
- Double occupancy [two (2) beds], also referred to as “twin”.
- Suite.
- Group accommodation (e.g. small units in apartments or condominiums, or large units in schools or universities).

Continued on next page

1.1.5 Room Blocks, Dates, Types, Continued

Minimum Stay / Room Block Waves
△ ×

Candidate Cities must offer room availability for the 17-night period of the Games. If a Candidate City envisages a minimum stay in its accommodation plan, it must allow different room block waves for constituent groups within that period. Such a plan allows a constituent group to purchase rooms for selected periods or waves, instead of requiring constituent groups to purchase rooms for the entire 17-night period of the Games. Guarantees with each accommodation facility must reflect the Candidate City's plan for minimum stay / room block waves. (Candidature Procedure and Questionnaire)

Example

The table below shows examples for the minimum stay / room block waves:

Olympic Period	Number of Nights in Each Wave		
	Two (2) Waves	Three (3) Waves	Four (4) Waves
17 nights	9 / 8	6 / 5 / 6	5 / 4 / 4 / 4

Pre- and Post-Games
△

Most constituent groups have a need for accommodation both before and after the Games, though the degree of such need varies. Chapter 2.1 identifies such needs by constituent group. To address these needs, Candidate City must guarantee that each accommodation facility addresses room blocks to accommodate the needs described in that chapter. The table below identifies the obligatory 17-night Olympic Period that must be guaranteed by each accommodation facility. It also recommends the length of the Pre-Olympic and Post-Olympic Periods needed to accommodate most constituent group requirements. (Though some constituent groups have additional accommodation needs that go beyond the dates below, it is recommended that those constituent groups deal directly with accommodation facilities for those additional needs.)

Period		Nights	Description	Room Block Control
Reserved Period	Pre-Olympic	14	14 Nights Prior to Opening Ceremony	Partial Control Required
	Olympic	17	Night of Opening Ceremony through Night of Closing Ceremony	Total Control Required
	Post-Olympic	2	2 Nights Following Closing Ceremony	Partial Control Required

Continued on next page

1.1.5 Room Blocks, Dates, Types, Continued

Room Block Control

As addressed in the table above, during the 17-night Olympic Period, "total control" of the room block is required. That is, all rooms guaranteed must be available for the entire period. During the Pre- and Post-Olympic Periods, only "partial control" of the room block is required. That is, only part of the rooms guaranteed must be available during this period. To determine what part of the rooms must be available on which night, one must refer to the pattern of guest room used in previous Olympic Games, which may be found in the Olympic Games Knowledge Reports of those Games.

1.1.6 Accommodation Pricing

Introduction

The demand that the Olympic Games places on the accommodation of a Host City is often accompanied by pressures on the pricing of accommodation and related services. A Candidate City must demonstrate that it has addressed this issue in three (3) areas:

- Olympic Hotel(s) Rate.
- Constituent Hotels Rate
- General Price Controls.

Olympic Hotel(s) Rate

△ ×

In its Candidature File, Candidate Cities must clearly stipulate the maximum room rate for those populations entitled to the Olympic Hotel(s) Rate, as listed in the table below.

The following conditions apply to that rate stipulation:

- It must be stated in United States dollars (any risk of currency fluctuation must be assumed by the OCOG).
- It must be stated for the year in which the Games will be held (e.g. for the 2012 Host City selected in 2005, the Candidature File must state in 2012 dollars).
- It must be the same for occupancy by one (1) or two (2) people.
- It must be inclusive of up to two (2) full, hot buffet breakfasts and all applicable taxes.
- The maximum room rate must be provided for all room types (single, double/twin and suite). All room types must have a private bathroom.
- It must be applicable during the entire Reserved Period.
- Should the actual price of such rooms during the Games be higher than the rate stated in the Candidature File, the OCOG must pay the difference. (This must be clearly indicated in the OCOG budget.)
- The hotel(s) selected as the IOC Hotel(s) must be identified and accompanying information provided as requested in Section 1.1.1.
- The rate must be applicable to the estimated number of rooms identified in the table below (Candidature Procedure and Questionnaire):

Olympic Games	Olympic Hotel(s) Rate
Summer Games	1,800 rooms
Winter Games	950 rooms

Continued on next page

1.1.6 Accommodation Pricing, Continued

Olympic Hotel(s) Rate (continued) The numbers in the previous table include the populations listed in the table below:

Constituent Group	Subgroup	Population Entitled to Olympic Hotel(s) Rate
IOC	IOC Members	Members
		Honorary and Honour Members
	IOC Management	President
		CEO
		Directors
	Other IOC	IOC Group Administration
		IOC Interpreters
		IOC Commissions (Medical, Ethics, Athletes)
		IOC Advisors, Experts, Consultants, Agents
		IOC Partners* and Suppliers
		IOC Guests, including IOC Members' guests
		ANOC, ASOIF, AIOWF, GAISF*
		Previous OCOGs (President, CEO)
		Bid Cities (Executives)*
		Future Sessions*
	Agencies	CAS*
		WADA*
IF	Summer*	Presidents / Secretaries General
	Winter*	Presidents / Secretaries General
NOC		Presidents / Secretaries General
Future OCOGs	Observers	President, CEO, Mayor, Executives*

* According to the Accreditation and Entries at the Olympic Games – User's Guide.

Continued on next page

1.1.6 Accommodation Pricing, Continued

Constituent Hotels Rate
△ ×

The Constituent Hotels Rate is intended to control the room rates for all those constituent groups that are not entitled to the Olympic Hotel(s) Rate (see table below), and to do so during the candidature phase prior to the election of a Host City for the Games.

Candidate Cities must provide the maximum room rate for all room types in USD for two different years:

- The year the Candidature File is submitted.
- The year of the Games that a Candidate City is pursuing.

For example, a Candidate City seeking the 2012 Games must provide the rate in USD 2004, when the Candidature File is submitted, and in USD 2012, when the Games would be held.

Candidate Cities must also describe how such room rates would be indexed to the year of the Games, and how they would be controlled. If a formula is used to respond to this requirement, the Candidate City must provide an example using USD 100 (from the year the Candidature File is submitted) as the base room rate.

Preliminary accommodation facility guarantees must reflect a Candidate City's plan for the Constituent Hotels Rate. As with the Olympic Hotel(s) Rate, should the actual price of rooms during the Games be higher than the rates stated in the Candidature File, the OCOG must pay the difference. (Candidature Procedure and Questionnaire)

Olympic Games	Constituent Hotels Rate
Summer Games	38,200 rooms
Winter Games	21,850 rooms

Continued on next page

1.1.6 Accommodation Pricing, Continued

Constituent Hotels Rate Formula Example

Introduction

Following is an example of a formula (and an explanation of its elements) that a Candidate City might consider for its Constituent Hotels Rate.

Formula

Constituent Hotels Rate = BR + (BR x CPI x Y x Z)

BR = Base Rate

A Candidate City would need to provide an explanation of:

- How Base Rate is determined and calculated (e.g. average rate for all rooms, average rate for specific room types, average group rate, etc.).
- When Base Rate is determined and for what time period is it calculated.
- Why Base Rate is an objective and equitable measure of accommodation value, and how it is independently verified or audited.

A Candidate City would need to address additional conditions on Base Rate:

- Is it the same for occupancy by one (1) or two (2) people?
- Does it include/exclude breakfast and taxes?

CPI = Consumer Price Index

CPI is the Consumer Price Index expressed as a percentage. A Candidate City would need to indicate the independent source of this statistic, and the period of time and geographical area it addresses.

Y = Years

Y is the number of years that the CPI is taken into consideration.

Z = Room Rate Discount or Premium

Z is the room rate discount or premium (expressed as a percentage) that the Candidate City chooses to offer, for example:

Z = 100% = no rate discount or premium
Z = 99% = 1% rate discount
Z = 101% = 1% rate premium

Continued on next page

1.1.6 Accommodation Pricing, Continued

Constituent Hotels Rate Formula Example (continued)

Example

BR = $100; CPI = 1%; Y = 1 Year; Z = 100%

Constituent Hotels Rate = BR + (BR x CPI x Y x Z)
Constituent Hotels Rate = $100 + ($100 x 1% x 1 x 100%)
Constituent Hotels Rate = $101

Continued on next page

1.1.6 Accommodation Pricing, Continued

Pre- and Post-Games

Room rates for the Pre-Olympic and Post-Olympic periods should not exceed the Constituent Hotels Rate for the Olympic Period. In fact, Candidate Cities are encouraged to offer more favourable rates during these periods due to reduced demand.

General Price Controls

△ ✕

Candidate Cities must control pricing in addition to the Olympic Hotel(s) Rate and Constituent Hotels Rate addressed above. Some prices must be established after a Candidate City is awarded the Games.

Examples include:

- Newly planned and constructed, or totally renovated and refurbished existing accommodation facilities, and existing accommodation facilities which declined to contract during the bid process.
- Charges and pricing policies for conference rooms, food and beverage, and other services in accommodation facilities already guaranteed for the Games.

Candidate Cities must commit that:

- Room rates for accommodation facilities contracted after the Candidate City is awarded the Games shall not exceed the rates of accommodation facilities guaranteed and committed during the bid process for comparable quality, location and services.
- Charges and pricing policies for conference rooms, food and beverage, and other services in contracted accommodation facilities shall be reasonable, customary and competitive, and any price increases shall not exceed the increases calculated in the Constituent Hotels Rate Formula. (Host City Contract)

1.1.7 New Construction

Introduction

For some Candidate Cities, there is sufficient and adequate accommodation inventory for the Games already existing in the Candidate City at the time their candidacy is proposed. Other Candidate Cities are dependent on the construction of new accommodation facilities to make their candidacy competitive.

Requirement
△ ×

Candidate Cities must submit guarantees for all new accommodation facilities that are to be constructed by the time of the Games. Such guarantees must include:

- Construction authorization from appropriate authorities.
- Works timelines.
- Project financing.
- Management company.

(Candidature Procedure and Questionnaire)

1.2 → Accommodation Facility Contracts

Executive Summary

Executive Summary

Accommodation inventory for the Games is assembled and secured via contractual agreements. This chapter addresses the basic requirements of those contracts, and the various types of contracts used.

Contents

This chapter contains the following topics:

Topic
1.2.1 Standard Contract
1.2.2 IOC Hotel(s) Contract
1.2.3 Alternative Accommodation Contract

1.2.1 Standard Contract

Introduction

It is important that, to the degree possible, all accommodation facilities be secured under a single, standard, common contract format. This section reviews the elements that must be included in the standard contract, and addresses those elements that OCOGs are advised to include in their standard accommodation facility contract.

OCOG Contract Requirements △

Following a Candidate City's election to host the Games, the OCOG must establish a more detailed standard accommodation facility contract with all accommodation facilities that entered into a preliminary accommodation facility guarantee during the bid process.

Content table for the Following Elements

The list below shows the elements that should be included in the standard contract, and that can be found on the following pages:

- Payment Schedule
- Release Schedule
- Allocation of Rooms
- Renovation / Construction
- Reservations
- Complementary Rooms
- OCOG Space
- Overbooking
- Parking
- Conference Rooms
- Environment
- Condition of Accommodation Facility
- Marketing / Advertising
- Security
- Benefits
- Additional Costs
- Other Legal Provisions
- Fact Sheet

Continued on next page

1.2.1 Standard Contract, Continued

Payment Schedule

Description

An equitable payment schedule is important to both the accommodation facilities and to the OCOG. Accommodation facilities prefer payment as early as possible, while the OCOG and constituent groups will prefer payment as late as possible, so a compromise must be reached that is satisfactory to all.

Factors Affecting Payment Schedule

- The payment date should follow the release and reservation deadlines so that payment amounts can be determined accurately.
- The payment date should follow the collection date(s) from constituent groups for the benefit of the OCOG's cash flow (see Section 2.2.7).
- The primary payment date(s) should precede the Reserved Period so that accommodation facilities do not sense a risk of loss from no-shows.
- The contract should provide for a secondary payment date after the Reserved Period to ensure contract compliance and proper servicing of constituent groups.

Release Schedule

Introduction

A release schedule is based on the premise that an OCOG will assemble an inventory of rooms for the Games, allocate rooms to constituent groups, and then release unneeded rooms back to the accommodation facilities without penalty. A properly managed release schedule helps an OCOG to avoid paying for unoccupied rooms.

Factors Affecting Schedule

As with the payment schedule, accommodation facilities prefer release as early as possible, while the OCOG and constituent groups will prefer release as late as possible, so a compromise must be reached that is satisfactory to all. Factors affecting the release schedule:

- The release date should follow the allocation acceptance deadline so that the number of rooms to be released can be determined accurately.
- It may be advantageous to both accommodation facilities and the OCOG to establish multiple release dates, if they are managed properly.
- It may be advantageous to both accommodation facilities and the OCOG to consider early release dates without penalties and later release dates with penalties.

Continued on next page

1.2.1 Standard Contract, Continued

Allocation of Rooms

The contract should allow for rooms to be allocated to designated constituent groups, and should clarify that such groups are responsible for their own incidental and master account charges during their stay.

Renovation / Construction

The contract should address new construction or renovation of the accommodation facility, specifically:

- No construction or renovation should be allowed during the Reserved Period.
- If any new guest or conference rooms are constructed, OCOG should be allowed first rights to reserve such rooms.
- Construction or renovation prior to the Games should not earn the right for the accommodation facility to increase room rates beyond the contractual agreement.

Reservations

The contract should identify the reservation process to be used, and the deadline for submitting reservations to the accommodation facility.

Complimentary Rooms

In some countries, it is customary to earn complimentary rooms for group bookings at accommodation facilities. If appropriate, the contract should include such a provision, including the rules regarding their use.

OCOG Space

If desired by the OCOG, a provision should be included to reserve space for the OCOG for a hospitality desk, transport desk, office, storage, etc.

Overbooking

The contract should address what happens if a guest with a confirmed and paid reservation arrives at the accommodation facility to find the facility "overbooked" or "oversold."

Parking

The contract should reserve rights to parking for the designated constituent group allocated to the accommodation facility.

The OCOG may choose to apply the percentage of all guest rooms blocked at the accommodation facility to the parking spaces at the accommodation facility. For example, if the OCOG contracts 90% of the guest rooms available at an accommodation facility, it might also contract 90% of the parking spaces.

Continued on next page

1.2.1 Standard Contract, Continued

Conference Rooms

The contract should reserve rights to conference rooms for the designated constituent group allocated to the accommodation facility.

The OCOG may choose to apply the percentage of all guest rooms blocked at the accommodation facility to the conference rooms at the accommodation facility. For example, if the OCOG contracts 90% of the guest rooms available at an accommodation facility, it might also contract 90% of the conference rooms.

Such a contract provision should further address the allocation, reservation, release, charges, use and payment for conference rooms.

Environment

The contract should address the OCOG's expectation of accommodation facilities with regard to environmental concerns.

Condition of Accommodation Facility

The contract should address the OCOG's expectation that (through the Games) the accommodation facility maintain its:

- Quality rating.
- Physical condition.
- Standards, services and amenities.
- Compliance with fire, safety, health and building laws, regulations and codes.

