PRESS

Technical Manual on Media – Written and Photographic Press

Technical Manual on Media

PART I

Written and Photographic Press & General Facilities and Services

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

Table of Contents 3
I. Global Reference Data 9
II. Changes from Previous Version 10
III. Related Documents 11
IV. Information Road Map 12
V. Olympic Games Study 15
VI. Introduction 19
VII. Executive Summary 20
VIII. Technical Presentation 21
IX. Link to OCOG Phases 22
X. Master Schedule Reference 24
XI. Obligations Checklist 25
XII. Specific Glossary 26

PART I → Written and Photographic Press and General Facilities and Services to be provided to the Media 29

1.0 → General Forward and IOC Media Structure 31
1.1 Olympic Charter Reference* 32
1.2 Olympic Broadcasting Services (OBS) 33
1.3 IOC Media Structure 34
1.4 Reporting 35

2.0 → General Facilities and Services to be provided to the Media by the OCOG 37
Executive Summary 37
2.1 Media Accommodation 39
2.2 Media Transport 41
2.3 Telecommunications 44
2.4 Technology 46
2.5 Accreditation 49
2.5.1 Media Accreditation 50
2.5.2 Media Accreditation Centre 52
2.5.3 Broadcasters (RT and HB categories) 55
2.5.4 Written and Photographic Press (E categories) 57
2.6 Access to Olympic Village 71
2.7 Additional Access Controls and High Demand Events for the Media 72
2.7.1 High Demand Events for the Written and Photographic Press 73
2.8 Language Services 76
2.9 Support Services 77
2.10 Employment Laws, Permits and Taxes 78

Table of Contents

3.0 → Written and Photographic Press 79
Executive Summary 79
3.1 → Press Operations Function 81
Executive Summary 81
3.2 → Press Operations Structure 83
Executive Summary 83
3.2.1 Press Operations Structure 84
3.2.2 Press Operations Function Administration 86
3.2.3 Key Tasks Timeline 90
3.3 → Main Press Centre 97
Executive Summary 97
3.3.1 Function 99
3.3.2 Location 99
3.3.3 Building Structure 100
3.3.4 Possession, Move-out and Retro-fit 100
3.3.5 Dimensions 101
3.3.6 Reliability Tests, Opening Dates and Operating Hours 101
3.3.7 Public Address System 102
3.3.8 Security and Emergency Services 102
3.3.9 Cleaning and Maintenance 102
3.3.10 Main Lobby 103
3.3.11 Rate Card Services Centre 104
3.3.12 Main Press Workroom 105
3.3.13 Private Rental Space 107
3.3.14 Press Conference Facilities 109
3.3.15 Photo Services 111
3.3.16 Catering 112
3.3.17 Sponsors' Protection 113
3.3.18 Signage 113
3.3.19 Key Lessons from Previous Games 114
3.4 → Venue Media Facilities and Services 115
Executive Summary 115
3.4.1 Media Workrooms 117
3.4.2 Press Tribunes 118
3.4.3 Interview Facilities - Press Conferences and Mixed Zone 121
3.4.4 Media Lounge 128
3.4.5 Photo Services 129
3.4.6 Venue Access 130
3.4.7 Staffing 131
3.4.8 Media Access to Olympic Village 132
3.4.9 Key Lessons from Previous Games 135

Table of Contents

3.5 → Olympic News Service 137
Executive Summary 137
3.5.1 Introduction 139
3.5.2 ONS Operating Principles 139
3.5.3 INFO Content 140
3.5.4 INFO Terminals 140
3.5.5 ONS Staffing 141
3.5.6 ONS Reporting 144
3.5.7 Flash Quotes 145
3.5.8 Results and Distribution 146
3.5.9 Biographies 147
3.5.10 Historical Data & Background Information 151
3.5.11 ORIS 153
3.5.12 Key Lessons from Previous Games 154

3.6 → Photo Services 155
Executive Summary 155
3.6.1 General Framework 157
3.6.2 Staffing and Planning 158
3.6.3 Categories of Photographers 160
3.6.4 Photographers' Undertaking 162
3.6.5 Photographers' Identification 163
3.6.6 Dress Code 164
3.6.7 Facilities and Services at Venues 165
3.6.8 Facilities and Services at MPC 170
3.6.9 International Olympic Photo Pool (IOPP) 172
3.6.10 National Olympic Photo Pool (NOPP) 173
3.6.11 Photo Ticketing 174
3.6.12 Photo Courier System 174
3.6.13 Key Lessons from Previous Games 175

3.7 → Press Services 177
Executive Summary 177
3.7.1 Introduction 178
3.7.2 Rate Card 179
3.7.3 Publications 180
3.7.4 Media Volunteers Programme 181

3.8 → Annexes 183
Annex 3.8.1 – Sydney 2000 MPC Plan 184
Annex 3.8.2 - Turin 2006 MPC Plan 185

Table of Contents

PART II → Broadcasting - BOOK 2

4.1 → Broadcasting
- 4.1.1 Introduction
- 4.1.2 Olympic Broadcasting Services (OBS)
- 4.1.3 Financial Guidelines
- 4.1.4 Olympic Broadcasting Overview and Definitions
  - Broadcast and Distribution Rights
  - Olympic Broadcasting Organisation (OBO)
  - Television Programme
  - International Television and Radio Signals (ITVR signals)
  - Television and Radio News Access
  - International Broadcast Centre (IBC)
  - Olympic Venues
  - Multilateral facilities and services
  - Unilateral facilities and services
  - Olympic News Agency
  - Planning Phase
  - Operational Phase
  - Media

4.2 → General Facilities and Services to be provided to the media by the OCOG
- Executive Summary
- 4.2.1 Telecommunications

4.3 → Facilities and Services for Broadcasting at Venues
- Executive Summary
- 4.3.1 Production of the ITVR Signals
- 4.3.2 Camera PositionS
- 4.3.3 Commentary Positions
- 4.3.4 Observers
- 4.3.5 Interview Facilities
- 4.3.6 Power
- 4.3.7 Lighting
- 4.3.8 Technical Areas
- 4.3.9 Information Services
- 4.3.10 Information Office
- 4.3.11 General Services for Broadcasting at the Venues

4.4 → International Broadcast Centre
- Executive Summary
- 4.4.1 General Description
- 4.4.2 OBO Technical Facilities
- 4.4.3 Rights Holder Facilities
- 4.4.4 Common Facilities and Services

Table of Contents

4.5 → Annexes

Annex 4.5.1 - Athens TV Production Plan
Annex 4.5.2 - Athens IBC Plan
Annex 4.5.3 - Salt Lake City TV Production Plan
Annex 4.5.4 - Salt Lake City IBC Plan
Annex 4.5.4 -Facilities and Services for Broadcasting to be provided by the OCOG and the OBO (OCOG only)

I. Global Reference Data

Name **Technical Manual on Media**

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.

Only Olympic Games requirements are covered within this technical manual. Paralympic Games requirements are not included.

The English version of this Technical Manual will prevail.

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 on Media is an update of the *IOC Media Guide 2001*.

Content has been updated based on technical advances in the broadcast and press industries as well as reports and recommendations from Games Debriefing and Post-Games Analysis from:

- Salt Lake City 2002 Olympic Winter Games
- Athens 2004 Olympic Games
- Olympic Games Study Commission
- IOC Radio and Television Commission
- IOC Press Commission

Olympic Broadcasting Services (OBS) is incorporated in this Technical Manual for the first time.

Context

This is a document created as part of the IOC initiative to update and standardise the technical manuals provided to OCOGs. This manual provides detailed planning information that was not previously presented to an OCOG or bidding city in a consolidated format.

III. Related Documents

List

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

- Olympic Charter
- Host City Contract
- Rights Holder agreements
- Facilities and Services for Broadcasting to be provided by the OCOG and the OBO
- IOC News Access Rules
- IOC Photo Manual
- IOC Concession Guidelines
- Accreditation and Entries at the Olympic Games – Users Guide
- Technical Manual on Olympic Village
- Technical Manual on Venues - Design Standards for Competition Venues
- Technical Manual on Planning, Coordination, and Management of the Olympic Games
- Technical Manual on Sport
- Technical Manual on Transport
- Technical Manual on Accommodation
- Technical Manual on Ticketing
- Olympic Games Knowledge Reports
- IOC Press Commission reports
- RTV Commission reports

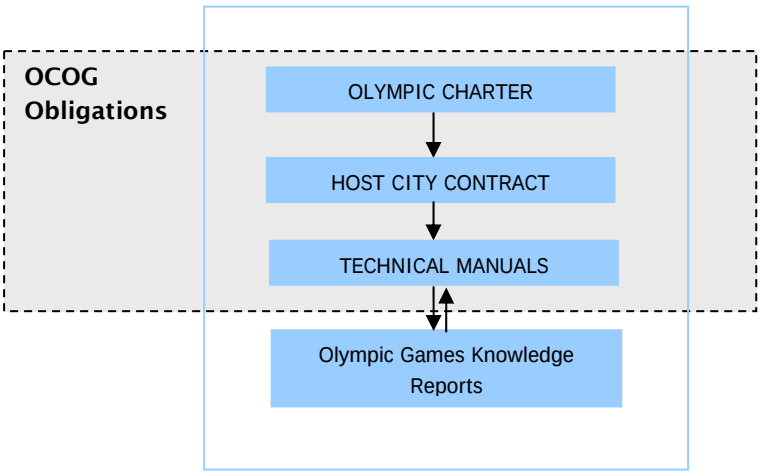
IV. Information Road Map

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 Technical Manual on Media outlines the media facilities and services to be provided by the Organising Committee for the Olympic Games (OCOG) and the Olympic Broadcasting Organisation (OBO) for the accredited media including, in particular, broadcasters who have concluded agreements with the IOC for the acquisition of the rights to broadcast the Olympic Games (Rights Holders) and the accredited written and photographic press (Press).