Marketing / Advertising

The contract should address these marketing / advertising provisions:

- Accommodation facilities shall not be granted the right to the use of Olympic or Games marks and designations, or the right to advertise any Olympic affiliation, unless agreed by IOC.
- Accommodation facilities shall not engage in ambush marketing and shall actively cooperate with the OCOG in preventing / eliminating such activities.

Security

The contract should address expectations that the OCOG has for guest security that exceed accommodation facilities' standard security efforts.

Continued on next page

1.2.1 Standard Contract, Continued

Benefits

The contract should address any benefits that the OCOG is offering to contracted accommodation facilities as recognition for their participation. Such benefits may include:

- An official, but limited, designation with plaque (subject to IOC approval).
- Access to Olympic decorations (subject to IOC approval).
- Access to accommodation facility training seminars to prepare for the Games.
- Preferential access to purchase a limited number of Olympic event tickets for its own use only (contracted accommodation facilities are not permitted to assemble room and ticket packages).
- Preferential consideration for additional business.

Additional Costs

While Section 1.1.6 addresses Accommodation Pricing, refers to the inclusion of taxes in the Constituent Hotels Rate, and includes general price controls on charges and pricing policies for conference rooms, food and beverage and other services, the contract should be certain to address any additional costs guests may encounter, such as service fees, gratuities and other traditional or typical costs applied in the Host City or Host Country. This provision helps to ensure that guests do not encounter surprises with regard to "hidden costs" during their stay.

Other Legal Provisions

The contract should contain appropriate provisions addressing indemnification, insurance, termination, breach, default, disputes and other topics as directed by the OCOG's legal counsel.

Fact Sheet

The contract should include a fact sheet appendix that requests detailed specifications about the accommodation facility for the management of accommodation inventory and to support the allocation process. Specifications should include, but not be limited to:

- Number of guest rooms by room type (available and contracted).
- Number and size of conference rooms, including capacities with various set-ups (available and contracted).
- Number of indoor and outdoor parking spaces (available and contracted).
- Quality of accommodation according to Host Country's rating system [e.g. five (5) stars, four (4) stars, etc.].
- Services and amenities (inside and outside guest rooms).
- Date of most recent renovation.
- Owner, manager and facility names, addresses, phone numbers, website, etc.

1.2.2 IOC Hotel(s) Contract

Introduction

Contract(s) for the IOC Hotel(s) must contain the same elements identified in Section 1.2.1 for standard accommodation facility contracts, plus additional elements unique to the IOC Hotel(s).

IOC Hotel(s) Operations

The IOC Hotel(s) contract(s) must anticipate the operation of the IOC Hotel(s) during the Games. See Section 3.2.2 for more information on the operation of the IOC Hotel(s) during the Games.

IOC Hotel(s) Selection

Following are criteria to be considered in the selection of the IOC Hotel(s):

- Is the hotel of sufficient quality [four (4) to five (5) star] to meet the IOC's requirements?
- Is the hotel large enough to accommodate all or a substantial part of the IOC guest room and conference room requirements?
- Is the hotel in a favourable location relative to the Olympic competition and non-competition venues?
- Is the hotel prepared to accommodate the unique operational requirements of the IOC (see Section 3.2.2)?
- Will the hotel honour the Olympic Hotel(s) Rate?
- Will the hotel agree to the OCOG's IOC Hotel(s) contract?

IOC Hotel(s) selection requires the joint cooperation and approval of both the OCOG and the IOC.

Multiple Hotels

It is the preference of the IOC to have one (1) hotel designated as the IOC Hotel, if a hotel of sufficient size, quality, location, etc. is available. At most Games, two (2) or three (3) hotels are designated as the IOC Hotels.

Exclusivity

Where possible, OCOGs are encouraged to secure 100% of the guest rooms, conference rooms, parking space, etc. of the IOC Hotel(s). Exclusive use of the hotel(s) for the IOC facilitates simpler operations during the Games.

Continued on next page

1.2.2 IOC Hotel(s) Contract, Continued

When Negotiated?	The IOC Hotel(s) contract is normally negotiated by an OCOG after election as a Host City. However, a Candidate City may anticipate those negotiations by securing a contract option with hotels that might be considered potential candidates to be IOC Hotels.
IOC Approval △	The contract for the IOC Hotel(s) must by approved by the IOC.

1.2.3 Alternative Accommodation Contracts

Introduction

Contracts for alternative accommodations should contain the same elements identified in Section 1.2.1 for standard accommodation facility contracts, plus additional elements unique to the type of accommodation. Alternative accommodation types include:

- Condominiums and apartments.
- School and university dormitories.
- Youth, church and military camps.
- Mobile and temporary accommodation.
- Cruise ships.

Alternative accommodation contracts must address both facility and operations.

Operations

Alternative accommodation facilities are expected to operate more like traditional hotels during the Olympic Games. However, since most such facilities do not normally operate like traditional hotels, the operation of the facility requires further definition in the contract. For some facilities, the operation of the facility may require a contract with a separate contractor, and in some cases, multiple separate contractors. Alternative accommodation contracts must properly anticipate the operation of the facility during the Games. See Section 3.2.3 for more information on the operation of alternative accommodation during the Games.

Facility

OCOG's should be attentive to the temporary or permanent occupants of the facility (if any) who may be relocated as a result of an Olympic contract. Legal relocations with sufficient notice may still cause public relations problems for an OCOG.

Some facility contracts may also have to address the most basic requirements:

- Furniture, fixtures and equipment.
- Utilities: electricity, natural gas, water, sewage disposal, waste removal.
- Heating, air conditioning, plumbing, lighting, telephone lines.
- Site rights, space, structures, etc.

Legacy Housing

Alternative accommodation, if it is permanent new construction, may provide a positive housing legacy for the Host City. Host Country governments may even provide financial assistance for such housing if it helps to fill a housing shortage in the Host City. However, permanent facilities should be built only when a clear post-Games legacy can be demonstrated. Host City and Host Country governments should be requested to confirm in writing any legacy needs that exceed the Olympic "template" and to provide reliable assurances as to financing of construction and funding of post-Games usage.

PART II → Constituent Groups

Overview

Overview

After accommodation inventory is secured, the OCOG should identify its specific obligations to meet the accommodation requirements of constituent groups attending the Games, and then allocate rooms or beds to those constituent groups. This part addresses those processes.

Contents

This part contains the following topics:

Topic
2.1 Constituent Group Room Requirements
2.2 Allocation Process

2.1 → Constituent Group Room Requirements

Executive Summary

Executive Summary

Constituent groups have specific requirements regarding their accommodation during the Games, and OCOGs have specific obligations to meet those requirements. This chapter addresses those requirements and obligations.

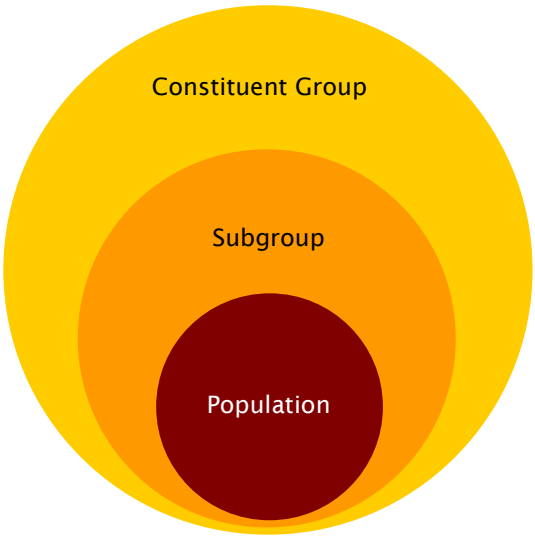
Contents

This chapter contains the following topics:

Topic
2.1.1. Constituent Group Accommodation Requirements Legend
2.1.2 Constituent Group Accommodation Requirements Table
2.1.3 International Olympic Committee Accommodation Requirements Description
2.1.4 International Federation Accommodation Requirements Description
2.1.5 National Olympic Committee Accommodation Requirements Description
2.1.6 Host Organising Committee Accommodation Requirements Description
2.1.7 Future Organising Committee Accommodation Requirements Description
2.1.8 Marketing Partner Accommodation Requirements Description
2.1.9 Media Accommodation Requirements Description

2.1.1 Constituent Group Accommodation Requirements Legend

Introduction This legend explains the categories addressed in the Constituent Group Accommodation Requirements Table following in section 2.1.2.

Element	Description
Constituent Group	A category of people attending the Olympic Games who require accommodation.
Subgroup	A smaller sub-group within a larger constituent group. A subgroup's accommodation requirements are distinct, and are likely to be coordinated separately from other subgroups within their constituent group.
Population	The people or categories of people, within a subgroup who actually occupy the guest rooms.
Illustration	The relationship of constituent groups to subgroups to populations is illustrated below: 

Continued on next page

2.1.1 Constituent Group Accommodation Requirements Legend, Continued

Element (continued)	Description
Rooms	The number of guest rooms required to accommodate each constituent group, population or subgroup for both Summer and Winter Games. Such numbers may identify the entire constituent group or subgroup's guest room requirements, or they may be specific to each population within the subgroup. The number of guest rooms required is the best estimate available at the time this manual is published. The IOC is obligated to provide a final estimate of the number of rooms required upon the completion of the next Summer or Winter Games. In the event a group requires group accommodation (e.g. small units in apartments or condominiums, or large units in schools or universities), the "rooms" number is expressed as an equivalent of guest rooms, based on double occupancy. For example, if a group requires 100 beds in a university dormitory, its need would be expressed in rooms based on double occupancy: 100 people with two (2) people per room is equivalent to 50 rooms.
Occupancy	The specific types of rooms preferred by the population or subgroup, defined primarily by the number of people who will occupy the room and the number of beds required in the room (e.g. single, double, suite, group, etc.). See Room Configurations in Section 1.1.5.
Quality	The minimum accommodation quality preferred for the population or subgroup based on the quality standards addressed in Section 1.1.3 [e.g. five (5) stars, four (4) stars, etc.].
Accommodation Facility	The type of accommodation facility that is allocated to the population, with these two (2) options: • IOC Hotel(s) • Constituent Group Hotels ("CG Hotel" is abbreviation used in Table)
Room Rate	The category of room rate that is assigned to the population, with these two (2) options: • Olympic Hotel(s) Rate ("OHR" is the abbreviation used in the Table) • Constituent Hotels Rate ("CHR" is the abbreviation used in the Table)

Continued on next page

2.1.1 Constituent Group Accommodation Requirements Legend, Continued

Element (continued)	Description
Reservations	The manager of the reservations for the population, with these three (3) options: • IOC • OCOG • Own
Paid By	The source of the obligation for payment for the population. (This criterion is intended to identify the source of the obligation only. Actual payment arrangements may vary.) Options are: • IOC • OCOG • Own

Note

In the pages following, Section 2.1.2 provides the Constituent Group Accommodation Requirements Table, containing the key requirements of all constituent groups in a table format.

Sections 2.1.3 through 2.1.9 provide the Constituent Group Accommodation Requirements Description for each constituent group. The Description provides more details (in a narrative format) regarding constituent group requirements.

Blank cells in the Constituent Group Accommodation Requirements Table simply indicate that such information is not specified.

2.1.2 Constituent Group Accommodation Requirements Table

Constituent Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Room Rate	Res.	Paid By
IOC	IOC Members	Members	950	1,800	Single and Double (some suites)	4 to 5	IOC Hotel(s)	OHR	IOC	IOC
		Honorary and Honour Members								
	IOC Management	President								
		CEO								
		Directors								
	Other IOC	IOC Group Administration								
		IOC Interpreters								
		IOC Commissions (Medical, Ethics, Athletes)								
		IOC Advisors, Experts, Consultants, Agents								
		IOC Partners* and Suppliers								
		IOC Guests, including IOC Members' guests								
		ANOC, ASOIF, AIOWF, GAISF*								
		Previous OCOGs (President, Dir, Genl.)*								
		Bid Cities (Executives)*								
		Future Sessions*								
	Summer IFs*	Presidents / Secretaries General								
	Winter IFs*	Presidents / Secretaries General								
	Future OCOGs	President, Dir, Genl., Mayor, Executives*								
	Agencies	CAS*							OCOG	Own
		WADA*								
	NOC	Presidents / Secretaries General								

Continued on next page

2.1.2 Constituent Group Accommodation Requirements Table, Continued

Constituent Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Room Rate	Res.	Paid By
IF	Technical Officials	International Technical Officials	330	1,600	Single	2 to 4	CG Hotel	CHR	Own	OCOG
		National Technical Officials	120	700						
	Other IF	Technical Delegates	200	800	Double	3 to 5				
		Boards								Own
		Staff								
		Guests								
		Host Country NGBs	35	100						
See IOC for:	Summer IFs*	Presidents / Secretaries General								
	Winter IFs*	Presidents / Secretaries General								
NOC		Additional Officials Ao	600	800	Group	2 to 3	CG Hotel	CHR	Own	Own
		NOC Sponsors	1,100	2,500	Double	3 to 5				
		Host Country NOC	120	120		4				
See IOC for:	NOC	Presidents / Secretaries General								

Continued on next page

2.1.2 Constituent Group Accommodation Requirements Table, Continued

Host OCOG		President / CEO	5	5		4 to 5	CG Hotel	CHR	OCOG	OCOG
		Ceremony Stars	50	100		4 to 5				
		Ceremony Production	500	425	Group	2 to 3				
		Cultural Olympiad	100	60		4 to 5				
		Workforce	3,300	3,775	Group	2 to 3				
		Ticket Agents	650	1,300					Own	Own
	Dignitaries	International Dignitaries	215	240	Double	4 to 5			Varies	Varies
		Domestic Dignitaries		300		3 to 5				
Future OCOG	Observers	Staff	200	500		3 to 4	CG Hotel	CHR	Own	Own
See IOC for:	Future OCOGs	President, Dir, Genl., Mayor, Executives*								
Marketing Partners	Top Sponsors	Hospitality Guests and Management	2,050	2,290	Double	4 to 5	CG Hotel	CHR	Own	Own
		Support and Technical Staff	325	475		3				
	OCOG Sponsors	Hospitality Guests and Management	1,475	3,060		4 to 5				
		Support and Technical Staff	500	400		3				

Continued on next page

2.1.2 Constituent Group Accommodation Requirements Table, Continued

Media	Broadcasters Hospitality	Rights Holders Hospitality – NBC	325	400	Double	5	CG Hotel	CHR	Own	Own
		Rights Holders Hospitality – EBU	150	750		4 to 5				
		Rights Holders Hospitality – Others								
		Host Broadcaster/OBO Hospitality								
	Broadcasters Production	Host Broadcaster/OBO Production	9,500	17,500	Single	3 to 4 some 5				
		Rights Holders Production – NBC			80% Sgl. 20% Dbl. (twin)					
		Rights Holders Production – EBU								
		Rights Holders Production – Others								
	Written & Photo. Press	World News Agencies				3 to 4 some 2,5				
		Individual written & photographic press								
		Totals	**22,800**	**40,000**						

* According to the Accreditation and Entries at the Olympic Games.

2.1.3 IOC Accommodation Requirements Description

General Requirements △ ✕	All members of the IOC (including honorary and honour members) must be accommodated in one (1) hotel. To the extent possible, all other populations entitled to the Olympic Hotel(s) Rate shall be accommodated in the same hotel or in hotels situated nearby. Accommodation for the IOC management, staff and IOC interpreters, must be in the same hotel or in a hotel within reasonable walking distance of the hotel in which the members of the IOC are accommodated. The OCOG shall provide accommodation beginning at least two (2) weeks before the Opening Ceremony of the Games until two (2) days after the conclusion of the Games, for the IOC management, staff and IOC interpreters. The IOC shall advise the OCOG of the estimated number and type of rooms no later than 6 months prior to the beginning of the Games. Possible specific needs related to the IOC Session should also be taken into consideration (Technical Manual on Organising Meetings).
IOC Commissions △	The OCOG must make available guest rooms for the members of the Medical Commission, Ethics Commission and Athletes Commission at the Games, at one of the IOC Hotels or at a hotel nearby. The rooms must be made available for a period determined by the IOC.
Court of Arbitration for Sport (CAS) △	The OCOG must make available guest rooms for the Court of Arbitration for Sport delegation in one of the IOC Hotels or at a hotel nearby approved by and for a period determined by CAS. A detailed list will be provided to the OCOG by CAS in due course.

Continued on next page

2.1.3 IOC Accommodation Requirements Description, Continued

World Anti-Doping Agency (WADA) △	The OCOG must make available accommodation for a period determined by the IOC Executive Board, as follows: • For the delegation of the WADA General Office: rooms at one of the IOC Hotels. • For the persons operating the WADA Athletes' Outreach Programme: rooms within close proximity of the Olympic Village. • For the delegation of the WADA Independent Observers: rooms in a hotel within close proximity of the hotel where the IOC members are residing but separate from the hotel where the members of the IOC Medical Commission are residing. • Appropriate accommodation in the Host City (and in the Host Country) during the WADA inspection visits and meetings prior to the Games

2.1.4 IF Accommodation Requirements Description

General Requirements

△ ✕

Expenses Covered by OCOG

The OCOG must provide facilities separate from the Olympic Village for the accommodation of all technical officials appointed by the IFs. Technical officials and jury members cannot be accommodated in the Olympic Village. They do not belong to the NOCs' delegations and answer only to their respective IFs (Olympic Charter).

Facility Requirements

The expenses for accommodation of judges, referees and other technical officials coming from countries other than the Host Country must be paid by the OCOG. The OCOG shall also be responsible for paying reasonable accommodation expenses of two (2) delegates from each IF, though the limitation to two (2) per IF may vary in agreement with the IOC. These two (2) delegates must be present at the competition site at least five (5) days prior to the start of the first event in their sport (Olympic Charter Bye Law to Rule 57)

Each room provided for the international judges, referees and other technical officials, including the persons on the juries of appeal of the respective IFs, and the national judges, referees and other technical officials needed for the competitions, must have bath and/or shower facilities. The international judges, referees and other technical officials shall be placed in accommodation facilities close to the competition sites of their respective sports. IFs must see and approve the accommodation for their technical officials.

Headquarter Hotel Requirement

Each International Federation the sport of which is on the Programme of the Games, will require a headquarters hotel for the members of its Executive Board, technical delegates, staff, guests, etc. generally close to the competition sites of its sport. The category of hotel will be chosen by the IF concerned.

Additional Agreements

Accommodation obligations to International Federations identified in this manual are defined in further detail by OCOG agreements with each federation. (For the Winter Games, a unique agreement may also be anticipated between the International Ice Hockey Federation and the National Hockey League.)

2.1.5 National Olympic Committee Accommodation Requirements Description

Additional Officials △ ✕	• The OCOG must provide access to additional accommodation at the expense of the NOC should the NOC want to house its additional officials outside the Olympic Village. • The actual number of rooms required for additional officials will vary based on the size of the Olympic Village, and (for the Winter Games) the nature of the accommodation inventory near the mountain competition venues. This accommodation must be comparable to and in the immediate vicinity of the Olympic Village (or competition venue for the Winter Games) in less expensive hotels or campus style accommodation. • Such accommodation must be available at least 14 days before the Games until three (3) days after the Games. • In addition there must be restaurants near their accommodation where they can eat quickly and cheaply, to supplement their option to eat meals at the Olympic Village. (Accreditation and Entries at the Olympic Games – User's Guide; Technical Manual on Olympic Village).
Equestrian Officials △ ✕	Grooms and veterinarians are not entitled to accommodation in the Olympic Village. The OCOG must therefore make accommodation available to them [one (1) groom for each athlete entered in an equestrian event; one veterinarian for each delegation with entries in equestrian sport, plus one additional veterinarian if the site of one equestrian venue is more than 50km away from another equestrian venue]. (Accreditation and Entries at the Olympic Games – User's Guide)
Additional Agreements	Accommodation obligations to NOCs for their sponsors and additional officials may be defined in further detail by agreements with each NOC.

2.1.6 Host Organising Committee Accommodation Requirements Description

Dignitaries

The OCOG shall make provisions for providing adequate accommodation for Heads of State, Heads of Government, sovereigns, Sports Ministers, international and domestic guests whom the OCOG wishes to host during the Olympic and Paralympic Games. The OCOG is responsible for managing accommodation for and coordinating payment from invited guests to the Games, as described in the following table:

Dignitary	Guest of	Payment By
Heads of State	NOC	On own or via NOC
Heads of Government	NOC	On own or via NOC
Sovereigns	NOC	On own or via NOC
Sports Ministers	NOC	On own or via NOC
International Guests	OCOG	On own
Domestics Guests	OCOG	On own

Characteristics of Dignitaries

Following are characteristics of dignitaries which require careful management from a Games accommodation perspective:

- Protocol affects planning.
- Difficult to project needs.
- Unable to confirm very far in advance of arrival.
- Rooms may need to be held vacant before arrival or after departure due to security and travel requirements.
- Large entourage, some requiring own security.
- Security may require accommodation to be isolated.
- 4 to 5 star hotel required (possibly IOC Hotel(s)).

Reserving Rooms for Dignitaries

It is important for the OCOG to reserve sufficient rooms of the proper quality to accommodate these guests, and to recognise that dignitaries may not follow any predetermined schedule for reservations and payment. The rooms reserved for dignitaries are entirely at the risk of the OCOG.

Continued on next page

2.1.6 Host Organising Committee Accommodation Requirements Description, Continued

Games Workforce

The OCOG should also make provision to accommodate Games-related workforce who do not live in the region, such as volunteers, staff, contractors, technicians, suppliers, security personnel, etc. This accommodation should be of moderate quality and price and be located close to the venues where they will be working.

Workforce Management

OCOG functions are "internal" constituent groups. They are allocated accommodation in a process similar to that of external constituent groups (including a needs assessment and allocation contract). Just as external constituent groups must gather the names of the people occupying the rooms, arrival dates, departure dates, etc. and submit them to the accommodation facilities, so must the "internal" constituent groups…the OCOG functions. For efficiency and control, it is important that process be centralised. The largest users of rooms by OCOG functions are:

- Transport
- Sports
- Ceremonies
- Security

2.1.7 Future Organising Committee Accommodation Requirements Description

General Requirements

The future OCOGs will bring a certain number of observers in addition to the official delegations (accommodated at the IOC Hotel(s)) for whom the OCOG should provide sufficient accommodation close to their field of observation.

2.1.8 Marketing Partner Accommodation Requirements Description

Room Blocks
△ ×

The OCOG must provide access to accommodation to the Marketing Partners of the IOC and the OCOG. Marketing Partners' individual accommodation requirements vary, depending on the size of their programmes or their contractual agreements (Technical Manual on Hospitality).

Table

As of the writing of this manual, the number of rooms allocated to TOP Partners for the most recent games were:

Games	City / Year	Rooms Per TOP Partner
Winter	Torino / 2006	125
Summer	Beijing / 2008	200

Sponsor Rooms

The number of rooms required for national sponsors varies based on the number of rooms allocated to each level of national sponsors and the total number of national sponsors. The specific number of rooms allocated to each level of national sponsor is defined in the Marketing Plan Agreement.

Overall, the size and quality of the room blocks and groups may vary due to what is available in each Host City region. The IOC will work with the OCOG to achieve the correct balance of inventory for the hotel room block. The OCOG should make best efforts to accommodate each Marketing Partner's entire contractual room block in one (1) hotel or property.

Continued on next page

2.1.8 Marketing Partner Accommodation Requirements Description, Continued

Marketing Partner Allocations

Marketing Partners request varying numbers of rooms based on their contracts and budgets. The initial accommodations offered must be equitable in size, quality and location, based on the sponsorship levels and contractual commitments. The IOC will assist the OCOG in accommodation allocations for the Marketing Partners.

The OCOG should consider a number of factors when assigning space, including:

- The date on which each Marketing Partner entered into its sponsorship agreement.
- The length of time for which each Marketing Partner has been associated with the Olympic Movement.
- The overall contribution that each Marketing Partner has made to the Olympic Movement.

Allocations to Marketing Partners are subject to any additional IOC instruction as required to balance between broadcaster guests, international sponsors and local sponsors.

Allocation Timeline

Marketing Partner hospitality allocations should be confirmed no later than three (3) years prior to the Summer Games and 18 months prior to the Winter Games. The OCOG should use all reasonable efforts to provide allocations for Marketing Partner technical and support staff two (2) years prior to the Games.

Conference Rooms

Most Marketing Partners require large conference rooms in their accommodation facilities during the Games, not only for the banquet meal service, entertainment and hospitality lounges, but also for seminar presentations, business meetings and offices. (Such requirements also require some conference rooms in the days and weeks leading up to the Games.)

Continued on next page

2.1.8 Marketing Partner Accommodation Requirements Description, Continued

Technical and Support Staff

The number of Marketing Partner technical and support staff rooms will vary depending on the level of service provided by the Marketing Partners to the OCOG.

These rooms:

- should be of moderate quality and price and include basic amenities such as private bathrooms, telephones in each room and access to a dining facility;
- will be required for an approximate 4 – 6 week period prior to the Games and 2 weeks after the Games;
- should be located near venues where the support and technical staff will be working. Travel time to the venues should be kept to a minimum.

Executive Housing

Many Marketing Partners require high-level executive housing for their senior management personnel. It is suggested that the OCOG develop a relationship with a local real estate company or agency to evaluate and manage such alternative accommodations for Marketing Partner requirements. Marketing partners prefer a "one-stop" alternative to canvassing various individual agents.

Additional Agreements

Accommodation obligations to Marketing Partners identified in this manual are defined in further detail by the Marketing Plan Agreement and by the contracts with each IOC TOP Partner, OCOG national sponsor and supplier. Such contracts identify the number of rooms that must be allocated to each Marketing Partner.

2.1.9 Media Accommodation Requirements Description

Introduction
△ ✕

The OCOG must ensure that there is sufficient and adequate accommodation for all accredited media, at the expense of such accredited media, using hotels and media village(s) (if necessary). (Host City Contract).

Broadcasters General Requirements
△ ✕

- The accommodation for Rights Holders and OBO (Olympic Broadcast Organisation) must be adequate to lodge all accredited staff and to fulfil the contractual requirements.
- All hotels serving the Rights Holders and OBO must be as close as possible to the IBC and the main cluster of venues, including the Olympic Stadium (Summer Games).
- A small section of Rights Holders and OBO will require first class hotel accommodation.
- The OBO must receive the same treatment in regards to accommodation (price, quality, and numbers) as the Rights Holders according to its contractual obligations.
- OBO accommodation must also be located as near to the IBC and particular venues as possible to save transport time.
- If a media village(s) is constructed, the allocation of rooms within the village(s) must be approved by the IOC Joint Media Working Group. (Technical Manual on Media)

Written and Photographic Press General Requirements
△ ✕

The accommodation for all written and photographic press must be adequate to lodge all accredited members in accordance with the procedures and deadlines laid down jointly by the IOC and the OCOG.

The timetable for the allocation of accommodation to written and photographic press is linked with the accreditation procedure and process via the NOCs. That link causes the timetable for written and photographic press accommodation allocations and payments to be later than other constituent groups. It is important for the OCOG to recognise this timetable and to make certain that it retains sufficient and adequate accommodation to meet its obligations to this constituent group.

Between 15 and 18 months before the Games, the OCOG must offer specific accommodation allocations to the written and photographic press. In the case of Ex (journalists and photographers of the local press), accommodation is not guaranteed. (Technical Manual on Media)

Continued on next page

2.1.9 Media Accommodation Requirements Description, Continued

Media General Requirements

△ ✕

Single Occupancy

Rooms made available to the accredited media must be at least 80% single occupancy. (Technical Manual on Media) Some media constituent groups can request a higher percentage of single occupancy rooms.

Minimum Stay

An OCOG may impose a minimum period of stay per media accommodation booking within the Host City. However, for media accommodation located outside the Host City, media can be charged only for the number of nights actually required to cover the competition concerned. OCOGs are encouraged to consider this same principle for media accommodation located at or near competition venues located more than two (2) hours from the MPC/IBC.

Room Location and Transport

Whichever type of media accommodation is used, efforts must be made to group all the accredited media representatives in the smallest possible number of accommodation facilities to facilitate the operation of the media transport system.

The proximity of media accommodation facilities to the IBC/MPC, the Olympic Stadium and to major competition venues is important in ensuring short transfer times. Such transfer times to the IBC/MPC should not exceed 30 minutes. Where feasible, at least 10% of media accommodation facilities should be within walking distance of the MPC/IBC, i.e. within 1kilometre. Failing that, a minimum number of rooms at an accommodation facility within 1 kilometre of the MPC must be set aside for the recognised world news agencies and for the national agency operating around the clock at the MPC. (Technical Manual on Media)

Certain high-quality hotels in close proximity to the International Broadcast Centre (IBC) and the Main Press Centre (MPC) must also be designated for use by the media.

Continued on next page

2.1.9 Media Accommodation Requirements Description, Continued

Media Accommodation Facilities

△ ✕

Preference for Hotel Accommodation

For media accommodation, there is a clear preference for media hotel accommodation over media villages, where such hotel infrastructure exists. This is primarily due to the great expense to the Host City of the construction and related overlay for media villages.

Creation of a Media Village

- In cases where the hotel infrastructure of the Host City does not have sufficient and adequate capacity for all accredited media, the OCOG must provide a media village (or more than one, depending on the configuration of the Olympic venues).
- If a media village(s) is used, the media village(s) must be of good hotel standard (3-4 star, depending on the categories that apply in the Host Country) and include the services identified further below. (Technical Manual on Media)

Preference for Existing Structures

Preference must be given to existing, permanent accommodation structures wherever possible, located in clusters for transport needs, and in close proximity to the IBC/MPC, the Olympic Stadium and to major competition venues. (Technical Manual on Media)

Availability of Media Village

The media village(s), if required, and any other accommodation for the media shall be made available, with all necessary services, not later than (14) days before the Opening Ceremony until two (2) days following the Closing Ceremony of the Games. Some members of the media will arrive a full month prior to the Games to begin their Games preparation. Still other will need to live in the Host City for months before the start of the Olympic Games.