OCOG and OBO obligations to the accredited media, as well as certain responsibilities applying to the accredited media, are further established in:

- The Olympic Charter
- Host City Contract
- A contract to be signed by the IOC, the OCOG and the OBO
- The "Facilities and Services to be provided by the OCOG and the OBO" document annexed to this Technical Manual
- Rights Holder agreements
- Other IOC Technical Manuals

By delivering high quality facilities and services to Rights Holders, through the OBO, and the press, the OCOG must aim at ensuring the best possible media coverage of the Olympic Games to the widest possible audience.

This Technical Manual on Media also helps Applicant Cities and Candidate Cities understand the scale and scope of facilities and services that are required to be provided to ensure the successful broadcasting and media operations at the Olympic Games and Olympic Winter Games as they seek election as Host City of future editions of the Games.

Limits

Requirements may need to be adjusted to each individual city, venue and/or sport depending upon the actual conditions in place. These requirements may also change following detailed surveys by the IOC and host broadcaster management team and the eventual needs of the OBO, Rights Holders and Press.

Target Audience

The target audience for this manual is:

- OCOG
- NOCs
- IFs
- Media
- OBO
- Applicant and Candidate cities
- IOC

VII. Executive Summary

Introduction

The Technical Manual on Media consists of two parts and four chapters, plus annexes. The two Parts should be read in conjunction with each other.

Following is a summary of the contents of each chapter:

Chap	Title	Description
PART I - Written and Photographic Press and General Facilities and Services to be provided to the Media		
1.0	General Forward and IOC Media Structure	Chapter 1 offers a general introduction and preamble to the IOC media structure as well as an introduction to the expectations for the host broadcast and media operations at the Olympic Games and Olympic Winter Games. It includes a brief overview of Olympic Broadcasting Services (OBS), the roles of the IOC Press Commission and IOC Radio and Television Commission, reporting, relations with IOC and the final report and transfer of knowledge.
2.0	General Facilities and Services to be provided for the Media by the OCOG	Chapter 2 outlines the general facilities and services to be provided by the OCOG for the media including accommodation, transport, telecommunications, technology, accreditation, access to the Olympic Village, additional access controls and high demand events, language services, support services, and employment laws, permits and taxes.
3.0	Written and Photographic Press	Chapter 3 details the facilities and services that are to be provided for the written and photographic press as well as some common media services, including the Main Press Centre, Venue Media Facilities and Services, Olympic News Service, Photo Services and Press Services, as well as the structure, key timelines and responsibilities of the OCOG Press Operations.
PART II - Broadcasting		
4.0	Broadcasting	Chapter 4 describes the media facilities and services to be provided by the OCOG and the Olympic Broadcasting Organisation (OBO) for the media including facilities and services for broadcasting to be supplied at the venues, the International Broadcast Centre (IBC) as well as general financial guidelines.

VIII. Technical Presentation

Format of Manual

The Technical Manual on Media (previously called the "*IOC Media Guide*") consists of two Parts and four Chapters, plus annexes. The two Parts should be read in conjunction with each other.

PART 1 - Written and Photographic Press and the General Facilities and Services to be provided to the Media

Chapter I	General Forward, Preamble and IOC Media Structure
Chapter II	General Facilities and Services to be provided for the Media by the OCOG
Chapter III	Written and Photographic Press

PART 2 - Broadcasting

Chapter IV	Broadcasting

The Technical Manual on Media is compiled by IOC Media Operations in consultation with the Olympic Broadcasting Services (OBS) and the IOC Legal Department.

The Technical Manual on Media is revised whenever the IOC deems it necessary to incorporate the latest developments in media coverage of the Olympic Games and other major sporting events.

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 Press Operations Functional Area.

Olympic Broadcast Organisation

OBO link to OCOG Phase developed separately.

Press Operations

The general timeline for Press Operations is as follows:

	Phase	Month	Responsibilities
1	Foundation Planning	G-98 to G-66	
2	Strategic Planning	G-65 to G-42	• Appointment of Head of Press Operations • MPC location approved and preliminary construction plans submitted • Written press service requirements and concept of operations completed • MPC Manager appointed • Managers for ONS, Photos, Venues and Press Services appointed • First annual media info update book produced • MPC Block Plan submitted to IOC for approval
3	Operational Planning	G-41 to G-6	• Specialist volunteer recruitment programme initiated • MPC assistant manager appointed • Media accommodation plan to IOC • Written Press Rate Card planning and IOC approval • World Press Briefings planned and held • Press accreditation process from quotas to mail outs and distribution • Media transport plan devised and IOC approved • INFO planning and development leading to final testing • Media publications written and published for mail out • Media accommodations identified, booked and paid for. • ONS planning, ORIS process and biography collection • MPC rental space allocated • MPC catering contract negotiated • Kodak requirements in MPC scoped and agreed

Continued on next page

IX. Link to OCOG Phases, Continued

Press Operations (continued)

	Phase	Month	Responsibilities
3	Operational Planning (continued)	G-41 to G-6	• MPC construction and overlay completed • Venue media centres scoped, designed and approved by IOC, including size and location of Press tribunes • Photo positions, lighting and transport system finalised • Press Accreditation process starts • IOC negotiates IOPP agreement with agencies • Press Operations progressive staff recruitment • Recruit Venue Press and Photo Managers, ONS Supervisors and editorial staff • Games training plans for paid and volunteer staff
4	Testing	G-24 to G-6	• Finalise staff and media volunteer numbers • Volunteer recruitment • Develop and implement Media Volunteer Training Programme • Ensure present and future Venue Press and Photo Managers work at test events • Test event media publications • Test Event reviews and application to Games planning • Policies and procedures developed
5	Operational Readiness	G-5 to G-1	• Move into MPC • Official opening of MPC one month prior to Opening Ceremony • Media Accommodations open • Test INFO system • Final ONS editorial and biographical input • Media Guide printed
6	Games Operations	Games, Transition, & Paralympics	• MPC 24 hours operations • Kodak Imaging Centre operating • Media and Transport Guides distributed • Media transport starts G – 2w • Daily MPC briefings • INFO fully operational • Venue Media Centres operational • Film Transport system operating • ONS fully functional
7	Dissolution	G to G+12	• Close down Venue Media Centres • Bump out of MPC • Press Operations Final Report to IOC Press Commission • Press Operations Transfer of Knowledge report

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

Summary of Obligations

The OCOG will provide to the media:

- the overall planning and organisation of the Games, in consultation with the IOC and the OBO, in order to enable the OBO, the Rights Holders and the Press to provide the best possible coverage of the Games to the widest possible audience
- the necessary infrastructure, facilities and services to operate the IBC, MPC and venues, as set forth in the Host City Contract and Technical Manual on Media
- the general facilities and services, including accommodation, transportation and accreditation to assist the media in covering the Games as set forth in the Host City Contract and Technical Manual on Media as well as other Technical Manuals.

The Technical Manual on Media outlines the minimum media facilities and services to be provided.

All venues, facilities, services and other requirements for the media for their use, as well as the general infrastructure, are provided free of charge by the OCOG unless expressly specified otherwise in the Technical Manual on Media.

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.

Abbreviations

CATV	Cable Television
CCTV	Closed Circuit Television
CIS	Commentator Information Service
ENG	Electronic News Gathering
ENR	Accredited non rights holding broadcaster
HCC	Host City Contract
HDTV	High Definition Television
IBC	International Broadcast Centre
IF	International Sporting Federation
INFO	Games Information System
IOC	International Olympic Committee
IOPP	International Olympic Photo Pool
ITU	International Telecommunications Union
ITVR	International Television and Radio Signals
MMC	Main Media Centre
MPC	Main Press Centre
NOC	National Olympic Committee
NOPP	National Olympic Photo Pool
OBO	Olympic Broadcasting Organisation
OBS	Olympic Broadcasting Services SA
OCOG	Organising Committee for the Olympic Games
OIAC	Olympic Identity and Accreditation Card
ONA	Olympic Television News Agency
ONS	Olympic News Service
RHs	Rights Holding Broadcasters
VMC	Venue Media Centre
VTR	Video Tape Recorder
WBM	World Broadcasters Meeting
WBB	World Broadcasters Briefing
WPB	World Press Briefing
WNPA	World News Agency Feed

Continued on next page

XII. Specific Glossary, Continued

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

Icon and Colour	Type of Information
▭	Third party reference
▶ IPC	IPC Reference
✕	Cross-Reference

PART I → Written and Photographic Press and General Facilities and Services to be provided to the Media

Introduction This part describes the IOC media structure, general facilities and services to be provided to the media as well as the facilities and services that are to be provided for the written and photographic press.

Contents This part contains the following topics:

Chapter
1.0 General Forward and IOC Media Structure
2.0 General Facilities and Services to be provided to the Media
3.0 Written and Photographic Press

1.0 → General Forward and IOC Media Structure

Introduction

Chapter I, General Forward and IOC Media Structure, offers a general introduction and preamble to the IOC media structure as well as an introduction to the expectations for the host broadcast and media operations at the Olympic Games and Olympic Winter Games. It includes a brief overview of Olympic Broadcasting Services (OBS), the roles of the IOC Press Commission and IOC Radio and Television Commission, reporting, relations with IOC the final report and transfer of knowledge.