Room Equipment Requirements

A variety of different categories of accommodation facilities must be offered to ensure a range of prices. All rooms must have adequate air conditioning/heating according to the climate of the city. Rooms must have telephones suitable for transmission of data, text and images from a portable computer. (Technical Manual on Media)

2.1.9 Media Accommodation Requirements Description, Continued

Media Village Requirements

△ ✕

If a media village is used, the following standard of service is required:

In each room:

- Daily room cleaning.
- Sheets must be changed at least every two days.
- Bathroom towels must be changed at least every two days.
- No more than two people may share toilets and bathrooms.
- Adequate furniture: a mattress at least 120 mm thick, a wardrobe, a small table, a desk, two chairs, a waste-paper basket, a peg, etc.
- A telephone must be made available at the occupant's request (use will be charged to the occupant). This telephone must be provided with a plug with which any standard equipment for transmission of data, text and images from a portable computer can be used.
- Adequate air conditioning/heating.
- These services correspond to those provided in a hotel and must be included in the normal price of the room.

Within Village Perimeter:

- A 24-hour catering service and offering at least one (1) hot dish at all times, the scale of which will depend on the location of the media village(s) in relation to a town centre and the MPC.
- At all events, and whatever the geography of the "Olympic zone", breakfast service, extended to 16 to 19 hours per day to take into account that the media are working to deadlines around the clock.
- A laundry service including washing/dry cleaning and ironing as in a hotel, for which the rates charged must on no account exceed those applicable to the general public in the Host City.
- A small shopping area: sale of international newspapers and magazines and basic necessities.
- Sufficient parking spaces in proportion to the overall population of the village(s). If the weather conditions of the Olympic Winter Games Host City are particularly harsh, these parking spaces must be provided with electric plugs for preheating engines.

(Technical Manual on Media)

Continued on next page

2.1.9 Media Accommodation Requirements Description, Continued

Media Village Requirements (continued)

△ ×

Broadcast of Olympic Channels

It is recommended that television sets, which can receive not only the commercial networks or programmes normally broadcast in the Host Country but also the Olympic channels operated by the OBO, be provided in common areas only, instead of in every room. Where such service is desired in an individual room, this can become a rate card item to provide the OCOG with cost recovery.

Design of Media Village Facilities

In the design of media villages, OCOGs are also encouraged to consider two (2) areas that have caused concern in past Games:

- The layout and size of the rooms. Media village rooms should offer a layout and size that is suitable to working members of the media.
- The appropriate use of common living areas. Members of the media expect an appropriate level of privacy for such an area.

Media Allocations

To ensure successful allocations to the media, it is important that media accommodation planning includes close cooperation of the OCOG with the following entities:

- IOC Press Commission
- IOC Joint Media Working Group
- OBO
- IOC Media Operations Department
- OCOG Press Operations Function

Winter Games Mountain Allocation

Specific accommodation needs are required if the location/vicinity of the IBC/MPC and city accommodation is more that 60 minutes from mountain venues. In such a case, the media require a high percentage of accommodation located in the mountain areas adjacent to the alpine venues.

Summer Games Football Allocation

The OCOG should recognise that media organisations cannot make hotel reservations in the football venue cities until the competition draw is known. The OCOG should ensure that these later accommodation needs for the media will be met.

Continued on next page

2.1.9 Media Accommodation Requirements Description, Continued

Broadcast Hospitality ✕

In addition to the rooms reserved for Rights Holders' staff, some broadcasters also have room requirements for hospitality purposes for airtime sponsors and advertisers (Technical Manual on Media). The hospitality accommodation requirements of the Rights Holders are not standard and vary from one broadcaster to another. In normal circumstances, these rooms should be in first class hotels. If a broadcaster undertakes a hospitality programme, the broadcaster should then enter into an agreement with the IOC Marketing Hospitality programme.

OBO Requirements

Room requirements for the OBO range from 2,200 to 2,700 single rooms for Summer Games and 1,000 to 1,500 single rooms for Winter Games. Final numbers are confirmed in a contract between the OCOG and the OBO, scheduled to be signed 16 months after the Host City Contract is signed.

Additional Agreements

Accommodation obligations to Rights Holders and to the OBO identified in this manual are defined in further detail by (and may differ from) the contracts with each broadcaster. Such contracts may contain more information on room requirements, including the level of service required.

2.2 → Allocation Process

Executive Summary

Executive Summary

After accommodation inventory is contracted and constituent group requirements and obligations are identified, an OCOG is in a position to proceed with the allocation process of assigning that room inventory to those constituent groups.

Contents

This chapter contains the following topics:

Topic
2.2.1 Preliminary Allocation
2.2.2 Identifying Obligations
2.2.3 Needs Assessment
2.2.4 Allocation Adviser
2.2.5 Final Allocations
2.2.6 Allocation Contract
2.2.7 Payment Schedule
2.2.8 Reservation Process

2.2.1 Preliminary Allocation

Requirement △ ✕	Candidate Cities must submit a preliminary allocation plan with their Candidature File. Such a plan identifies how the Candidate Cities intend to allocate their guaranteed accommodation inventory to constituent groups. (Candidature Procedure and Questionnaire)
Accommodation Inventory △ ✕	Key characteristics of the accommodation inventory and each accommodation facility that must be taken into consideration and which must be identified in the preliminary allocation plan in the Candidature File include: • Number of accommodation facilities and rooms guaranteed. • Quality (5 star, 4 star, 3 star, 2 star, 1 star). • Location – 10 km and 50 km radius of Candidate City and any other cities hosting an Olympic event. • Villages (if any). • Existing or to be constructed. (Candidature Procedure and Questionnaire)
Constituent Group Requirements △ ✕	Key characteristics of constituent group requirements that must be taken into consideration are identified in Chapter 2.1 of this manual. Candidate Cities are required to separately identify each constituent group in a table, and must list the accommodation facilities allocated to that group. (Candidature Procedure and Questionnaire)
Transport △ ✕	In addition, Candidate Cities are required to provide a brief explanation of how their accommodation plan is linked to public transport arrangements. (Candidature Procedure and Questionnaire)

2.2.2 Identifying Obligations

Introduction

One objective of this manual is to assist an OCOG in clearly identifying its accommodation obligations, and the source of those obligations.

Host City Contract

As an appendix to the Host City Contract, this manual contains the primary accommodation obligations that an OCOG undertakes as it hosts the Games. Many of these obligations are defined further in the contracts and agreements identified in Chapter 2.1 under each constituent group.

Additional Obligations and Requests

An OCOG with surplus accommodation inventory may choose to enter into additional contracts and agreements containing accommodation obligations, or to consider the many requests for access to accommodation they are likely to receive in the high demand / limited supply market conditions of most Host Cities. Before agreeing to such additional commitments, OCOGs are cautioned to:

- Be certain all previous obligations are clearly met.
- Centralise the authority for agreeing to new obligations.
- Track and manage new obligations carefully.
- Ensure rooms are not sold to competitors of Marketing Partners.

2.2.3 Needs Assessment

Introduction

The needs of constituent groups identified in this manual are general in nature. The OCOG should further define these needs for each subgroup and population.

Needs Assessment

It is important for the OCOG to conduct a detailed needs assessment with each constituent group. This needs assessment gathers a constituent group's requirements in the detail required to support a satisfactory allocation.

Method

The actual information gathered by the OCOG is collected with a paper or electronic form completed by the constituent group. This process is usually preceded by one-on-one meetings between representatives of the constituent group and the OCOG. Such meetings help to accomplish three (3) goals:

- They help constituent group representatives understand the OCOG process.
- They help OCOG representatives understand the constituent group's needs.
- They build a cooperative relationship between the constituent group and the OCOG.

Constituent Group Representatives

The relationship between the OCOG accommodation representative and the constituent group may take several forms:

- The OCOG accommodation representative may deal directly with the constituent group representative.
- The OCOG accommodation representative may deal indirectly with the constituent group representative, with the assistance of an OCOG liaison.
- The OCOG accommodation representative may deal directly with an OCOG liaison to the constituent group representative.

Continued on next page

2.2.3 Needs Assessment, Continued

Needs Assessment Detail

Constituent Group>Subgroup>Population

The OCOG should conduct a detailed needs assessment for each population whose needs are distinct and separate from another population.

Number of Rooms

The number of rooms required by each population must be identified.

Occupancy / Room Type

The occupancy of the rooms and the configuration of the rooms requested by the group should be identified (e.g. single, double, suite, group, etc.).

Quality

The quality preference (5 star, 4 star, etc.) should be identified.

Type of Accommodation

The preferred type of accommodation should be identified, such as:

- Traditional hotel.
- Alternative accommodation.
- Village.

Location

The preferred location for the accommodation should be identified, such as:

- In a Host City or other city hosting an Olympic event.
- Close proximity to a specific venue or other location.

Room Block Consolidation

Specific requests to keep the member of a specific subgroup or population in the same accommodation facility (or in very close proximity to one another) should be identified.

Continued on next page

2.2.3 Needs Assessment, Continued

Needs Assessment Detail (continued)

Dates

The dates required for the accommodation should be identified, such as:

- Number of days before the Games.
- Olympic Period requirements (and specific "waves" required).
- Number of days after the Games.

Price of Accommodation

If the constituent group has a specific budget or rate limitation for their accommodation, it should be identified.

Conference Rooms

The conference room requirements (if any) should be identified.

Food and Beverage

Any specific requests with regard to food and beverage (restaurant or catering) should be identified.

Paid By

During the needs assessment process, it is appropriate to confirm who will be paying for the accommodation, and to collect contact information for the person responsible for such payment.

Other Requests or Requirements

Any other requests or requirements of the constituent group should be identified. For example:

- Close to or in same accommodation facility with another group.
- Away from or in a separate accommodation facility from another group.
- Specific parking requirements.
- Need for accommodation accessible to people with disabilities.
- Additional and unique contract specifications.

Continued on next page

2.2.3 Needs Assessment, Continued

Flexibility

To the degree possible, OCOGs are encouraged to maintain flexibility in the needs assessment process to accommodate changes that occur in constituent group needs during the course of planning for the Games.

Needs Prioritisation

It is critically important for an OCOG to understand the constituent group's need priorities, and such priorities must be identified in the needs assessment process. For some groups, location may be the overriding priority, and they may accept less than preferred quality or type of accommodation in order to achieve the location desired. For other groups, the price of accommodation may be the overriding priority, and they may accept less than their preferred location to achieve the price desired.

Establishing Expectations

OCOGs and constituent groups are cautioned that while this process seeks to identify the needs of each population of each subgroup of each constituent group in high detail, it should not be confused with ability of the OCOG to meet each and every requirement and request. Different Host Cities have different capacities to meet constituent group requirements and requests. During the needs assessment process, OCOG representatives are advised to educate constituent group representatives about the OCOG's general capacity to meet those needs in an effort to establish reasonable expectations. This process may not result in a perfect match of accommodation to every constituent group, but it does seek to maximise overall satisfaction with final allocations.

2.2.4 Allocation Adviser

Introduction

The high demand / limited supply market conditions of most Host Cities (and of an OCOG's accommodation inventory) necessitates a careful approach to the allocation of accommodation and guidance from the IOC.

Preliminary Allocation

As an OCOG begins to consider its final allocation plan, it should take into consideration its preliminary allocation plan submitted with its Candidature File.

Key Considerations

The two key considerations that affect an OCOG's allocation planning are location and quality. While all constituent groups naturally prefer their first choice of preferred location or quality, the high demand / limited supply conditions of the accommodation inventory requires some constituent groups to accept less than their preferred choices.

The advisory table following lists all constituent groups' populations. Each population has numbers indicating the "degree of importance" for accommodation location and quality. OCOGs should take such "degrees of importance" into consideration when considering the allocation preferences for each population.

The challenge of addressing constituent group preferences, coupled with degrees of importance for considering those preferences, is a difficult one for any OCOG as it tries to maximise constituent groups' satisfaction with their accommodation allocations. The direction provided in the following table provides assistance to the OCOG in this challenging endeavour.

Continued on next page

2.2.4 Allocation Adviser, Continued

Location Criterion

The "location" criterion in the table following addresses the importance of allocating rooms close to the preferred location of a population, on a scale of one (1) to five (5). For example:

- 1 = Allocating rooms close to preferred location is **most important**.
- 2 = Allocating rooms close to preferred location is **more important**.
- 3 = Allocating rooms close to preferred location is **important**.
- 4 = Allocating rooms close to preferred location is **less important**.
- 5 = Allocating rooms close to preferred location is **least important**.

Note that this scale addresses the degree of importance a constituent group's preference for accommodation location should be considered, not the value of the location itself.

Quality Criterion

The "quality" criterion in the table following addresses the importance of allocating rooms of the preferred quality of a population, on a scale of one (1) to five (5). For example:

- 1 = Allocating rooms of the preferred quality is **most important**.
- 2 = Allocating rooms of the preferred quality is **more important**.
- 3 = Allocating rooms of the preferred quality is **important**.
- 4 = Allocating rooms of the preferred quality is **less important**.
- 5 = Allocating rooms of the preferred quality is **least important**.

Note that this scale addresses the degree of importance a constituent group's preference for accommodation quality should be considered, not the quality of the accommodation itself.

Continued on next page

2.2.4 Allocation Adviser, Continued

Advisory Table The following table identifies constituent groups, subgroups and populations, along with the degree of importance with which OCOGs are instructed to consider their preferences for accommodation location and quality.

Constituent Group	Subgroup	Population	Location	Quality
IOC	IOC Members	Members	1	1
		Honorary and Honour Members	1	1
	IOC Management	President	1	1
		CEO	1	1
		Directors	1	1
	Other IOC	IOC Group Administration	1	1
		IOC Interpreters	1	1
		IOC Commissions (Medical, Ethics, Athletes)	1	1
		IOC Advisors, Experts, Consultants, Agents	1	1
		IOC Partners* and Suppliers	1	1
		IOC Guests, including IOC Members' guests	1	1
		ANOC, ASOIF, AIOWF, GAISF*	1	1
		Previous OCOGs (President, Director-General)*	1	1
		Bid Cities (Executives)*	1	1
		Future Sessions*	1	1
	Agencies	CAS*	1	1
		WADA*	1	1
IF	Summer*	Presidents / Secretaries General	1	1
	Winter*	Presidents / Secretaries General	1	1
	Technical	Technical Delegates	1	3
		International Technical Officials	1	3
		National Technical Officials	1	3
	Other IF	Boards	3	2
		Staff	3	2
		Guests	3	2
		Host Country NGBs	1	1
NOC		Presidents / Secretaries General	1	1
		Additional Officials Ao	1	4
		NOC Sponsors	5	2
		Host Country NOC	2	2

2.2.4 Allocation Adviser, Continued

Constituent Group (continued)	Subgroup	Population	Location	Quality
Host OCOG		President / CEO	1	1
		Ceremony Stars	2	2
		Ceremony Production	3	3
		Cultural Olympiad	4	2
		Staff	2	3
		Workforce	1	5
		Ticket Agents	5	2
	Dignitaries	International Dignitaries	5	1
		Domestic Dignitaries	5	1
Future OCOGs	Observers	President, CEO, Mayor, Executives*	1	1
		Staff	5	3
Marketing Partners	Top Sponsors	Hospitality Guests and Management	2	1
		Support and Technical Staff	2	3
	OCOG Sponsors	Hospitality Guests and Management	2	1
		Support and Technical Staff	2	3
Media	Broadcasters	Rights Holders Hospitality – NBC	2	2
		Rights Holders Production – NBC	1	3
		Rights Holders Hospitality – EBU	2	2
		Rights Holders Production – EBU	1	3
		Rights Holders Hospitality – Others	2	2
		Rights Holders Production – Others	1	3
		OBO Hospitality	2	2
		OBO Production	1	3
	Written and Photo. Press	World News Agencies	1	3
		Individual written & photographic press	2	3

*According to the Accreditation and Entries at the Olympic Games – User's Guide.