Contents

This chapter contains the following topics:

Topic
1.1 Olympic Charter Reference
1.2 Olympic Broadcasting Services (OBS)
1.3 IOC Media Structure
1.4 Reporting

1.1 Olympic Charter Reference*

Olympic Charter Reference to Media Coverage of the Olympic Games
✕

As stated in the Olympic Charter:

Media Coverage of the Olympic Games

1 The IOC takes all necessary steps in order to ensure the fullest coverage by the different media and the widest possible audience in the world for the Olympic Games.

2 All decisions concerning the coverage of the Olympic Games by the media rest within the competence of the IOC.

Bye-law

1 It is an objective of the Olympic Movement that, through its contents, the media coverage of the Olympic Games should spread and promote the principles and values of Olympism.

2 The IOC Executive Board establishes all technical regulations and requirements regarding media coverage of the Olympic Games in an **IOC Media Guide**, which forms an integral part of the Host City Contract. The contents of the **IOC Media Guide**, and all other instructions of the IOC Executive Board, are binding for any and all persons involved in media coverage of the Olympic Games.

3 Only those persons accredited as media may act as journalists, reporters or in any other media capacity. Under no circumstances, throughout the duration of the Olympic Games, may any athlete, coach, official, press attaché or any other accredited participant act as a journalist or in any other media capacity.

The Host City Contract and the Technical Manual on Media (previously "*IOC Media Guide*") constitute the practical and detailed application of the provisions of the Olympic Charter regarding the media.

Any case not expressly covered in the Technical Manual on Media or other IOC Technical Manuals, the Host City Contract and/or the Olympic Charter will be settled in the last resort by the IOC Executive Board, which is the supreme authority in regards to the staging of the Olympic Games.

* In force as from 1 September 2004

1.2 Olympic Broadcasting Services (OBS)

Summary of OBS

In May 2001, to ensure that high standards of broadcasting are maintained from Games to Games, the IOC Executive Board approved the decision to set up Olympic Broadcasting Services (OBS) for the purpose and mission of providing the facilities and performing the services generally performed by an "Olympic Broadcast Organisation" or "host broadcaster" – (OBO).

OBS's primary responsibilities hereunder shall be to:

- produce the ITVR Signals for the Games
- design, build, install, operate and then dismantle the IBC
- design, build, install, operate and then remove such facilities and equipment at the competition venues and select non competition venues
- coordinate and provide Multilateral and Unilateral facilities and services to the Rights Holders
- represent the needs of the Rights Holders
- produce features and maintain an Olympic archival service
- performing the obligations of the Olympic broadcasting organization as defined in the Olympic Charter, the Host City Contract, the Technical Manual on Media and rights holders agreements
- Other services that the IOC may require

OBS shall undertake its responsibilities and fulfil its obligations as the Host Broadcaster in a manner so as, at a minimum, to meet the IOC's and the Organising Committee's obligations to the various Rights Holders and to meet the requirements of the Olympic Charter, the Host City Contract, the IOC Technical Manual on Media and the Rights Holder Agreements.

OBS shall use its best efforts to provide the best possible coverage of the Games and showcase the Host City to the world in an exemplary fashion. The quality of its production shall be at least equal to that which has become customary with respect to the broadcast of the then most recent Olympic Games.

It is the OCOG's obligation to fully cooperate with the OBS in accordance with the instructions of the IOC Executive Board.

1.3 IOC Media Structure

IOC Games Management Team

Within the IOC Games management team, the Olympic Games Executive Director has the responsibility in regard to the overall Games project and for each specific Olympic Games. The Olympic Games Executive Director leads the IOC Games management team and is the link with the IOC Coordination Commission and the Olympic Broadcasting Organisation (OBO). He is also the head of the IOC Olympic Games Department.

Media Operations

Within the Olympic Games Department, IOC Media Operations is responsible for monitoring media preparations and overseeing the delivery of all facilities and services for the media at the Olympic Games.

In particular, Media Operations, working closely with the OCOG Press Operations function, is responsible for the operations of the accredited written and photographic press, including non-rights holding broadcasters.

The OBO is responsible for the delivery of the host broadcast operations.

The OBO and IOC Media Operations work closely on the delivery of all common media facilities and services.

IOC Specialised Commissions

The **Radio and Television (RTV) Commission** and the **Press Commission** advise the IOC on policy matters relating to the broadcasting and press industries, and in particular the media coverage of the Olympic Games. They receive administrative support from IOC Media Operations.

The commission chairpersons report to the IOC Executive Board and the IOC Session, as instructed by the IOC President.

The **Joint Media Working Group**, headed by the chairpersons of the Radio and Television Commission and the Press Commission, meets as required to co-ordinate their approach to common issues.

The OCOG will report to each of the IOC media commissions in accordance with the instructions of the IOC.

Wherever necessary, the IOC – under the practical coordination of IOC Media Operations – will delegate working groups to study specific areas such as accreditation, accommodation, transport, mixed zones, etc. OCOG media representative(s) may, at the IOC's request, be part of different working groups. Their participation in the proceedings of such working groups must not involve any expenses for the IOC.

The Head of Press Operations from the current OCOGs will be invited to attend, at the IOC's cost, each IOC Press Commission meeting providing the Commission with a detailed written and verbal progress report.

The OBO and the OCOG from the current Games will be invited to attend each IOC RTV Commission meeting, at the IOC's cost, providing the Commission with a detailed written and verbal progress report.

1.4 Reporting

Overview of Reporting

The Host City Contract requires the OCOG to provide verbal and written reports in English and French on its preparations, including financing, planning, organising and staging the Games, as requested by the IOC. IOC decisions taken in the light of these reports will be implemented immediately by the OCOG.

Specifically for media operations, the OCOG, and specific departments as requested by the IOC or the OBO, will provide updates and presentations at such meetings or forums as the World Broadcasters Briefing, World Broadcasters Meetings and World Press Briefings, bilateral meetings with key media organizations, and working groups or meetings with the IOC. The OCOG will also provide detailed updates, in accordance to the agenda supplied by the IOC Media Operations, at the Coordination Commission's Media Working Group when established.

Final Reports

Final Report to the IOC RTV Commission

The OBO and the OCOG must submit to the IOC administration and to the IOC Radio and Television Commission at the end of the Olympic Games detailed reports on the infrastructure, facilities, installations and services which have been made available to Rights Holders at home and abroad.

The report will be accompanied by any schedules, photographs, diagrams, statistics, tables, accreditation data and lists, installation plans, etc. of the world-wide broadcasts which might contribute to a better understanding of the text.

The IOC may use such information in any manner it chooses, particularly for the information of candidate cities and of those responsible for press operations and broadcasting for future Olympic Games.

The report will become a component of the Transfer of Knowledge report.

Final Report to the IOC Press Commission

The OCOG must submit to the IOC administration and to the IOC Press Commission at the end of the Olympic Games a detailed report on the infrastructure, facilities, installations and services which have been made available to the written and photographic press.

The report will be accompanied by any schedules, photographs, diagrams, statistics, tables, accreditation data and lists, installation plans, etc. of the world-wide press coverage which might contribute to a better understanding of the text.

The IOC may use such information in any manner it chooses, particularly for the information of candidate cities and of those responsible for press operations and broadcasting for future Olympic Games.

The detailed content of this document and the number of copies to be provided will be defined by the IOC Media Operations.

The report will become a component of the Transfer of Knowledge report.

2.0 → General Facilities and Services to be provided to the Media by the OCOG

Executive Summary

Overview

The OCOG will provide general facilities and services for the media including but not limited to:

- convenient and comfortable accommodation at a reasonable cost located in manageable clusters close to the MPC and IBC
- an efficient and effective media transport network linking the IBC and MPC to the media accommodation sites, all competition venues and the Olympic Village/s, as well as a comprehensive airport arrival and departure service
- telecommunications and technology at current industry standards
- secure, fast, efficient and accurate information services
- media accreditation ensuring smooth and secure access for OBO personnel, rights holding broadcasters and the written and photographic press
- federal and/or state government guarantees that the Olympic Identity and Accreditation Card (OIAC) issued to media personnel will constitute an entry/exit visa, in combination with a valid passport or other travel document, and a work permit for a certain period of time before and after the Olympic Games allowing the holder to carry out professional duties in the context of the Olympic Games
- in addition to accreditation, other access devices for the media such as tickets, passes, armbands or bibs to be implemented when circumstances demand
- language services before and during the Games, including interpreting and translation, at the MPC, IBC and all competition venues to facilitate effective communication between athletes, officials and the media
- assistance with customs procedures and guaranteed tax-free import and export of media equipment
- general media support services, including but not limited to: assistance in hiring local staff; medical services at the IBC, MPC, VMCs and media village(s); car rentals; ticket purchases for hospitality and non-working staff, catering, security, frequency coordination, logistics support and other facilities and services that may be required in order for the media to fulfill their function

Continued on next page

Executive Summary, Continued

Contents This chapter contains the following topics:

Topic
2.1 Media Accommodation
2.2 Media Transport
2.3 Telecommunications
2.4 Technology
2.5 Accreditation
2.6 Access to Olympic Village
2.7 Additional Access Controls and High Demand Events
2.8 Language Services
2.9 Support Services
2.10 Employment Laws, Permits and Taxes

2.1 Media Accommodation

Introduction

The OCOG will ensure there is enough suitable accommodation to meet the needs of all accredited media and fulfil contractual requirements.

Media accommodation requirements are set out in the Technical Manual on Accommodation, which should be read in conjunction with this technical manual.

Key Principles

An effective media accommodation strategy and an efficient media transport plan are two of the key platforms for successful media operations at the Olympic Games and Olympic Winter Games.

The key principles for media accommodation include but are not limited to:

- Convenient and comfortable accommodation at a reasonable cost
- Accommodation sites located in manageable clusters close to the IBC/MPC and key competition venues to facilitate transport operations. Transfer times to the IBC/MPC should not exceed 30 minutes
- At least 10 percent of media accommodation should be within walking distance of the MPC/IBC, i.e. within one kilometre
- A number of high-quality hotels close to the IBC and MPC are to be allocated to the media
- Preference should be given to hotel accommodation but if there are not enough suitable hotel rooms to meet media requirements, the OCOG will provide media village accommodation
- Media village(s) must be of good hotel standard (3 star) and include the required levels of service
- Media accommodation sites must provide 24-hour catering with at least one hot dish at all times. A hot and cold breakfast menu will be available between 0600-1200
- Media accommodation will also be required close to selected venues and for competitions outside the host city. This is to be determined in collaboration with the OBO and Press Operations
- Outside the host city media can only be charged for nights used

Continued on next page

2.1 Media Accommodation, Continued

Key Principles (continued)

- For the Winter Games, a significant percentage of the media need accommodation in the mountain venues. The number varies according to the distance from the mountain venues to the city and is determined in collaboration with the OBO, Press Operations and the IOC
- Media room occupancy rates:
  - OBO 100% single
  - Rights holding broadcasters 90% single / 10% double
  - Press 80% single / 20% double
- OBO and rights holding broadcaster rooms must accommodate all accredited staff and fulfil contractual requirements
- Room allocations must be a collaborative process between Accommodation, Press Operations and the OBO and approved by the IOC
- An equitable allocation of key accommodation facilities between broadcasters and press is to be maintained
- Large media groups will be allocated blocks of rooms and make their own individual room allocations
- In addition to the rooms reserved for rights holders' staff, some broadcasters also require accommodation for airtime sponsors and advertisers. The hospitality room requirements of the rights holders vary from one broadcaster to another according to the size of their marketing hospitality programmes. These rooms are normally in first class hotels
- The Accommodation Department will provide updates and presentations on media accommodation at such meetings or forums as the World Broadcasters and World Press Briefings and bilateral meetings with key media organisations
- The Accommodation Department will update the Coordination Commission's Media Working Group on all media accommodation issues and seek approval as required

2.2 Media Transport

Introduction

The OCOG is responsible for establishing an efficient and effective media transport network.

It will link the IBC and MPC to the media accommodation sites, all competition venues and the Olympic Village/s, as well as providing a comprehensive airport arrival and departure service.

The details of the media's transport requirements are set out in the Technical Manual on Transport, which should be read in conjunction with this technical manual.

Key Principles

The key principles for media transport include but are not limited to:

- Media transport plans must reflect the working habits of the media and meet peak demands in services
- The design of the media transport network is determined by the location and proximity of the media accommodation to the IBC, MPC and competition venues, and the competition schedule
- The media transport system will be free of charge
- The media transport network is only available to accredited media
- OCOG media staff are should have access to the media transport system
- Early and efficient pre-Games transport services are important in setting the pace for a successful Games-time experience
- The media transport network begins two weeks before the Opening Ceremony, with daily increases in frequency to match the flow of media arrivals, and reaches full capacity four days before the Opening Ceremony. Media transport services will continue until three days after the Closing Ceremony
- In addition to the media transport network provided by the OCOG, the media will also have free use of public transport from 14 days before the Opening Ceremony to three days after the Closing Ceremony
- As airport arrival is the media's first perspective of the host city, at every main entry point agreed by the IOC a fast efficient arrivals and departures process, including accreditation/validation with fast transfers to the MPC / IBC / media accommodation, will be given the highest priority
- Services to/from competition venues are required to operate a minimum of +3/-3 hours from the start and finish of competition for the Olympic Games and +4/-4 hours for the Winter Games mountain venues
- Media transport planning is to be undertaken in close co-operation and with the approval of the OBO, Press Operations and the IOC

Continued on next page

2.2 Media Transport, Continued

Key Principles (continued)

- Transport must work closely with the OBO, Press Operations and Venue Operations during the venue planning process to identify media pick-up/drop-off points that are as close as possible to the dedicated media entry points at each venue
- Parking for all media groups (OBO, Rights Holders, IOPP, NOPP, News Agencies, Rate Card etc) should be identified and secured early in the planning process
- A media transport service between competition venues should also be organised where appropriate
- Direct services to competition venues from accommodation sites will be required where travel via the IBC/MPC increases the journey time significantly or is against the direction of the venue
- An additional direct and dedicated services designed to meet the specific needs of the OBO and some rights holding broadcasters will be required
- Rights holders have extensive transport needs which must be taken into consideration by the OCOG in the planning phase
- Transport services are required to the IOC hotel media centre during the Executive Board meeting and IOC Session in the week before the Opening Ceremony
- If training sessions at competition venues are open to the media, the network must include these venues
- Where late press conferences or other events are scheduled well after the end of competition, this factor must be taken into consideration when determining the timing of media transport departures. In such circumstances flexibility is required to ensure that the media can complete their work
- Some accredited media will have large amounts of carry-on or accompanying equipment, such as professional and expensive camera equipment. Media should be considered as a two-for-three ratio when planning transport capacities (ie; for a 50 seat bus, plan a capacity per journey of 30-35 maximum to allow for equipment)
- Transport to/from the MPC/IBC to accommodation sites must operate 24 hours, although there may be significant variations in frequency depending on the time of day or night
- Particular attention must be given to transport services from media villages and/or media hotel clusters to the IBC/MPC during morning peak periods to guarantee there is sufficient passenger capacity to ensure that all media personnel are able to make their journey quickly, comfortably and on time

Continued on next page

2.2 Media Transport, Continued

Key Principles (continued)

- The OCOG is to provide the IOC-recognised news agency members of the International Olympic Photo Pool (IOPP) with two vehicles per agency together with parking at the MPC, all competition venues and the Olympic Village. The OCOG, in addition, provides parking for the IOC official photographic agency according to the IOC contract provisions with the appointed agency
- The allocation of sufficient parking to meet the broadcast and press requirements at the IBC, MPC, all competition venues and Olympic Village should be a high priority. There will be parking areas reserved exclusively for the media in all venues. Locations should be discussed with the OBO and Press Operations to ensure that media parking is close to the dedicated media entries
  - The minimum parking places to be provided at the IBC will be 800 for the Olympic Games and 600 for the Olympic Winter Games.
  - Parking for the rights holders and the OBO at the IBC and competition venues and Villages is free of charge. OBO will responsible for managing, administering and allocating all rights holder parking
  - The minimum parking places to be provided at the MPC will be 300 for the Olympic Games and 300 for the Olympic Winter Games.
  - Parking for the press at the MPC and competition venues and Villages will be a mix of Rate Card and free of charge
- A 24-hour manned taxi rank should be located adjacent to the MPC/IBC, venues and at the Media Village(s). Taxi services may supplement the Olympic transport network but should not be offered as a substitute service.
- ENG/Photo Pool drop-off points at each venue will be located in close walking proximity to the media entrance
- The RT/ENG crews using their own vehicles will have access to an ENG/Photo Pool drop-off point as close as possible to the venue entrance
- A comprehensive and well documented Media Transport Guide will be prepared by the OCOG consolidating information provided by OCOG Transport Department, Press Operations and OBO and made available free of charge for all accredited media
- Drivers must be well trained and familiar with the media routes
- The Transport Function will be required to provide updates and presentations on media transport on request at such meetings or forums as the World Broadcasters and World Press Briefings and bilateral meetings with key media organisations
- The Transport Function will update the Co-ordination Commission's Media Working Group on all media transport issues and seek approval as required

2.3 Telecommunications

Introduction

The provision of telecommunications at current industry standards is an important deliverable of the OCOG.

The rapid changes in telecommunications technology mean that the OCOG must keep abreast of industry requirements through close liaison with rights holding broadcasters through the OBO and with the international news agencies through the Press Operations Department.

Games-time telecommunications fall into two categories:

- OBO/Press Operations requirements at the IBC/MPC/competition and other venues
- Rights holding broadcaster requirements ordered from the Broadcast Rate Card via the OBO and press requirements ordered from the Press Rate Card via Press Operations

All rate card items for the media, including telecommunication equipment and services, must be 'cost recovery' only and cannot exceed the equivalent public costs. All rate card costs are subject to IOC approval.