2.2.5 Final Allocations

Introduction

An OCOG may assemble the Final Allocation Plan after taking into consideration the previous steps accomplished:

- Preliminary allocation plan.
- All obligations identified.
- Needs assessment completed.
- Allocation advisory table considered.

Final Allocation Plan

△

The table below describes the process of establishing the Final Allocation Plan:

Phase	Description
Allocation of accommodation facilities	Accommodation facilities must first be allocated into major constituent group categories, similar to the preliminary allocation plan submitted with the Candidature File. This Final Allocation Plan should also include the actual (or projected) Constituent Hotels Rate for each major constituent group category (average rate and rate range). Supporting details of the Final Allocation Plan should also be available.
Submission to the IOC Executive Board	For approval before implementation.
Notification of constituent groups ✕	Once the plan is approved (and at least two (2) years prior to the Games), all constituent groups must be notified of the average rate and rate range of the accommodation facilities assigned to their constituent groups. Such notification should occur directly to constituent groups, or via their constituent group liaisons in the OCOG. (Host City Contract).
Issuance of Allocation Contracts	Following approval of the Final Allocation Plan, the OCOG may begin the allocation process by starting to issue Allocation Contracts (see Section 2.2.6). For some constituent group categories, OCOG liaisons may provide further direction on allocations within their constituent group.

Contingency Allocation

An OCOG may wish to consider saving rooms for contingency purposes. See Section 3.1.3 regarding the risks associated with such an allocation.

2.2.6 Allocation Contract

Introduction

The allocation contract provides the contractual link between and among:

- The constituent group.
- The accommodation facility.
- The OCOG.

Allocation Contract Elements

The allocation contract should include the following information:

- Constituent group name.
- Accommodation facility name.
- Number of rooms, by room type (including suites).
- Dates / waves.
- Room rate.
- Breakfast included (where applicable).
- Disclosure of any additional charges.
- Taxes (if any).
- Total amount due.
- Payment schedule and process.
- Reservation process.
- Deadline for response.
- Release provisions (if any).

Conference Rooms

For some constituent groups, particularly Marketing Partners, it may also be necessary to allocate conference rooms. When more than one (1) constituent group is accommodated in one (1) accommodation facility, conference rooms should be divided and assigned based on the percentage of guest rooms used in the accommodation facility by each constituent group.

Legal Provisions

It is critically important that the allocation contract contains strict terms and conditions that enable the OCOG to enforce its legality and authority.

Olympic Periods

The OCOG may choose to:

- Issue one (1) allocation contract to each constituent group for the entire Reserved Period (Pre-Olympic, Olympic and Post-Olympic Periods), OR
- Issue one (1) allocation contract to each constituent group for the Olympic Period, and a second allocation contract (later) to each constituent group for the Pre- and Post-Olympic Periods.

Continued on next page

2.2.6 Allocation Contract, Continued

Supplemental Information to Allocation Contract

The OCOG may choose to supplement the allocation contract with additional information about the accommodation facility(s) allocated, such as a brochure, photos, website, map, etc. The OCOG may also encourage a site visit (if time allows). Such steps are important in helping the constituent group to form appropriate and reasonable expectations regarding their allocated accommodation facility.

2.2.7 Payment Schedule

Obligation △

The OCOG and constituent groups must abide by the following accommodation payment schedule with constituent groups.

Months Before Games	IOC (and Future OCOGs)	IFs	NOCs (except Ao)	NOCs (Ao)	Marketing Partners	Broadcasters	Press
15	30%	30%	30%		30%	30%	
14							
13				30%			
12							
11	30%	30%	30%	30%	30%	30%	50%
10							
9							
8							
7							
6							
5							
4	Balance	Balance	Balance	Balance	Balance	Balance	Balance
3							
2							
1							

2.2.8 Reservation Process

Introduction

Following this allocation and payment process involving the constituent group, the accommodation facility and the OCOG, it is still necessary to get specific reservations (name, arrival date, departure date, room type, smoking/non-smoking, etc.) from the constituent group to the accommodation facility. There are two approaches to this process.

Constituent Group Direct to Accommodation Facility

With this approach, the constituent group submits reservations directly to the accommodation facility. Benefits are:

- Direct and faster communication.
- Less work for OCOG, less opportunity for error.
- Strong relationship between accommodation facility and constituent.

Constituent Group to Accommodation facility via OCOG

With this approach, the constituent group submits reservations to the OCOG, who then submits them to the accommodation facility. Benefits are:

- More support and service from OCOG.
- OCOG anticipates and solves problems quickly.
- Strong relationship between constituent group and OCOG.

PART III → Finance, Related Responsibilities and Administration

Overview

Presentation

The most basic responsibilities of Accommodation are to contract the room inventory, identify the constituent groups' room/bed needs and allocate rooms/beds accordingly. However, there are many supporting processes and resources that enable Accommodation to accomplish those responsibilities, and there are many other accommodation-related responsibilities that run parallel to those basic duties. This part addresses these processes, resources and responsibilities.

Contents

This part contains the following topics:

Topic
3.1 Accommodation Finance
3.2 Accommodation-Related Responsibilities
3.3 Accommodation Administration

3.1 → Accommodation Finance

Executive Summary

Presentation

Many of the management processes that surround Accommodation are the same processes that affect any business i.e. making a product, selling the product, collecting payments, paying suppliers and making prudent financial and business decisions along the way. This chapter addresses those processes in the context of Olympic accommodation.

Contents

This chapter contains the following topics:

Topic
3.1.1 Contract Foundation
3.1.2 Business Process
3.1.3 Risk Management / Room Releases
3.1.4 Cash Flow: Collections and Payments
3.1.5 Other Financial Considerations

3.1.1 Contract Foundation

Introduction

Contracts form the foundation of the accommodation programme. Their terms and conditions lay the framework for the sequence and timing of many important accommodation responsibilities and decisions. They represent many millions of dollars in obligations to and from the OCOG. Consequently, they deserve due attention and careful management in the execution of a successful Olympic accommodation programme.

Contract Terms and Conditions

The key contract terms and conditions that require careful management include:

- The details of the transaction (number of rooms, room rates, dates).
- The schedule for actions (room release, allocation acceptance or decline).
- The schedule for financial transactions (collections and payments).
- Enforcement of all terms and conditions.

Background

This foundation of contracts, if managed properly, helps an OCOG to avoid the problem of being obligated to pay for rooms that go empty during the Games, a problem that has troubled past OCOGs.

3.1.2 Business Process

Introduction

The business process of accommodation may be summarised in the diagram on the next page. Following are explanations of the seven (7) steps, corresponding with the diagram.

Phase	Who	What
1	• OCOG accommodation • Accommodation facility	Enter into accommodation facility contract.
2	Constituent group	Provides constituent group requirements to OCOG accommodation
3	• OCOG accommodation • Constituent group	Enter into allocation contract.
4	OCOG accommodation	Collects payments from constituent group.
5	OCOG accommodation	Makes payments to accommodation facility.
6	OCOG accommodation	Releases unneeded rooms back to accommodation facility.
7	Constituent group	Provides room reservations to accommodation facility, either directly or via OCOG accommodation.

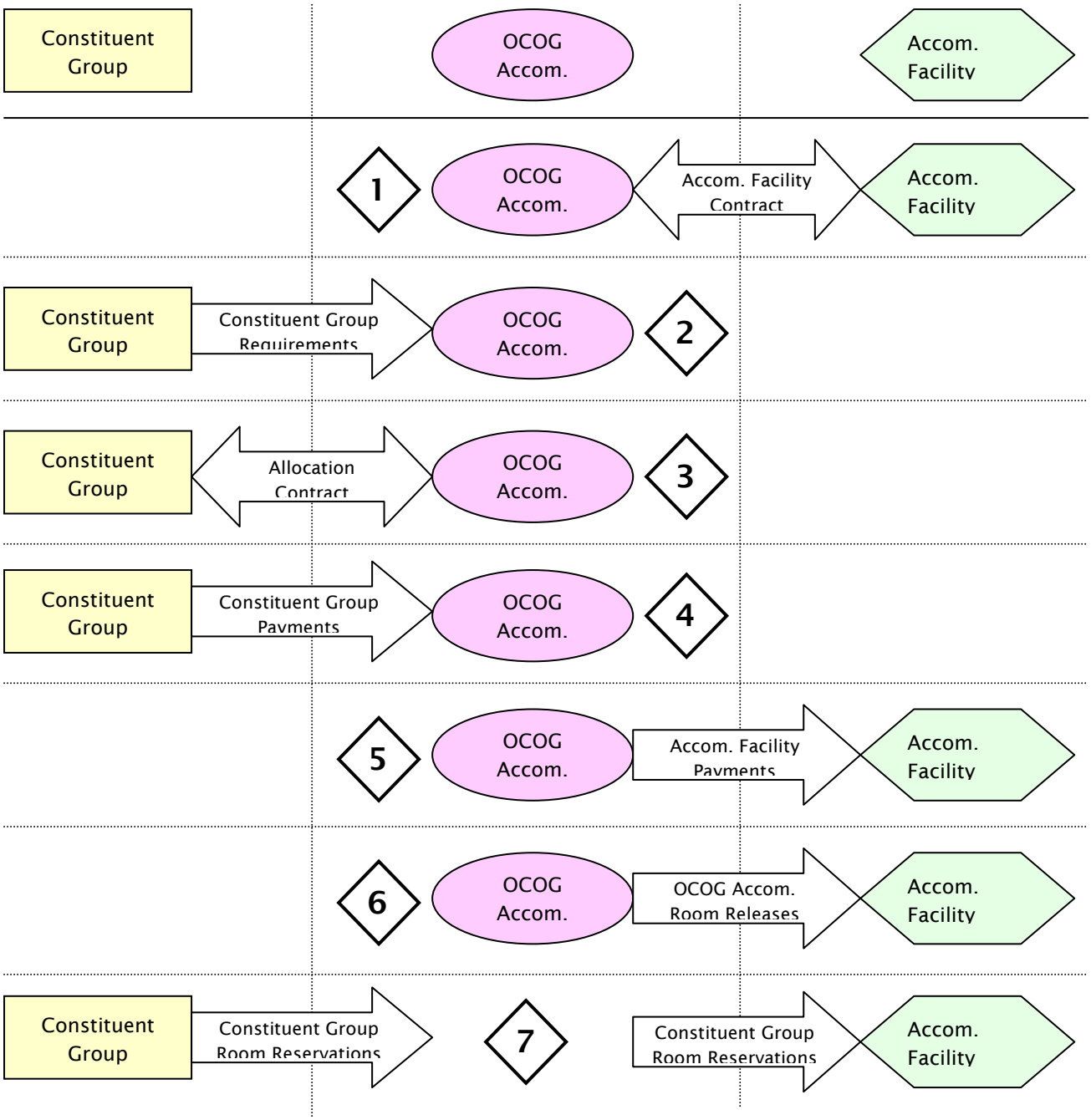
Variations

This diagram and explanation represents a simplified process. Two likely variations include:

- The OCOG may outsource elements of its responsibilities to an external contractor.
- Another OCOG functional or organisation area may represent some constituent groups or may actually be the constituent group.

Continued on next page

3.1.2 Business Process, Continued



3.1.3 Risk Management / Room Releases

Introduction

An OCOG should be aware of the sequence and timing of allocation offers to and confirmations by constituent groups, and accommodation facility room releases.

Accommodation Facility Contracts

An OCOG knows the confirmation and payment schedule of constituent groups in advance, as it is contained in this manual (see Section 2.2.7). OCOGs are advised to study that schedule carefully as they establish the room release provisions of their accommodation facility contracts. With cooperation from their accommodation facilities, OCOGs may minimize their risk by establishing room release dates that arrive after all constituent group confirmations and first payment deadlines have passed.

Risk Management

Risk management in accommodation applies to rooms that an OCOG decides not to release, but which are not yet allocated. Saving rooms for an uncertain use entails risk, and an OCOG should be careful about how many rooms it saves for contingency (if any). Ways to minimise risk:

- Design accommodation facility contracts with, and encourage accommodation facilities to accept, late room release dates.
- Hold constituent groups to allocation confirmation and payment deadlines.
- Centralize the authority for agreeing to new accommodation obligations to reduce the possibility of surprise obligations.
- Save high demand rooms that would be easy to sell if the uncertain use anticipated never materialises.

3.1.4 Cash Flow: Collections and Payments

Introduction

An OCOG should be aware of constituent groups and accommodation facility payment schedules so they can make payments to accommodation facilities with constituent group funds.

Accommodation Facility Contracts

An OCOG knows the payment schedule of constituent groups in advance, as it is contained in this manual (see Section 2.2.7). OCOGs are advised to study that schedule carefully as they establish the payment schedule provisions of their accommodation facility contracts. With cooperation from their accommodation facilities, OCOGs may maintain even or positive cash flow by establishing payment dates that arrive after constituent group payment deadlines have passed.

3.1.5 Other Financial Considerations

Introduction

Other financial considerations for OCOG accommodation:

- Accommodation payment obligations.
- Accommodation taxes.
- Resale programme.

Accommodation Payment Obligations
△ ×

A Candidate City must clearly indicate in its budget that it is prepared to:

- fulfil its obligations in the Host City Contract to pay for the accommodation of technical delegates and officials (Olympic Charter Bye Law to Rule 57)
- pay the difference between the actual price of rooms during the Games and the Olympic Hotel(s) Rate stated in the Candidature File, if the actual price is higher (Candidature Procedure and Questionnaire)
- pay for the accommodation of the OCOG Games Workforce

Accommodation Taxes

The accommodation tax situations of Host Cities have varied widely. Where such taxes exist, some Host Cities have waived such taxes while others have increased such taxes for the Games. OCOGs are cautioned to:

- Make certain that the Host City tax policies and amounts are clearly understood.
- Anticipate that the tax situation at the time the Games are awarded may change during the seven (7) years until the Games actually occur. Such potential for change should be anticipated in the accommodation facility contract, the allocation contract, the technology system, etc.

Resale Programme

A resale programme refers to the repeat sale or on selling of rooms that have already been sold once to a constituent group that no longer wants or needs the rooms. OCOGs are encouraged to make such a programme available. The challenges of an official programme supported by contracts and the technology system are many, so OCOGs are encouraged to keep such a programme informal by referring those to have rooms to those who need rooms.