General Media Tele-communications

General media telecommunications requirements include but is not limited to:

- fixed line phone installations in private and non-private locations
  - handset, line and data jack must meet the standard requirements of the international media
  - phones installed in non-private locations must be secured against unauthorised use
- quick dial Olympic Phone Network connecting all Games venues
- standard business phone services with local, national and international access
- ISDN services, both basic and primary
- DSL or ADSL services of various speeds, keeping in mind the requirements of major news agencies for high speed services
- fax facilities
- mobile phone network with sufficient Games-time capacity
- Wi-fi broadband Internet access in all dedicated media locations i.e. throughout the MPC, venue press tribunes, VMCs at all competition venues, the Olympic Village(s), the IOC hotel and media villages, and in the residential areas of all official media accommodation sites

Continued on next page

2.3 Telecommunications, Continued

General Media Tele-communications (continued)

The range and volume of telecommunications equipment and the lines and capacities required at all media areas, as listed above, should be established early in the planning process for all competition and other venues. Early advice should be sought from the major world news agencies and OBO to enable the OCOG to provide the services needed for effective media coverage of the Games.

All telecommunications requirements and installation schedules agreed within the OCOG and the telecommunications provider must be fully and clearly documented.

Also refer 4.2.1 Broadcast Telecommunications

2.4 Technology

Introduction

The provision of technology at current industry standards is another central deliverable of the OCOG and is critical for ensuring effective Games coverage by the media

The rapid changes in technology mean that the OCOG must keep abreast of industry requirements through close liaison with rights holding broadcasters through the OBO, the international news agencies through the Press Operations Department and the IOC.

Broadcast Requirements

Refer to Chapter 4.0 on Broadcasting.

Press Requirements

Technology is a key requirement in ensuring effective Games coverage by the accredited press who, with Press Operations, form a large technology user group at all venues.

Technology requirements are split between Press Operations at the MPC and competition venues and the options available to users via the Press Rate Card.

Often, but not always, much of the technology is common to both media groups.

Press Operations Requirements

- **INFO,** the Games-time intranet information system, helps the media cover the Games by providing results, news, biographies, historical data, transport and weather information and bulletin boards. INFO editorial content is provided by Olympic News Service (ONS) venue reporting teams and processed and published by a central ONS editing team
- **Results** Printing and Distribution at the MPC and VMCs
- **ORIS** - ONS representation is required at ORIS meetings determining the content and distribution of INFO reports
- **INFO** terminals and printers at the MPC and VMCs
- **Television monitors** at the MPC, VMC workrooms and press tribunes, mixed zones and Village Media Centres
- **PCs, laptops and printers** for Media Operations admin staff and ONS biography teams
- **PA equipment** and audio splitter boxes for press conference rooms at the MPC and VMCs
- **Pay faxes** for MPC and VMCs
- **Internet access** at Games time for Press Operations admin computers
- **Mini cassette recorders** for ONS flash quote reporters
- **Communications system at mixed zones** offering wireless transmission of mixed zone interviews to the media
- **Photocopiers** for MPC and VMCs
- **Information systems** and **broadcast athlete interviews** on the venue CATV system for some sports

Continued on next page

2.4 Technology, Continued

Press Requirements (continued)

Press Requirements

Rate Card Technology – press organisations will supplement technology provided by the OCOG by renting additional Press Rate Card equipment such as computers, printers, copiers and television monitors.

RDF - the Results Data Feed: - is supplied by the OCOG to participating international news agencies and other major subscribing news organisations. It is regarded as an essential source of fast results data for the world's news agencies.

WAN regulation - the OCOG is required to manage WAN usage by the larger news agencies to transmit images and text from venues.

Fibre optic cabling - for photo agencies to transmit images from venues.

Power

MPC

Primary power supply to the venue must exceed the anticipated load. In assessing this requirement, consideration must be given to the large amount of computer and other electronic equipment which will draw power additional to the general work and operational areas of the MPC. A source of uninterrupted power is needed as a back-up throughout the critical operational areas of the MPC.

These include but are not limited to:

- Press and Photo Workrooms
- Press Conference Rooms
- Photographic Imaging Centre
- Main Lobby
- Private offices
- ONS office

Many international agencies will also use their own, local UPS systems to further protect their computer networks and telecommunications or will rent such systems through the OCOG.

Continued on next page

2.4 Technology, Continued

Power (continued)

Venue Media Centres

The following VMC areas should have generator power back-up available in addition to the venue primary supply.

- Press/photo work areas
- Press tribunes
- Results Production/Distribution Centre
- Photo positions where Rate Card and/or WAN are booked
- Press Conference room
- Mixed Zone lighting
- PA sound system
- ONS work area
- Press information help desk
- Press Operations administration work area
- Press Manager's office

For all venues, field of play lighting must meet broadcast and photographic standards.

2.5 Accreditation

Reference

The following section is to be read in conjunction with the Accreditation and Entries at the Olympic Games – Users' Guide.

Introduction

The purpose of accreditation is to identify people and their Olympic functions and allow them necessary access to perform their roles.

Accreditation is not an external sign of a privileged status but is a necessary working tool to manage the large numbers of people participating in the Olympic Games, facilitating their movements in a flexible and secure fashion.

Accreditation:

- Ensures that only the appropriately qualified and eligible people are entitled to participate in or perform official functions at the Olympic Games
- Limits participants' access to areas they need to go to in order to perform their official functions and keeps unauthorised people out of secure zones
- Ensures that participants reach these areas in a safe and orderly manner.

The Olympic Identity and Accreditation Card (OIAC)

The Olympic Identity and Accreditation Card (OIAC) has two functions:

- where applicable, together with a valid passport, the OIAC is a temporary access visa to the host country; and
- once validated, the OIAC is accreditation entitling the bearer to his necessary access to Olympic venues.

Rights Attached to Olympic Identity and Accreditation Card

The IOC determines who is entitled to an OIAC and sets the conditions by which an OIAC may be granted and issued.

The IOC, through the OCOG, grants the right to an OIAC to all people who have a recognised official function to perform at the Games as permitted by the Olympic Charter.

It is the duty of the OCOG to produce and deliver the cards to the persons entitled to them.

Accreditation is not to be granted in lieu of a "free pass" or "event ticket".

Continued on next page

2.5.1 Media Accreditation

Introduction

The accreditation system for the media ensures smooth and secure access for the large numbers of OBO personnel, rights holding broadcasters and written and photographic press at the Olympic Games.

The success of other media services depends on the good management of accreditation.

The IOC determines the number of media representatives accredited to cover the Games. The IOC also reserves the right to refuse, suspend or cancel an accreditation.

The IOC Media Operations department acts in accordance with the accreditation principles laid down by the IOC Executive Board, whose decisions are final.

The OCOG is not authorised to allocate any form of media accreditation except as instructed by the IOC.

The accreditation necessary to cover the Olympic Games is granted free of charge by the IOC to media representatives subject to the following principles:

- Only appropriate qualified and eligible media representatives may be accredited to the Games
- Media representatives have access only to areas necessary to perform their functions and unauthorised people are kept out of secure competition zones
- Media representatives reach the appropriate media areas in a safe and orderly manner

Continued on next page

2.5.1 Media Accreditation, Continued

The Olympic Identity and Accreditation Card (OIAC) and Media Representatives

The Olympic Identity and Accreditation Card (OIAC) is issued to media representatives under the provisions of the Olympic Charter, their related bye-laws, the IOC Technical Manual on Media, the Accreditation and Entries at the Olympic Games – Users' Guide and by direct application of contractual agreements.

It is the responsibility of the OCOG to obtain federal and/or state government guarantees that the Olympic Identity and Accreditation Card (OIAC) issued to media personnel will constitute an entry/exit visa, in combination with a valid passport or other travel document, and a work permit for a certain period of time before and after the Olympic Games allowing the holder to carry out professional duties in the context of the Olympic Games. This should occur during the Bid phase.

In the media categories, particularly for technicians, the time spent on the territory of the host country to carry out their duties in connection with the organisation of the Olympic Games may exceed several months.

Applications for accreditation must be sent, in accordance with the rules and timetable set by the OCOG and approved by the IOC, at least one year before the Opening Ceremony of the Olympic Games concerned. The forms corresponding to the agreed categories will be distributed nine months at the latest before the start of the Olympic Games.

Continued on next page

2.5.2 Media Accreditation Centre

Introduction

The OCOG will ensure that the majority of media accreditations are validated on arrival at the airport of the Host City. Those media whose OIAC cannot be validated on arrival should be directed to an accreditation centre.

For press accreditations, any adjustment, granting of extra accreditation, change of category, etc. must be authorised by the IOC Media Operations and will be carried out with the practical assistance of the OCOG.

Location

The accreditation validation centre should be located at or near the main Olympic airport while the Media Accreditation Centre will be close to the IBC, MPC and main Olympic venues.

The validation centre at the airport will serve as the Main Welcome Centre where the necessary transport to the accommodation facilities or the IBC/MPC will be provided. Arrangements must be made to ensure that the media and their luggage are transported to the accommodation sites at the same time.

The Media Accreditation Centre located close to the IBC and MPC will also issue guest passes and must be accessible to non-accredited persons.

Role

The quality of the welcome and the treatment the media receive when they arrive in the host city will largely determine their first impressions, and hence the first judgements they express of the organisation and the organisers.

Description and Operation

Both the airport validation centre and the Media Accreditation Centre should establish:

- Several accreditation queues according to alphabetical order or accreditation category
- A waiting/rest area with an adequate number of upright chairs, armchairs and hot and cold drinks
- An accommodation office to confirm reservations and, if necessary, settle payment issues
- A “trouble-shooting office” to examine and settle disputed cases
- A security office to liaise with those in charge of security within the host country

Continued on next page

2.5.2 Media Accreditation Centre, Continued

Cases not Dealt with in Advance

The accreditation procedure is subject to deadlines set by the IOC. Any media arriving in the host city without having gone through the prior accreditation procedure cannot expect to be accredited.

The OCOG must inform the IOC Media Operations of any late E accreditation requests.

In principle, the IOC will refuse any accreditation request submitted after the deadline and outside the established procedure. The IOC's decision is final.

For existing media accreditations, the IOC will also rule on requests for replacements within the same news organisation and within the same category. The IOC's decision is final.

Staff and Opening Times

The OCOG will ensure that the Media Accreditation Centre is run by well trained multi-lingual staff and that staffing levels correspond to scheduled media arrival times.

The working hours of the Media Accreditation Centre will correspond to media arrivals and the operating schedule of the MPC.

The centre will begin 24-hour operations one week before the start of the Olympic Games, which will be the peak period for accreditation services. It can revert to a reduced level of activity after the Opening Ceremony.

Continued on next page

2.5.2 Media Accreditation Centre, Continued

Media Accreditation Centre Operations during Games

Once the initial arrivals have been processed, Media Accreditation Centre staff will deal with:

- Requests for accreditation card changes
- Requests for access zone changes
- Requests for replacements for lost accreditation cards (except in the case of adverse security reports)
- Cancellation of accreditation cards on IOC instructions

Guest Passes

Subject to IOC agreement, the OBO and Press Operations may issue IBC and MPC guest passes to guests of the accredited media (e.g.news organisations' VIPs) and visitors (representatives of future OCOGs, bidding cities, event organisers).

The IOC will be allocated 25 MPC Guest Passes to use as required.

2.5.3 Broadcasters (RT and HB categories)

Broadcasters (RT and HB Categories)

Rights Holders (RH)

The number of accreditations will be agreed in the rights holders' contracts with the IOC and the OCOG. For planning purposes, a minimum of 12,000 for the Olympic Games and 7,000 for the Olympic Winter Games must be envisaged, not including the requirements of the OBO.

Rights Holders Categories

- RT-a for the top executives representing RHs
- RT-b for production and technical personnel of RHs.
- RT-c for support personnel of RHs.

Accreditations for personnel of RHs, including contractors, suppliers, drivers, etc. must be included in the RT allocation.

Host Broadcaster (OBO)

OBO staff will be accredited under the code of HB. For planning purposes, a minimum of 4,000, including support staff, will be set aside for the Olympic Games and a minimum of 2,200, including support staff, for the Olympic Winter Games.

OBO Categories

- HB-a for OBO senior personnel
- HB-b for OBO production and technical personnel requiring access to venues according to need
- HB-c for OBO support personnel

Continued on next page

2.5.3 Broadcasters (RT and HB categories), Continued

Access

RT-a Access to all venues, events and Olympic ceremonies, i.e. MPC, IBC, Venue Media Centres, stadiums, ceremonies and all other sites connected with the Olympic Games, within the limits of the set rules.

RT-b Access to all venue media areas as well as to the MPC and the IBC, within the limits of the set rules

RT-c Access to the MPC and the IBC

OBO accreditations (HB) will have similar access to the above, but will also have access to organisation areas whenever required in co-ordination with the relevant OCOG departments.

Access to certain competitions and ceremonies as well as other special areas may require, in addition to accreditation, other access devices such as tickets, passes, armbands or bibs. This will be co-ordinated between the IOC, OBO and OCOG. The IOC will also set the rules pertaining to access to the Olympic Village and the ticketing policy for high demand events.

2.5.4 Written and Photographic Press (E categories)

Written and Photographic Press (E categories)

Introduction

The written and photographic press, including technicians, support staff and non-rights holding radio and television personnel, are accredited to the Olympic Games under the generic category "E", in accordance with the Olympic Charter, the Host City Contract and the rules established in the IOC Technical Manual on Media.

The IOC reserves the right to determine the number of media representatives accredited to cover the Games. The IOC also reserves the right to refuse, suspend or cancel an accreditation. The IOC Executive Board is the ultimate authority on media accreditation at the Olympic Games.

The accreditation necessary to cover the Olympic Games is granted free of charge by the IOC to media representatives subject to the principles outlined in this technical manual.

IOC Press Accreditation Strategic Plan

The IOC Media Operations will produce, no later that G-30, a Press Accreditation Strategic Plan.

The IOC's Press Accreditation Strategic Plan will define the accreditation framework adapted to the specific conditions of the host country/city. It will also include policies and procedures, allocation timetable, quotas, categories of accreditation, access, eligible persons and confirmation of organisations not subject to NOC quotas.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Categories of Accreditation

The generic category E covers accreditations issued to the written and photographic press, technicians, support staff and non-rights holding radio and television personnel.

Categories and descriptions follow:

Code	Description
E	**Journalist:** Journalist, editor, photographic editor, employed or contracted by a world news agency, a national agency, a general daily newspaper, a sports daily, a sports magazine or sports internet site, a periodical or independent/freelance journalist under contract.
Es	**Sport Specific Journalist**: Journalist specialising in a sport on the Olympic Games programme, meeting the same criteria as those defined for category "E".
EP	**Photographer:** Photographer, meeting the same criteria as those defined for category "E".
EPs	**Sport Specific Photographer:** Photographer specialising in a sport on the Olympic Games programme, meeting the same criteria as those defined for category "E"
ET	**Technician:** Technician, meeting the same criteria as those defined for category "E".
EC	**Support Staff:** Support staff (office assistant, secretary, interpreter, driver, messenger). Access to the MPC only. Assigned only to press groups, newspapers / magazines and NOCs that have reserved a private office area at the MPC.
ENR	**Non-rights holding broadcast organisation:** Member of a non-rights holding radio and/or television organisation. ENR accreditations are only allocated by the IOC. It is strictly prohibited for an NOC to grant a member of an ENR organisation any type of E accreditation
Ex	**Local Press:** Journalist of the local press (the definition of local press is determined jointly by the IOC and OCOG). Persons accredited in this category are not entitled to accommodation.
EPx	**Local Press:** Photographer of the local press (the definition of local press is determined jointly by the IOC and OCOG). Persons accredited in this category are not entitled to accommodation.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Access

Code	Access
E	All venues (zone 4), tribune seating, MPC, Olympic Village (with visitor pass), Opening and Closing Ceremonies (with ticket). T4 transport.
Es	Own sport venues (zone 4), MPC, Olympic Village (with visitor pass). Opening and Closing Ceremonies (with ticket). T4 transport.
EP	All venues (zone 4 and spectator areas), photo positions, MPC, Olympic Village (with visitor pass). Opening and Closing Ceremonies (with ticket). T4 transport.
EPs	Own sport venues (zone 4 and spectator areas), photo positions, MPC, Olympic Village (with visitor pass). Opening and Closing Ceremonies (with ticket). T4 transport.
ET	All venues (zone 4 and photo areas), tribune seating (under specific conditions), MPC, Olympic Village (with visitor pass), Access to high-demand events including Opening and Closing Ceremonies (strictly controlled). T4 transport.
EC	MPC only. Not entitled to tickets to high-demand events including the Opening and Closing Ceremonies. T4 transport.
ENR	MPC with equipment (audio/video) in accordance with IOC News Access Rules. All competition venues (zone 4), tribune seating, Olympic Village (with visitor pass) without equipment (audio/video). Not entitled to tickets to high-demand events including the Opening and Closing Ceremonies. Not entitled to rent office space in the MPC or venues. T4 transport.
Ex	Same as E
EPx	Same as EP

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Eligible Persons

"E" category accreditations are allocated to media professionals who meet the above criteria. He/she must be affiliated to one or several news organisations and his/her application must be validated by the news organisation they represent and by the respective NOC.

Publishers, advertising or athlete's agents, public relations and promotion agents, representatives of press groups or newspaper/magazine/internet groups performing an administrative role (managing director, commercial director, finance director, etc.) are not eligible for "E" accreditations.

ET category accreditations are limited to technical support personnel of major news and/or photo agencies only, generally identified by those organizations who rent rate card and telecommunications equipment at the MPC and venues.

Members of a non-rights holding radio and/or television news organisation may be granted an ENR accreditation by the IOC in consultation with the NOC. Such personnel cannot be granted any other category ("E or EP") of accreditation. ENR accreditations are directly allocated by the IOC and are not included in the NOC quota.

New media organisations (e.g. Internet or any other communication medium) are to be considered within the NOC quota and are subject to the same professional standards as detailed above.

Ex categories will be determined jointly by the IOC and OCOG and will usually distributed by the Head of Press Operations at the OCOG.

Olympic Charter. Rule 51, Bye Law 3: "Only those persons accredited as media may act as journalists, reporters or in any other media capacity. Under no circumstances, throughout the duration of the Olympic Games, may any athlete, coach, official, press attaché or any other accredited participant act as a journalist or in any other media capacity.

Quota

The overall quota of "E" category accreditations for each edition of the Olympic Games is set by the IOC. It is determined following the previous edition of the Olympic Games or Olympic Winter Games.

For planning purposes, the number of the E accreditations (and their derivatives) should be 5,600 for the Olympic Games and 3,000 for the Winter Olympic Games.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Allocation Procedure

The IOC, through an IOC Working Group (which will include the OCOG Head of Press Operations) establishes the quota of "E" category accreditations (excluding ENRs) for each NOC based on the overall quota established by the IOC.

Each NOC is in turn responsible for allocating its press accreditation quota, as assigned by the IOC, within the defined deadline, to their country's main press organisations within its territory.

The IOC deals directly with the allocation of E accreditations for organisations not subject to NOC quota procedure.