3.2 → Accommodation-Related Responsibilities

Executive Summary

Executive Summary

While the primary mission of Accommodation addresses the allocation of constituent groups to accommodation facilities and the supporting processes, there are many other accommodation-related responsibilities running parallel to these that should also be accomplished by the Accommodation Function or by others. This chapter addresses those additional responsibilities.

Contents

This chapter contains the following topics:

Topic
3.2.1 Accommodation Facility Relations
3.2.2 IOC Hotel(s) Operations
3.2.3 Alternative Accommodation Operations
3.2.4 Rooms for Any Other Olympic Village
3.2.5 Accommodation Prior to the Games
3.2.6 Torch Relay
3.2.7 Spectator Accommodation
3.2.8 Athletes' Family Host Programme
3.2.9 Games Operations
3.2.10 Paralympics
3.2.11 Paralympic Constituent Group Requirements Legend
3.2.12 Paralympic Constituent Group Requirements Table
3.2.13 Paralympic Constituent Group Requirements Description

3.2.1 Accommodation Facility Relations

Introduction

Accommodation facilities are valuable partners with the OCOG. The OCOG should make the management of those relationships and communications with the accommodation facility management and their staff a high priority.

Communications

OCOGs are advised to maintain communications with accommodation facility management and staff via:

- Personal visits.
- Phone calls.
- Letters.
- Faxes.
- Emails.
- Periodic newsletters (electronic or hard copy).

OCOGs should also be certain to address problems that arise promptly and directly.

Among the specific communications of the OCOG to the accommodation facility are:

- Notification of allocated constituent groups' guest room blocks.
- Notification of allocated constituent groups' conference room blocks, if any.
- Notification of recognition programmes (plaque, decorations, tickets), if any.
- Notification of room releases, if any.
- Invitations to seminars.
- Rooming lists.
- Payments.

Seminars

▶ IPC

OCOGs are advised to conduct periodic seminars for the management and staff of contracted accommodation facilities during the years leading up to the Games.

Such seminars are intended to prepare contracted accommodation facilities to fulfil their obligations for the Games and to serve the needs of their guests during the Games.

The seminars may include information that is specific to the interests and needs of accommodation facilities, along with general information about the Olympic Games that the accommodation facility staff wants to know. Such seminars may also include motivational and inspirational programmes with the help of Olympic videos and/or Olympic athlete appearances.

Such seminars may also include a Paralympic component, or an OCOG may wish to conduct a unique Paralympic seminar tailored specifically to those accommodation facilities contracted to support the Paralympic Games.

3.2.2 IOC Hotel(s) Operations

Introduction

The IOC Hotel(s) serves as the headquarters for the IOC during the Olympic Games, and functions as an official non-competition venue during the Games.

Room Rate

The room rate for the IOC Hotel(s) is addressed in Section 1.1.6 of this manual.

Contract

The contract for the IOC Hotel(s) is addressed in Section1.2.2 of this manual.

Official Non-Competition Venue

As an official non-competition venue, the IOC Hotel(s) is incorporated into same planning and operational regimen that applies to all competition and non-competition venues, including space planning and management, and the designation of a venue manager. In addition, operational planning at the IOC Hotel(s) shall be made in close cooperation with the IOC.

Hotel Management

The OCOG's management of the IOC Hotel(s) as non-competition venues requires a relationship with hotel management that permits the OCOG venue manager to accomplish his/her goals and objectives for the Games while the authority for management of the hotel itself remains with the hotel manager. The venue team and the hotel management team should work closely together in the same spirit.

Conference Rooms

△ ✕

Virtually all conference rooms of the IOC Hotel(s) are used for the offices and meetings of the IOC, the OCOG and IOC-affiliated groups. More specific requirements for the IOC are identified in the Technical Manual on Organising Meetings. More specific requirements for the IOC Medical Commission and the World Anti-Doping Agency are found in the Technical Manual on Medical Services, and requirements for the Court of Arbitration for Sport are identified in the Technical Manual on Other Olympic Games Matters.

Security

Heightened security and access-control measures are in place at the IOC Hotel(s) throughout the Reserved Period. The OCOG and the hotel must cooperate in addressing these requirements carefully, especially as they impact hotel employees, and as they impact general public access to the hotel's restaurant(s) and/or lounge(s).

Continued on next page

3.2.2 IOC Hotel(s) Operations, Continued

Venue Team

The venue team responsible for the planning and operation of this venue may include representatives from the following functions:

- Accommodation
- Accreditation
- Brand Protection
- Communications
- Event Services
- Financial Management
- Information Management
- IOC Relations and Protocol
- Language Services
- Logistics
- Medical
- Security
- Site Management
- Technology
- Telecommunications
- Ticketing
- Transport
- Workforce

Temporary Improvements, Equipment, Furnishings

The use of hotels as IOC Hotel(s) necessitates many temporary improvements in the hotel and a large amount of equipment, furnishings and vehicles to be brought in to support the operation of the hotel during the Games. Such improvements, equipment, furnishings and vehicles address the IOC's and OCOG's Games requirements in the areas of technology, telecommunications, transport, security and hotel appearance. The OCOG should carefully plan, in cooperation with hotel management, for their move in, installation, placement, use and removal.

International Television Signal

△ ✕

The OCOG shall provide at its expense one (1) main TV cinema wall (consisting of multiple television screens enabling the simultaneous viewing of all of the events of the Games via the international television signals) within the IOC offices, and a reasonable number of TVs with the international signals distributed around the IOC offices and members' lounge. TVs with the international signals must also be available in the guest rooms of the IOC Hotel(s). (Technical Manual on Organising Meetings)

Continued on next page

3.2.2 IOC Hotel(s) Operations, Continued

Marketing △ ✕	As an Olympic non-competition venue, the IOC Hotel(s) must be protected as a clean venue. Marketing Partners' specific products and services must also be available in the hotel on an exclusive basis, if such products and services are normally available in the hotel. (Technical Manual on Brand Protection)
Food and Beverage Services	The hotel should offer: • A full, hot breakfast buffet for up to two occupants of each room (included in the room rate). • Catering services for IOC events. • 24-hour room service.
IOC Members Lounge	The IOC Hotel hosting the members of the IOC must make available for IOC exclusive use, their existing Executive lounge and services. If such place does not exist, the hotel must make best efforts to accommodate such installation in one of their existing conference rooms at no extra cost.
Gym	The IOC Hotel must make available at no extra cost, existing sport facilities such as fitness, swimming pool and sauna facilities to all IOC Hotel guests and IOC staff members.
Business Centre	The IOC Hotel must offer the IOC the possibility to make exclusive use of their business centre facilities if required.
Room Deliveries	From time to time during the course of their stay, the IOC will have items delivered to guest rooms in the IOC Hotel(s). IOC Hotel(s) should offer such service to the IOC at no extra cost.

3.2.3 Alternative Accommodation Operations

Introduction

Alternative accommodation facilities are expected to operate more like traditional hotels during the Games. As most such facilities do not normally operate like traditional hotels, an OCOG should be attentive to the services that should be offered in alternative accommodation.

Housekeeping

The following housekeeping services should be provided:

- Cleaning.
  - Sleeping area.
  - Living area.
  - Bathroom.
  - Common areas.
- Re-supply of consumables.
- Linen Service.
  - Changing bed linens and towels.
  - Collection of soiled linens.
  - Laundry of soiled linens.
  - Return delivery of clean linens.

Front Desk

The following front desk services should be provided:

- Reservation management.
- Reception, check-in, checkout.
- Linen exchange (one for one).
- Key management.
- Mail delivery.
- Management of maintenance requests.
- Safe deposit box.
- Personal laundry service.
- General information.

Common Areas

The following common area services should be provided:

- Televisions.
- Computers with Internet access.
- Telephones.
- Game area.
- Ironing area.
- Snack/drink vending machines.
- General store or other vending.

Continued on next page

3.2.3 Alternative Accommodation Operations, Continued

Food & Beverage

Food and beverage services are subject to allocated constituent group requirements and OCOG capability.

Additional Services

Additional services may be offered based on the needs of the constituent group allocated to the accommodation facility.

Schedule

An OCOG should be attentive to the schedule of alternative accommodation to make certain it is ready for the Games. Specifically, it should establish a schedule of:

- Complete construction.
- Move-in logistics and overlay installation.
- Games operation and maintenance.
- Move-out logistics and overlay removal.

Staffing

Appropriate staff must be recruited, trained and managed to provide the services identified here.

3.2.4 Rooms for any Other Olympic Village

Introduction

The Olympic Village is provided to meet the OCOG's obligation to accommodate participating athletes in the Games. However, there are circumstances that could require the use of accommodation inventory outside the Olympic Village to meet that obligation.

Accommodation Inventory Assessment

Before making the decision to reserve accommodation inventory for any other Olympic Village and providing the services that go with these, the costs and knock-on effects need to be properly assessed (this mainly applies to Winter Games due to the distance between venues).

Olympic Charter Reference

△ ✕

- Should the IOC authorise the OCOG to hold events in any location other than in the Host City, the IOC Executive Board can require that the OCOG provide appropriate accommodations, services and facilities equivalent to those described in the Technical Manual on Olympic Village. (Olympic Charter)
- The OCOG must bear all expenses for board and accommodation of competitors, team officials and other team personnel in the Olympic Village and other accommodations as required above, as well as their local transport expenses. (Olympic Charter)

3.2.5 Accommodation Prior to the Games

Introduction

The Host City for the Games is also the site of many meetings, conferences and test events requiring accommodations that are held during the seven (7) years from the time the Games are awarded through the period of the Games themselves. Games-related business travel to and from the Host City should also be anticipated.

IOC Meeting Requirements

△ ✕

The Host City Contract requires the OCOG to respect the Technical Manual on Organising Meetings on the occasion of all meetings convened at the request of the IOC from the time of signature of the Host City Contract until at least three (3) days after the Closing Ceremony of the Games.

Other Meetings and Conferences

In addition to the IOC meeting requirements, there are other meetings and conferences that are held in the Host City during the period leading up to the Games. International Federations, National Olympic Committees, broadcasters, press, Marketing Partners, Paralympic organisations and the OCOG itself all host meetings and conferences requiring accommodation.

Pre-Games Meetings

Pre-Games meetings should not occur during or immediately prior to Games-time, as agreed by the IOC. In addition, meetings or congresses without any direct link to the Games should be avoided.

Test Events

There are also OCOG-hosted sport test events requiring accommodation in the Host City. World cups and championships, other international competitions, national cups, competitions and Olympic trials all require accommodation.

Business Travel

Prior to the Games, OCOG staff travel outbound from the Host City on business and require accommodation, and OCOG consultants, contractors, guests, etc. travel inbound to the Host City on business and require accommodation. It is important for the OCOG to centralise the management of such business travel accommodation.

If accommodation facility contracts for the Games contain a provision to earn complimentary rooms for group bookings, and if such a provision allows an OCOG to use such rooms in advance of the Games, inbound travellers may be booked into such accommodation, thereby saving cash for the OCOG.

Continued on next page

3.2.5 Accommodation Prior to the Games, Continued

Planning Responsibility

Responsibility for planning and selecting accommodation for these diverse needs varies. Many are planned and accommodation is selected by the organisation or OCOG functions responsible. Some organisations or functions may seek referrals for accommodation facility selection, and some may seek assistance in contracting accommodation. The OCOG may choose to centralise its accommodation selection and contracting process. OCOGs are encouraged to refer, select and/or contract only those accommodation facilities that are also contracted for the Games. Favouring accommodation facilities that are contracted for the Games rewards them for their participation with the OCOG, while giving them some experience in hosting Olympic-related groups and guests.

3.2.6 Torch Relay

Introduction

The Torch Relay requires accommodation along its route.

Rooms Required

The Torch Relay entourage travels with the Torch throughout its route, which may cover a great distance over a long period. Accommodation is among the services required by the entourage along the route. Most of the accommodation required is one (1) night at a time for the entire entourage.

Planning process

Following table illustrates the planning process for the Torch Relay:

Phase	Description
1	Establishment of Torch Relay route
2	Establishment of constituent group accommodation requirements (e.g. OCOG, Media, Marketing Partners, etc.)
3	Need for a standard Torch Relay accommodation to secure rooms at accommodation facilities along the route, according to the established schedule and established constituent group requirements

Execution

During the Torch Relay, coordinators should confirm arrangements and submit rooming lists for the next stops while in transit, manage the group arrival, and then settle charges upon departure.

Anticipating Torch Relay

The OCOG should anticipate the requirements of the Torch Relay as it arrives in the Host City near the start of the Games, when demand for accommodation is at its peak.

Past OCOGs

Among the Torch Relay precedents set by past OCOGs are:

- Outsource management of the entire Torch Relay accommodation to a contractor.
- Secure an accommodation sponsor to provide the rooms along the route.

3.2.7 Spectator Accommodation

Introduction

While accommodation for spectators is not managed in the same way as accommodation for other constituent groups, Host Cities still have an obligation (and a vested interest) in making accommodation available for spectators.

It is important to collaborate closely with the local tourist organisations and authorities for spectator accommodation. The operations for this programme are often outsourced to these entities, while maintaining general control in order to ensure that requirements are met.

Requirement
△ ×

For their Candidature File, Candidate Cities are required to provide details regarding their accommodation plan for spectators during the Games.

Such a plan does not obligate the OCOG to provide rooms for spectators in the same manner as other constituent groups. However, it does require that a Host City has sufficient rooms available, at reasonable prices and reasonable distances from the competition venues.

Once a Host City is awarded the Games, the obligation to undertake special efforts to maintain control over the availability and prices of the accommodation in and around the city during the period of the Games and to make certain that Olympic spectators be charged reasonable prices belongs to the Host City, the NOC of the Host Country and the OCOG. (Candidature Procedure and Questionnaire)

Influence on Ticket Sales

While the obligation to address spectator accommodation is placed on the OCOG by the IOC, the OCOG also has a vested interest in a successful spectator accommodation programme. The sale of tickets to Olympic events is affected by the availability of reasonably priced, good quality, well-located accommodation.

Continued on next page

3.2.7 Spectator Accommodation, Continued

Rooms Required

An OCOG may project the number of rooms that may be required to accommodate spectators by making planning assumptions on the following variables:

- Number of tickets available to spectators per day during the Games
- Percentage of tickets to be purchased by spectators requiring accommodation vs. percentage of tickets to be purchased by local spectators
- Percentage of spectators who will stay with family and friends during the Games vs. percentage of spectators who will purchase accommodation
- Number of spectators per room per day
- Number of tickets purchased by each spectator per day
- Percentage of above who have already secured their accommodation
- Impact of transport availability and distance to accommodation after late completion of competitions.

Spectator Programme Alternatives

An OCOG that has contracted the vast majority of a Host City's good quality, well-located accommodation inventory at controlled prices in advance may see a challenge in making spectator accommodation available. However, options are available:

- Residential accommodation.
- Commercial accommodation.
- Accommodation packaged with tickets.

It is important that any such programme be linked to the OCOG website, and that reservations be accepted via computer or via phone.

Residential Accommodation

If the supply of commercial accommodation (traditional hotels) is very limited, accommodation may be found in the private residences (houses, apartments, etc.) of the Host City and any other cities hosting an Olympic event. Such a programme requires the management of a third-party specialist in such accommodation. Sources of such accommodation could include:

- Home stay (owner vacates home).
- Home host (owner remains in home).
- Groups [many renters in one (1) building vacate their apartments].