Allocation Criteria

To ensure the procedure remains as fair and objective as possible, the allocation of the NOC quota by the IOC will take into consideration a set of criteria for each NOC including:

- Number of athletes from the NOC who participated in the previous corresponding two editions of the Olympic Games or Olympic Winter Games
- Number of sports participated in by the NOC in the previous corresponding two editions of the Olympic Games or Olympic Winter Games
- Number of medals won by the NOC in the previous corresponding two editions of the Olympic Games or Olympic Winter Games
- Number of "E" accreditations allocated in the previous corresponding two editions of the Olympic Games or Olympic Winter Games
- Proximity and relationship with the host country
- The size and structure of the NOC's national media industry
- Other socio-economic criteria, including population and Gross Domestic Product

The specific accreditation process for the written and photographic press for each edition of the Olympic Games will be published by the IOC on its internet site and should be included by the OCOG in the Press by Number Accreditation Guides.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Allocation Timeline

The allocation timetable will be determined by the IOC in collaboration with the OCOG Press Operations and Accreditation Departments (Refer: Press Accreditation Strategic Plan).

The following is supplied as a guideline:

30 months before the Olympic Games

IOC produces Press Accreditation Strategic Plan, in collaboration with the OCOG Press Operations and Accreditation Departments, defining the accreditation framework adapted to the specific conditions of the host country/city and setting out the timetable and procedures.

24 months before the Olympic Games

IOC, through an IOC Working Group, allocates the quota of "E" category accreditations (excluding ENRs) for each NOC

18 months – 8 months before the Olympic Games

The Two-Stage Accreditation Process (see following)

3 months before the Olympic Games

OCOG distributes the Olympic Identity and Accreditation Card (OIAC)

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Allocation Timeline (continued)

The Two-Stage Accreditation Process

Following the allocation of NOC Quotas by the IOC, a two-stage press accreditation process will be implemented: Press By Number followed by Press By Name.

Stage	Description
Stage 1: Press By Number (Approx G-18 to G-15)	OCOG distributes the Press By Number forms to the NOCs. This will be accompanied by the distribution of: - Press by Number accreditation guides - Accommodation guides - Rate Card guides - Freight & Shipping guides - Media Information Guide Each NOC will allocate its press accreditation quota, as assigned by the IOC, within the deadline, to the country's main press organisations and return the completed forms to the OCOG. Press to book their accommodation with OCOG by required deadline
Stage 2: Press By Name (Approx G-10 to G-8)	OCOG distributes the Press By Name Accreditation Application forms. NOCs receive, distribute and then return the Press by Name Accreditation Application forms within the required timeline. All accredited press organisations (including ENRs, IOC-recognised World News Agencies and international organisations) will follow the Press by Name procedure.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Distribution of OIAC Cards to Media

The OCOG will distribute all OIAC cards to the NOCs and media organisations giving sufficient time for each organisation to distribute them to their organisation's accredited personnel. This should be three months before the Opening Ceremony.

Organisations not Subject to NOC Quota Procedure

The IOC deals directly with the allocation of E accreditations for:

- the IOC recognised world news agencies: Agence France Presse (AFP), The Associated Press (AP) and Reuters Limited.
- the national agency of the host country (if appointed by the IOC), the national agency of the subsequent host country (if appointed by the IOC), the photo pools (IOPP and NOPP) and the official photographic agency of the IOC
- international news organisations which do not fall within the territory of any NOC, as per Rule 51 of the Olympic Charter.
- members of a non-rights holding radio and/or television news organisations (ENRs)

The IOC reserves the right to include in this group, at its discretion, any qualified organisation whose representative(s) comply with the established criteria and conditions.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Role of NOC

The NOC is responsible, within the territory for which it is recognised by the IOC, for the distribution of the quotas allocated to it by the IOC.

The NOC should appoint, whenever possible, a Chief Press Attaché or nominated delegate who will be the single contact point between the NOC and the IOC Media Operations and OCOC Press Operations on accreditation matters. They will also be responsible for contacts between the NOC and its national press.

Each NOC, through its media commission or Chief Press Attaché, should establish the quota allocation list for each category in consultation as necessary with the national sports press association, where such an association exists.

An NOC is to reserve between 5 to 10 per cent of its overall quota for allocation to sport specialist journalists and photographers residing in their country.

The allocation list is to respect the following hierarchy and priorities:

- National agency
- National sports agency
- General daily newspaper
- Sports daily
- Single sport or multi-sport specialist magazine, sports internet site
- General information magazine and general internet sites

The NOC must allocate its quota and distribute the required information to its national press no later than one month after receiving their quota allocation from the IOC.

The NOC is responsible within its territory for the distribution, collection and return to the OCOG of accreditation forms sent to news organisations on the basis of its allocation list. The NOC also distributes accommodation, freight and rate card order forms which accompany the accreditation documentation received from the OCOG. However, each individual news organisation is then responsible for the return to the OCOG of accommodation forms and technical service order forms in accordance with the procedures and schedule established by the OCOG and approved by the IOC. The NOC, through its Chief Press Attaché, must work closely with its national news organisations to ensure that they meet the OCOG deadlines.

The IOC, which will systematically examine with the OCOG all the forms returned by the NOCs to check their compliance with the quotas per category and the applicants' professional credentials, reserves the right to inform the NOCs concerned of any discrepancies so established and reject the application, without re-allocation.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Role of NOC (continued)

NOCs must allocate in strict accordance with the quota determined by the IOC for each category.

Any requests for a re-allocation of a quota must be addressed in writing to and approved by IOC Media Operations.

If an NOC attempts to allocate not in accordance with their quota i.e substitute an "ET" for an "EP" without IOC approval, the IOC reserves the right not to approve the accreditation. In such a case the accreditation/s may be withdrawn from that NOC.

Role of International Federation

Sport Specialist Journalists and Photographers

The IOC has established a specific category of accreditation for journalists "Es" and photographers "EPs" who specialise in covering a particular sport or discipline.

Sport specialist media and IFs are reminded that the NOCs are responsible for the distribution within their territory of the press quota as allocated by the IOC. However, the IOC will work with the IFs to assist, where possible and reasonable, in gaining accreditations for their sports' key specialists press.

IFs seeking to accredit media professionals specialising in their sport should:

- Submit to the IOC a list of proposed journalists and photographers, prior to the allocation of NOC quotas
- These lists will be forwarded to the relevant NOCs
- The NOCs are then requested, at the sole discretion of the NOC, to meet these requests within their quotas.

The IOC reserves the right to allocate a small reserve of Es and EPs accreditations to cover additional eventualies, such as late qualification of teams.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Role of International Federation (continued)

IF Journalist and Photographer

The IOC allocates one Es and one EPs accreditation to each IF to assist in written and photographic coverage of their sport.

These accreditations and corresponding privileges are granted only for the use of journalists and photographers working on an exclusive basis for the IF to assist in sourcing material for the IF's own editorial purposes, such as federation magazines, newsletters and websites.

Access for the IF journalist and photographer is limited to the MPC and venue/s, including training at venue/s where their sport is held.

The IF photographer will be considered a member of the pool at that sport/discipline and granted pool access privileges.

It is expressly prohibited by the IOC for these photographs to be sold or distributed to or by any third-party organisation, photo agency or news organisation.

The IF photographer will be required to sign an additional undertaking stipulating that:

- all images taken will be for the exclusive use of the IF for editorial purposes only
- the photographer is prohibited from entering into agreements with any third-party organisation, photo agency or news organisation to sell, publish or distribute the images

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Role of OCOG

The OCOG acts in accordance with the instructions and guidelines it receives from the IOC. In matters of accreditation, it is the practical co-ordinator and the primary partner of the IOC.

The OCOG is responsible for producing the necessary accreditation forms for the E categories. It will receive the format and content, including compulsory information requirements from the IOC. These documents must be submitted to the IOC for its consideration and approval.

In order to avoid any confusion and to facilitate the compilation of data, a specific distinguishing colour should be attributed to all E categories.

The OCOG will establish the OIAC card in accordance with the Olympic Charter, the Accreditation and Entries at the Olympic Games – Users' Guide and the IOC Press Accreditation Strategic Plan on the basis of the data provided on the accreditation application form.

The OCOG will be responsible for sending all these documents to the NOCs and organisations designated by the IOC.

- by NOC;
- by media organisation;
- by accreditation category;
- in general alphabetical order;
- by IF and by sport;
- by organisation directly accredited by the IOC.

This must be done in accordance with the timetable established by the IOC and the OCOG.

The OCOG is to forward to the IOC, as and when requested, full electronic updates of its media accreditation database.

Local Press

The IOC and the OCOG will jointly determine the need for a local -Ex- press category and agree on the criteria, quotas, categories and access privileges.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Non-Rights Holding Television and Radio Organisations (ENRs)

To fulfil the requirements of the Olympic Charter regarding the fullest news coverage by the different media and the largest possible audience for the Olympic Games, the IOC recognises the need for non-rights-holding broadcasters to broadcast news excerpts of the Olympic Games.

The IOC News Access Rules, as approved by the IOC in its sole discretion in respect of the Games, shall apply to news coverage of each of the Games and such rules will provide television, radio and other organizations who are not authorized holders of Olympic broadcast and exhibition rights with certain limited access and usage rights.

A limited quota of Non-Rights Holding Television and Radio Organisations “ENR” accreditations will be allocated for this purpose.