Continued on next page

3.2.7 Spectator Accommodation, Continued

Commercial Accommodation

The availability of any commercial accommodation (traditional hotels) requires centralization to be viable. As tickets go on sale, spectators are likely to call the hotels with which they are familiar in the Host City and any other cities hosting an Olympic event. If there is no availability after many calls to many hotels, spectators may become distressed and discouraged. It is in the OCOG's interests to establish a centralized hotel reservation system for spectators to find available accommodation. Such a programme requires the management of a third-party specialist in such accommodation. Sources of such accommodation could include:

- Rooms never contracted by OCOG (e.g. new hotels, hotel that declined).
- Rooms released by the OCOG.
- Surplus rooms offered for resale by constituent groups.

Continued on next page

3.2.7 Spectator Accommodation, Continued

Accommodation Packaged with Tickets

Spectators find value and simplicity in accommodation packaged with tickets, and are familiar with such packages for other events. Such a programme requires the management of a third-party specialist in such accommodation. Sources of such accommodation could include:

- Rooms contracted directly by the third-party specialist.
- Rooms allocated to the third-party specialist by the OCOG.

As the role of this third-party specialist is coveted, selection is typically a marketing responsibility.

3.2.8 Athletes' Family Host Programme

Introduction

The Athletes' Family Host Programme provides complimentary accommodation in private residences to families of national and international athletes competing in the Olympic and Paralympic Games.

Objectives

The Programme's main objectives are:

- To enhance the athletes' experience of the Games by enabling their families to attend the Games to provide support to their athlete.
- To provide cost-effective accommodation for the families of athletes.
- To provide the Host City residents with an opportunity to be involved directly in the Games experience and to showcase local hospitality to visitors.
- To create a true national or international exchange experience for Host City families and the families of participating athletes.

Primary Responsibilities

- Recruit host families from Host City and any other cities hosting an Olympic event via local civic organisations.
- Recruit guest families via National Olympic Committees and National Paralympic Committees.
- Match host families to guest families.
- Select and train volunteers for operations during the Games.
- During the Games, manage airport meet and greet, airport transport and reception centre.

Host Family Obligations

- Provide complimentary room and breakfast for a defined period during the Games.
- Pick up guests upon arrival in Host City.
- Assist guests each day to the nearest point of public transport.

3.2.9 Games Operations

Introduction	This section addresses the accommodation activities that occur during the Games.
Accommodation "Hotline"	It is beneficial for the Accommodation Function to provide a phone "hotline" throughout the Reserved Period for its contracted accommodation facilities and its allocated constituent groups for servicing and problem solving.
OCOG Workforce	The OCOG Workforce requires support for last-minute reservation changes (names, arrival dates, departure dates, etc.) and room block management.
Resale Programme	There is a need to match those who have surplus rooms available to those who need rooms. Such a process may be formal or informal, but OCOGs are advised to anticipate the need.
Spectator Accommodation	See Section 3.2.7 for more information on Spectator Programmes that are in operation.
IOC Hotel(s) Operations	See Section 3.2.2 for a full explanation of IOC Hotel(s) operations.
Athletes' Family Host Programme	See Section 3.2.8 for more information on the Athletes' Family Host Programme that is in operation.
Contractors	Contracts for any accommodation responsibilities that have been outsourced should be monitored.
Paralympics	As the Paralympic Games follow closely after the Olympic Games, it is important for the OCOG to devote adequate resources to their final preparations, which occur during the Olympic Games.

3.2.10 Paralympics

Introduction

The OCOG has the same responsibility for the coordination and management of accommodation for the Paralympic Games as it does for the Olympic Games.

Candidate Cities
△ ▸ IPC

For their Candidature File, Candidate Cities must provide information regarding their accommodation plan for the Paralympic Games. (Candidature Procedure and Questionnaire)

Size of Games

The size of the Games is the key difference between the Olympic Games and the Paralympic Games, with the Paralympic Games being significantly smaller. It is the size of the Olympic Games, and the resulting pressure on the available accommodation that creates so many of the obligations, contracts, processes, procedures and systems related to the Olympic Games Accommodation Function. The size of the Paralympic Games permits a simplification of those Paralympic-equivalent obligations, contracts, processes, procedures and systems.

Timing and Duration of Games
△ ▸ IPC

The Paralympic Games must be held in the Host City of the Olympic Games. They must be held following the Olympic Games, with a specified period between the two events to be agreed between the IOC and the IPC. The duration of the Paralympic Games shall be 12 days for the Paralympic Summer Games and 10 days for the Paralympic Winter Games (specified periods include the days of the Opening and Closing Ceremonies) unless otherwise agreed between the IOC and IPC. (Technical Manual on Paralympic Games)

Payment Obligations
△ ▸ IPC ✕

The OCOG must pay for the Paralympic accommodation expense during the Games for the IPC Executive Committee and senior / key staff (approximately 50 people for 21 days) as determined by the IPC, and must accommodate them in the IPC Hotel. The IPC must pay for rooms for this constituent group in excess of this obligation. (Technical Manual on Paralympic Games)

The OCOG must also pay for the Paralympic accommodation expense during the Games for Technical Delegates, and must accommodate them in the IPC Hotel for the full duration of the Paralympic Games, including an acclimatization period prior to the Opening Ceremonies of the Games. The Paralympic Village can also be considered as a housing option for the Technical Delegates if approved by the IPC. (IPC Handbook)

Continued on next page

3.2.10 Paralympics, Continued

Allocation and Payment Schedules

For the Paralympic Games, OCOG's should anticipate an accommodation allocation and payment schedule that, unlike the Olympic Games, is much closer to the time of the Games.

Paralympic Village
△ ▸ IPC ✕

In addition to the OCOG's obligation to host Paralympic athletes, team officials, and athlete support personnel in the Paralympic Village at its own expense, the OCOG is also obligated to host technical officials in a separate area of the Paralympic Village at OCOG expense.

More information regarding the Paralympic Village is available in the Technical Manual on Olympic Village and NOC Services. Media accommodation may also be made available in the Paralympic Village in a completely separate and self-contained area with dedicated facilities and services, at their own expense. (Technical Manual on Paralympic Games)

IPC Hotel
△ ▸ IPC ✕

The IPC Hotel must be approved by the IPC and is normally the same hotel as one of the IOC Hotels. (IPC Handbook)

Constituent groups assigned to the IPC Hotel include:

- IPC Executive Committee, staff, guests.
- Technical Delegates.
- NPC officials and guests.

Within the IPC Hotel, the OCOG must also provide, at its own cost, an accessible suite for the President of the IPC, which includes a sitting room capable of hosting meetings for twelve (12) to fifteen (15) people and a fully serviced lounge area. Immediately adjacent to the President's suite, the OCOG must provide an office and a reception area capable of accommodating at least two (2) staff and at least four (4) persons waiting. (IPC Handbook)

Accessible Rooms

Each accommodation facility should have some inventory of fully accessible rooms. The IPC Hotel traditionally has the largest requirement for fully accessible rooms (10-20%). The standards of accessibility are outlined in the Technical Manual on Paralympic Games.

Continued on next page

3.2.10 Paralympics, Continued

Pre- and Post-Games

Most constituent groups have a need for accommodation both before and after the Games, though the degree of such need varies. Following is a table outlining the periods when constituent groups require rooms before, during and after the Paralympic Games.

Period	Days	Description
Pre-Games	7	Days from Paralympic Village opening until Opening Ceremony.
Games	12-Summer 10-Winter	Days from Opening Ceremony until Closing Ceremony.
Post-Games	3	Days from Closing Ceremony until Paralympic Village closes.

Olympic Processes Applicable to Paralympics

Accommodation Inventory / Constituent Groups

On a smaller and simpler scale, the following Olympic processes regarding accommodation inventory and constituent groups apply to the Paralympics:

- Identify accommodation obligations and requirements.
- Contract customized room inventory (not during bid process).
- Conduct needs assessment of constituent groups.
- Assign accommodation facilities (to be distinguished from allocation contract).
- Manage reservations and payments (via OCOG, outsourced or direct to hotel).

Related Responsibilities

On a smaller and simpler scale, the following Olympic processes regarding related responsibilities apply to the Paralympics:

- IPC Hotel management.
- Accommodation prior to the Games.
- Torch Relay.
- Spectator accommodations.
- OCOG Workforce accommodation management.
- Accommodation facility relations.
- Athletes' Family Host Programme.

3.2.11 Paralympics Constituent Group Requirements Legend

Introduction This legend explains the categories addressed in the Paralympics Constituent Group Requirements Table following.

Constituent Group A category of people attending the Paralympic Games who require accommodation.

Subgroup A smaller sub-group within a larger constituent group. A subgroup's accommodation requirements are distinct, and are likely to be coordinated separately from other subgroups within their constituent group.

Population The people, or categories of people, within a subgroup who actually occupy the guest rooms.

Rooms The number of guest rooms required to accommodate each constituent group, population or subgroup for both Summer and Winter Games. Such numbers may identify the entire constituent group or subgroup's guest room requirements, or they may be specific to each population within the subgroup. The number of guest rooms required is the best estimate available at the time this manual is published. The IPC is obligated to provide a final estimate of the number of rooms required upon the completion of the next Summer or Winter Games.

Occupancy The specific types of rooms preferred by the population or subgroup, defined primarily by the number of people who will occupy the room and the number of beds required in the room (e.g. single, double, suite, group, etc.). See Room Configurations in Section 1.1.5.

Quality The minimum accommodation quality preferred for the population or subgroup based on the quality standards addressed in Section 1.1.3 [e.g. five (5) stars, four (4) stars, etc.].

Continued on next page

3.2.11 Paralympics Constituent Group Requirements Legend, Continued

Accommodation Facility

The type of accommodation facility that is allocated to the population, with these three (3) options:

- IPC Hotel
- Paralympic Village
- Constituent Group Hotels ("CG Hotel" is abbreviation used in Table)

Paid By

The source of the obligation for payment for the population. (This criterion is intended to identify the source of the obligation only. Actual payment arrangements may vary.) Options are:

- OCOG
- Own
- IPC

Note

In the pages following, Section 3.2.12 provides the Paralympics Constituent Group Requirements Table, containing the key requirements of all constituent groups in a table format. Section 3.2.13 provides the Paralympics Constituent Group Requirements Description for each constituent group. The Description provides more details (in a narrative format) regarding constituent group requirements.

Blank cells in the Paralympics Constituent Group Requirements Table simply indicate that such information is not specified.

3.2.12 Paralympics Constituent Group Requirements Table

Constituent Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Paid By
IPC	IPC	IPC Executive Committee members/guests	220	600	Single & Double	4 to 5	IPC Hotel	OCOG/IPC
		IPC Directors and Staff						
		IPC Standing Committee/Commission members						
		IPC Consultants						
		IPC Distinguished Guests						
	IPSF / IOSD	Presidents & Secretaries General / guests						Own
		Officials Designated by IPC						
	NPC	Presidents & Secretaries General / guests						
	Official Delegations	Organising Committees of Future Games						
		Organising Committees of Future IPC World Champ.						
		Applicant/Candidate Cities for Future Games						
	Agencies	WADA						
	Other	Other accredited persons determined by IPC						
IPSF / IOSD	Representatives	Executive Committee members	60	200	Single & Double	3 to 5	CG Hotel	Own
		Staff and Guests						
	Games Officials	Technical Delegates and Assistants	70	1000			Paralympic Village	OCOG
		Technical Officials						
		Chief Classifier and Classifiers						

Continued on next page

3.2.12 Paralympics Constituent Group Requirements Table, Continued

Constituent Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Paid By
NPC		Additional Team Officials	150	200	Double	1 to 2	Para.Village	Own
		NPC Guests	100	250	Sgl & Dbl	3 to 5	CG Hotel	Own
Host OCOG	Workforce	Staff, volunteers, contractors, suppliers, etc.			Sgl & Dbl	1 to 3	CG Hotel	OCOG
	Honoured Guests	Heads of State/Government, Ministers, Dignitaries	100	250	Sgl & Dbl	4 to 5	CG Hotel	Varies
Future OCOG		Observers	50	100	Single	3 to 4	CG Hotel	Own
Marketing Partners		Partner, Sponsor, Licensee Hospitality	30	70	Single & Double	3 to 4	CG Hotel	Own
		Support and Technical Staff						
Media		Written and Photographic Press	500	1000	Single & Double	1 to 2 some 3	CG Hotel	Own
		Broadcast Production Staff (RHB and OBO)						
		Totals	**1,280**	**3,670**				

3.2.13 Paralympics Constituent Group Requirements Description

Introduction

Constituent groups have specific requirements regarding their accommodation during the Paralympic Games, and OCOGs have specific obligations to meet those requirements. This section addresses those requirements and obligations.

IPC Requirements
△ ▸ IPC

All members of the IPC Executive Committee, management and committee members shall be accommodated in one hotel. To the extent possible, all other members of the IPC constituent group shall be accommodated in the same hotel or in hotels situated nearby. Accommodation for the IPC directors and staff shall be in the same hotel or in a hotel within reasonable walking distance of the hotel in which the IPC Executive Committee, management and committee members are accommodated. Services and pricing must be consistent in all hotels used for the IPC.

IPC Medical Committee
△ ▸ IPC

The OCOG shall make available rooms for the members of the Medical Committee at the Games, at either the same hotel where the members of the IPC are residing or at a hotel nearby. The option of housing the Medical Committee at the Paralympic Village shall also be considered by the IPC.

World Anti-Doping Agency
△ ▸ IPC

The OCOG shall make available accommodation, at WADA's expense, for a period determined by the IPC Governing Board, as follows:

- For the delegation of the WADA General Office: rooms at either the IPC Hotel or at a hotel within close proximity.
- For the persons operating the WADA Athletes' Outreach Programme: rooms within close proximity of the Paralympic Village. The option of housing this group in the Paralympic Village shall also be considered by the IPC.
- For the delegation of the WADA Independent Observers: rooms in the IPC Hotel or a hotel within close proximity of the IPC Hotel.

Continued on next page

3.2.13 Paralympics Constituent Group Requirements Description, Continued

IPSF / IOSD Requirements
△ ▸ IPC ✕

The OCOG can provide facilities within the Paralympic Village for the accommodation of all Games Officials, but in a separate section with no access for athletes or team officials. (IPC Handbook)

Expense Coverage

The expenses for accommodation of games officials coming from countries other than the Host Country shall be paid by the OCOG. Accommodation for all technical delegates, classifiers, officials and jury members is for the full duration of the Games including an acclimatization period prior to the Opening Ceremony of the Games. (IPC Handbook)

The OCOG must also pay reasonable travel, board and accommodation expenses of a technical delegate from each IPSF/ IOSD who have the responsibility for ensuring that their rules are honoured.

Facilities requirements

Accommodation provided for the games officials, including the persons on the juries of appeal of the respective IPSF, and the national and international technical officials needed for the competitions, must have bath and/or shower facilities in a ratio identical to the athletes. The games officials must be placed in accommodation facilities close to the competition sites of their respective sports, or in a village where all the technical officials required for the efficient running of the Paralympic Games are accommodated together.

NPC Requirements
△ ▸ **IPC**

Additional Officials

These officials are housed in the Paralympic Village or a hotel option can be proposed.

Equestrian Officials

Grooms and horse owners must be accommodated in close proximity to the venue. A groom's village can be created on-site at the venue as a housing option.

Continued on next page

3.2.13 Paralympics Constituent Group Requirements Description, Continued

Host OCOG Requirements

Honoured Guests

These guests are typically heads of state, heads of government, ministers and international dignitaries. Most are invited by their respective National Paralympic Committee, though others may be hosted by the IPC or the OCOG. In all cases, the OCOG shall make provisions for making adequate accommodation available and their arrangements are coordinated with the OCOG. Payment for their accommodation may be on their own or by their host. Their accommodation should be provided in close proximity to the IPC Hotel.

Games Workforce

The OCOG should also make provision to accommodate the Games-related workforces who do not live in the region, such as staff, volunteers, contractors, suppliers, etc. This accommodation should be of moderate quality and price and be located close to the venues where they will be working.

Future OCOGs

The future Organising Committees of the Paralympic Games will bring a certain number of observers in addition to the official delegations (accommodated at the IPC Hotel) for whom the OCOG shall make available sufficient accommodation close to their field of observation.

Broadcasters Requirements
△ ▸ IPC

The OCOG is responsible for providing access to accommodation for Rights Holders and for the OBO using hotels and Paralympic Village (if applicable). The accommodation for Rights Holders must be adequate to lodge all accredited staff and to fulfil contractual requirements. All hotels serving the Rights Holders must be as close as possible to the IBC/MPC or MMC to facilitate the transport operations.

Press and Photographers Requirements
△ ▸ IPC

The OCOG must provide access to accommodation for Press and Photographers using hotels and Paralympic Village (if applicable). All hotels serving the Rights Holders must be as close as possible to the IBC/MPC or MMC to facilitate the transport operations.

Continued on next page

3.2.13 Paralympics Constituent Group Requirements Description, Continued

All Media Requirements
△ ▸ IPC

A variety of different categories of accommodation facilities should be offered so as to offer a range of prices. All rooms must have adequate air conditioning/heating according to the climate of the city. Rooms must have telephones suitable for transmission of data, text and images from a portable computer.

Whichever type of media accommodation is used, efforts must be made to group all the accredited media representatives in the smallest possible number of accommodation facilities to facilitate the operation of the media transport system.

The proximity of media accommodation facilities to the IBC/MPC or MMC and to major competition venues is important in ensuring short transfer times. Such transfer times to the IBC/MPC or MMC should not exceed 30 minutes. Where feasible, media accommodation facilities should be within walking distance of the IBC/MPC or MMC, i.e. within 1 kilometre.

The Paralympic Village can be considered as an option to accommodate the media. The segment of the Olympic Village that is unused during the Paralympics can be transitioned into a media village. This facility must be entirely self-contained with all services (transport, dining, etc.) separate from the Athletes and Team Officials. It also must be separate from the area of the village for games officials.

3.3 → Accommodation Administration

Executive Summary

Executive Summary

Accommodation responsibilities are accomplished by relying on Accommodation Function people and systems, many other OCOG functions and many sources outside the OCOG. This chapter addresses how those resources are used to achieve accommodation objectives.

Contents

This chapter contains the following topics:

Topic
3.3.1 Technology
3.3.2 Staffing
3.3.3 Key Interfaces
3.3.4 Post-Games Reports

3.3.1 Technology

Introduction

Accommodation is highly dependent on technology to help manage its responsibilities.

Games Management System

It is expected that one or more of the Marketing Partners will provide the technological resources for the Games, including the Games Management Systems, one of which is the Accommodation System.

Accommodation System Presentation

The Accommodation System is dedicated to managing the data and financial information associated with the accommodation facility inventory and constituent groups.

- An OCOG should review the existing application of the Accommodation System to determine what modifications may be required to provide for the functionality required by its contracts and business process.
- It should then make plans to make those modifications, perhaps in phases, to correspond with the pre-determined schedule of obligations in the accommodation facility contracts and in this manual.

The Accommodation System, and the reports that it provides to management, enable the OCOG to successfully manage the large amount of accommodation data and financial information for which the OCOG is responsible.

Computer Processes

OCOGs are advised (to the extent possible) to incorporate predominantly computer-based electronic processes and procedures. The volume of transactions is high and OCOGs are likely to be overwhelmed by processes and procedures that are manual.

Other Applications

Other accommodation responsibilities are also made easier to accomplish with the use of other software applications:

Application	Purpose
Cartography	Allocation planning and accommodation facility mapping
Event Planning	Planning meetings, conferences, test events, Torch Relay

3.3.2 Staffing

Introduction

This section gives an example of the people required to accomplish accommodation objectives.

Inclusions / Exclusions

This section addresses:

- The general structure of the staff.
- The categories of responsibilities that must be accomplished.
- The hiring schedule for senior management.

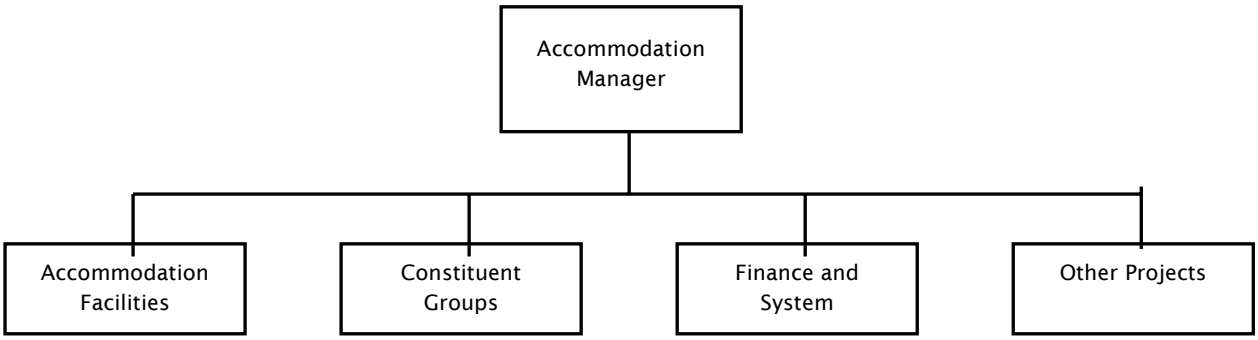
However, it does not address:

- The number of staff required, nor Summer / Winter Games variations.
- The specific level or salary of those staff.
- The opportunities to combine or necessity to divide responsibilities.
- The hiring schedule for assistant managers, specialists and/or support staff.
- The supervisory responsibility for those staff, such as:
  - OCOG Accommodation.
  - OCOG other function.
  - Outsourced contractor.

Each OCOG should address staffing in its own way. Specific models may be found in the Olympic Games Knowledge Reports of past OCOGs.

Example of General Structure

At its simplest, an example of an accommodation staffing structure may be viewed as in the illustration below:



Continued on next page

3.3.2 Staffing, Continued

Accommodation Manager

The Accommodation Manager is responsible for managing the entire Accommodation Function, including all outsourced responsibilities.

The Accommodation Manager should be hired six (6) years prior to the Games.

Accommodation Facilities

The Accommodation Facilities supervisor is responsible for managing accommodation facility contracting, inventory and relations. Assistants, specialists and/or support staff may be required in the following areas:

- Alternative accommodation.
- Accommodation facility seminars.
- IOC Hotel(s).

The Accommodation Facilities supervisor should be hired four (4) years prior to the Games.

Constituent Groups

The Constituent Groups supervisor is responsible for managing constituent group requirements, needs assessment, allocations and communications. Assistants, specialists and/or support staff may be required for the following constituent group categories:

- IOC, IFs, NOCs.
- Media (Press, Broadcasters).
- Olympic Partners (all levels).
- Host OCOG (Workforce & Dignitaries).

The Constituent Groups supervisor should be hired four (4) years prior to the Games.

Finance and System

The Finance and System supervisor is responsible for managing the accommodation system, finances and business process. Assistants, specialists and/or support staff may be required in the following areas:

- Accommodation technology system.
- Accounts receivable / accounts payable.
- Reservations.

The Finance and System supervisor should be hired four (4) years prior to the Games.

Continued on next page

3.3.2 Staffing, Continued

Other Project

Other Project supervisors are responsible for managing the various other responsibilities of accommodation, including:

- Accommodation prior to the Games.
- Torch Relay.
- Spectator accommodation.
- Athletes' Family Host Programme.
- Paralympics.

Other Project supervisors should be hired one (1) to three (3) years prior to the Games.

3.3.3 Key Interfaces

Introduction This section addresses the primary interfaces of the Accommodation Function

Internal The following OCOG functions interface closely with the Accommodation Function:

Function	Interface
Ceremonies	One of largest internal constituent groups
Client Services	Liaison with Marketing Partners constituent groups
Financial Management	Budgeting, accounts payable/receivable, cash flow
IOC Relations & Protocol	Liaison with IOC constituent groups
Legal	Accommodation facility and allocation contracts
Logistics	Alternative accommodation supplies and operation
NOC Services	Liaison with NOC constituent groups
Press Operations	Liaison with Press constituent groups
Procurement	Alternative accommodation goods and services
Security	One of largest internal constituent groups
Sport Operations	Liaison with IF constituent groups
Technology	Accommodation system
Transport	One of largest internal constituent groups

External The following external groups interface with OCOG Accommodation:

Group	Interface
Accommodation Facilities	Accommodation facility contracts
Constituent Groups	Room requirements and allocations
Contractors	Outsourced accommodation responsibilities
Convention & Tourism Bureaus	Spectator accommodation; meetings, conferences and test events
Hotel Trade Associations	Accommodation facility contracting process

3.3.4 Post-Games Reports

Introduction

To share its knowledge and expertise in relation to the planning, organisation and staging of the Games to assist the IOC and future OCOGs subsequent to the Games, the OCOG is required to support several initiatives under the direction of the IOC Executive Board.

Report Obligation
△ ×

Upon completion of the Games, the OCOG must prepare the section of the Official Report that details the planning, organisation and celebration of the Olympic Games. (Olympic Charter)

Transfer of Knowledge
△ ×

As described in the Host City Contract, all functions of the OCOG must actively share their knowledge with the IOC and future OCOGs. This can happen through workshops, documents, statistics software and any other relevant materials.

Report Recommendation

The accommodation elements of the Official Report should include detailed reports and statistics on constituent groups' use of accommodation facilities, and should be accompanied by the documents, databases and systems used to support and administer the Accommodation Function. Such reports, statistics, documents, databases and systems should use the terminology and categories used in this manual for the benefit of future Games-to-Games comparisons. Such reports should address both Olympic and Paralympic Games.

Continued on next page

3.3.4 Post-Games Reports, Continued

Additional Initiatives
✕

As laid out in the Host City Contract, the OCOG is also required to support, (and the Accommodation Function is encouraged to participate in these additional initiatives:

Secondment Programme

This is a programme providing for some job positions to be filled, prior to, during and after the Games, by members of the staff from future OCOGs.

Observation Programme

This is a programme providing that the activities of the OCOG may be observed, particularly at pre-Games rehearsals and during the period of the Games.

Games Debriefing Programme

This is a programme providing that the OCOG and/or the Host Country NOC shall cooperate with the IOC in the holding of meetings or seminars until one (1) year after the Games are held, including making available, at their expense, appropriate persons that are or were members of the OCOG staff for such meetings and seminars.

Index

Accommodation Facility 25, 29, 39, 51, 55, 102, 109, 110, 113, 114, 134
Accommodation System 20, 25, 142
AIOWF 25, 44, 67, 96
Allocation 25, 54, 61, 79, 85, 87, 88, 94, 98, 99, 100, 131, 142
Allocation Contract 25, 87, 98, 99, 100
Allocation Plan 25, 98
Alternative Accommodation 25, 35, 36, 37, 51, 59, 113, 118
ANOC 25, 44, 67, 96
ASOIF 25, 44, 67, 96
Broadcaster 27, 70
Candidature File 24, 25, 38, 39, 43, 45, 88, 94, 98, 111, 124, 130
CAS 26, 44, 67, 71, 96
Conference Rooms 26, 55, 79, 92, 99, 115
Constituent Hotels Rate 23, 26, 43, 45, 46, 47, 48, 56, 65, 98
Double Occupancy 26
EBU 26, 70, 97
Future Organising Committee 63
GAISF 26, 44, 67, 96
Guest Rooms 26
Host City Contract 9, 17, 26, 48, 81, 86, 89, 98, 111, 115, 121
Host Country 26, 34, 56, 59, 68, 73, 83, 85, 96, 124, 138, 148
Host Organising Committee 63
IBC 26, 81, 82, 83, 85, 139, 140
IF 26, 44, 68, 73, 96, 146
International Federation 25, 26, 63, 73, 121
International Olympic Committee 26, 63, 71
Inventory 18, 23, 25, 29, 31, 38, 88, 132
IOC EB 26
IOSD 26, 135, 138
IPC 9, 17, 24, 26, 28, 130, 131, 132, 133, 134, 135, 137, 138, 139, 140
IPC Hotel 24, 26, 130, 131, 132, 134, 135, 137, 139
IPSF 26, 135, 138
Marketing Partner 23, 26, 63, 69, 78, 79, 80, 89, 97, 99, 101, 117, 121, 123, 136, 142, 146
Media 9, 23, 27, 63, 70, 81, 82, 83, 84, 85, 97, 123, 131, 136, 140, 144
Minimum Stay 41, 82
MMC 27, 139, 140
MPC 27, 82, 83, 84, 85, 139, 140
National Olympic Committee 25, 27, 63, 74, 121, 128
NBC 27, 70, 97
Needs Assessment 87, 90, 91, 92, 93
NGB 27
NOC 27, 44, 67, 68, 74, 75, 96, 124, 146, 148
NPC 27, 131, 135, 136, 138
OBO 27, 70, 81, 85, 86, 97, 136, 139
Olympic Hotel(s) Rate 23, 26, 27, 43, 44, 45, 48, 57, 65, 71, 111

Index

Olympic Period....23, 27, 41, 42, 48, 92, 99
Population....27, 44, 67, 68, 91, 96, 97, 133, 135, 136
Post-Olympic Period....27, 41, 42, 99
Preliminary Accommodation Facility Guarantee....27, 33
Pre-Olympic Period....27
Press....27, 70, 81, 82, 83, 85, 97, 101, 136, 139, 144, 146
Price....33, 43, 46, 48, 92
Pricing....31, 43, 44, 45, 46, 48, 56
Release....53, 99
Reservation....87, 99, 102, 118
Reserved Period....27, 41, 43, 53, 54, 99, 115, 129
RHB....27, 136
Single Occupancy....27, 82
Spectator....113, 124, 125, 129, 132, 145, 146
Standard Accommodation Facility Contract....27
Standard Contract....51, 52, 53, 54, 55, 56, 58, 65, 72
Subgroup....28, 44, 67, 68, 91, 96, 97, 133, 135, 136
TOP Partner....28, 78, 80
Twin....28
USD....28, 45
WADA....28, 44, 67, 72, 96, 137