In consideration of an OIAC card being granted by the IOC, ENRs must abide by the IOC News Access Rules and sign an Undertaking on behalf of itself and all persons appointed by the organisation to cover the Olympic Games.

ENR accreditation does give the holder access to all competition venues, but under specific conditions as outlined in the News Access Rules.

The News Access Rules clearly outlines the rules of the type and quantity of coverage the ENR can run for news purposes within its territory, as well as venue access (MPC with equipment (video/audio) and competition venues (zone 4) without equipment (video/audio)) rules and restrictions within the Host City.

An ENR accreditation may be withdrawn without notice, at the discretion of the IOC, for failure to comply with the News Access Rules.

ENR accreditations do not qualify for tickets for high demand events including the Opening and Closing Ceremonies.

The IOC is directly responsible for the allocation of ENR accreditations. The ENR accreditation process will correspond to the NOC accreditation process. Information, application forms and the IOC News Access Rules and Undertaking will appear on the IOC website.

The ENR organisations have full responsibility to apply to the IOC for accreditation within the required timelines. Late requests will not be considered.

It is strictly prohibited by the IOC for an NOC to grant a member of an ENR organisation any other type of press accreditation e.g. E or EP.

Continued on next page

2.5.4 Written and Photographic Press (E categories), Continued

Games-time IOC Session / Executive Board

Various IOC meetings, particularly those of the IOC Executive Board and the IOC Session, are held in the host city before the opening of the Olympic Games.

The OCOG will have the responsibility to provide the facilities for the media coverage of these meetings.

The OCOG will follow the instructions it receives from the IOC regarding the capacity and location of work places (either the MPC or the IOC Headquarters Hotel), technical facilities, staff, press conferences/briefings schedule, transport, etc.

The E and RT accreditation cards will also give media access to the official IOC meetings.

For media not accredited to the Olympic Games but wishing to report on these activities, a special pass – which will expire on the day before the Games begin and will not give access to an Opening ceremony ticket – will be issued by the OCOG on the basis of the list established by the IOC.

Once the Olympic Games have been opened, a media briefing on the daily coordination meeting between the IOC and the OCOG will be given every morning at the MPC.

2.6 Access to Olympic Village

Access to Olympic Village ✕

Aware of the athletes' duty to the media, the IOC Athletes' Commission has expressed a desire that everything possible should be done to facilitate contacts with the accredited media, within the limits of mutual respect for each other's interests.

Accredited media will have access to the Olympic Village, the Olympic Village media centre and Olympic Village Plaza 'OVP' (previously called International Zone) in accordance with established procedures.

Access rules will be in accordance with the instructions of the IOC, established following the preceding Games.

Media access to the Residential Zone of the Olympic Village is strictly controlled and permitted only in accordance with, as a guideline, the following regulations:

- access is at the express written invitation of an NOC, signed by the Chef de Mission.
- invitations fall under the NOC Village Guest Pass quota
- media are escorted at all times by an NOC representative
- media do not film, photograph or interview within public areas, limiting such activities to the specified NOC spaces only;
- the NOC and the Chef de Mission will assume full responsibility for the presence of the media on their premises and for any consequence thereof.

Refer to 3.4.8 Olympic Village of this Manual and the Technical Manual on Olympic Village for more information.

2.7 Additional Access Controls and High Demand Events for the Media

Introduction

The accreditation card itself does not necessarily grant access to all sessions or media zone 4/5 areas.

For particular zones or areas, such as broadcast and photographer areas or field of play, the OBO or Press Operations may apply additional access controls such as tickets, passes, armbands or bibs.

When media numbers exceed the safe capacity of the venue media facilities e.g. at the Opening and Closing ceremonies and other specific events or competition sessions, these 'High Demand Events' will be ticketed.

High Demand Events

Rights Holding Broadcasters

The ticketing of high demand events for rights holding broadcasters, including the Opening and Closing Ceremonies, is administered exclusively by the OBO with the full co-operation of the OCOG.

Written and Photographic Press

The ticketing of high demand events for the written and photographic press, including the Opening and Closing Ceremonies, is administered exclusively by the IOC with the full co-operation of the OCOG.

Wherever practical, broadcasters and press will be ticketed for the same sessions.

High Demand Events for the media are separate from PEL (Prime Event Limitations) events for the Olympic Family.

Continued on next page

2.7.1 High Demand Events for the Written and Photographic Press

Key Principles

Written and photographic press ticketing of high demand events is based on the following key principles:

- to ensure access to accredited media representing the NOCs whose athletes and teams are competing in the events
- to guarantee international coverage of the events
- to ensure an efficient and safe working environment for all media
- events will be ticketed only if required

The identification of high demand events is based on previous Games experience and the specific conditions within the host nation and city.

The OBO determines which events will be ticketed for broadcasters. The IOC with Press Operations determines which events will be ticketed for the Press.

OCOG to provide to the IOC

The OCOG will provide to the IOC:

- the final press tribune seating plans identifying all tabled and non-tabled seats, including rate card positions
- the printed tickets, properly labeled, delivered to the IOC ticketing office in the MPC five days before the Opening Ceremony
- a fully equipped and outfitted office within the MPC including a ticket counter, external notice board, workrooms and lockable secure storage facilities
- sufficient envelopes and printing paper for the distribution of allocated tickets
- four volunteers for the duration of the Games
- INFO terminal
- television with CATV
- plastic sleeves so the tickets can be clearly displayed by the media

Tickets

- must be overprinted “Accreditation required/not for sale”
- must not display a price
- must be clearly overprinted “TABLED”, “NON-TABLED, or “PHOTO” and are not to contain seat or row numbers unless specifically requested in advance
- Must be supplied in sealed boxes clearly marked for each session

Also refer the Technical Manual on Ticketing

Continued on next page

2.7.1 High Demand Events for the Written and Photographic Press, Continued

Allocation Policies and Procedure

The identification of possible high demand events occurs not less than four months before the Opening Ceremony so that the OCOG can plan for the printing of the required tickets and establish the appropriate policies and procedures. The list of possible high demand events as well as the allocation policies and procedures will be distributed by the IOC to the NOCs and will be posted on the IOC and OCOG website in the media section.

General Allocation Principles

- events will be ticketed only if required
- allocation and distribution of tickets to the press for high demand events is implemented by the IOC, in collaboration with Press Operations and with the full co-operation of the OCOG
- this operation is managed from the IOC ticketing office at the MPC
- tickets will be free of charge
- tickets will be printed by the OCOG for each of the sessions nominated as potential high demand events
- tickets will be allocated for tabled or non-tabled seating areas
- photographers will be ticketed with the written press, but access to specific photo positions will be the responsibility of the Venue Photo Manager
- organisations with a labelled rate card telephone line in a press tribune are not guaranteed a ticketed seat at all high demand events
- only E, EP, Es, EPs, ET categories will be considered in the high demand event ticketing procedure
- tickets for the ET category will be strictly limited. Access for ET accredited representatives will be restricted, with controlled access to E and EP colleagues on a pick-up/drop-off basis only
- Ec, Ex and ENR accreditation holders will not be entitled to tickets for high demand events
- sport specialist press, Es and EPs, will be given a high priority when ticketing is implemented for their sport, but are not guaranteed tickets at high demand events, especially when athletes from their NOC are not competing in the event
- The OCOG, with the approval of the IOC, may additionally label some key tabled tribune seats

Continued on next page

2.7.1 High Demand Events for the Written and Photographic Press, Continued

Allocation Policies and Procedure (continued)

Quota and Allocation

- The IOC will establish a quota for each NOC
- Allocation of this quota will take into consideration a set of criteria, including:
  - NOCs whose athletes are participating in the ticketed session/event
  - the capacity of the venue
  - the NOC's overall Games E quota
  - past results in the sport/event concerned
  - popularity of the sport/event in a particular nation
  - other circumstances such as the international or national significance of the event
- The IOC will directly ticket a number of worldwide news organisations, including the three IOC recognised world news agencies Agence France Presse (AFP), Associated Press (AP) and Reuters, and other media as it deems necessary

Role of NOC

- Each NOC must nominate a press attaché or nominated delegate. This may be different from the Chief Press Attaché.
- The NOC press attaché or nominated delegate will be the single contact point with IOC Press Ticketing and will be responsible for the collection, allocation and distribution of tickets to their national press
- Press representatives must liaise with their NOC's press attaché or nominated delegate to obtain these tickets and for all matters relating to the individual allocations determined by the NOC's press attaché or nominated delegate
- Journalists or photographers affiliated with an NOC which does not have the staff to nominate a delegate for press ticketing will deal directly with IOC ticketing staff at the MPC ticketing office

Unused Tickets

- Unused tickets must be returned to the IOC ticketing office
- A reallocation of any unused tickets will occur at the IOC Ticketing Office

2.8 Language Services

Language Services Overview

The OCOG will provide comprehensive language services before and during the Games, including interpreting and translation at the MPC, IBC, all competition venues and the Olympic Village to facilitate effective communication between athletes, officials and the media.

Simultaneous translation will be required for the daily IOC/OCOG press briefings at the MPC and conversational/sequential translation (simultaneous at select sports) will be required for all sport press conferences at the VMCs.

Language Services will work closely with the Head of Press Operations and the IOC in determining the levels of services and language requirements, the objective being to ensure effective communication between the athletes, officials and the media.

To allow optimum communication between athletes, officials and the media, the IOC may require additional languages in simultaneous translation and/or conversational interpretation. These may be drawn from the languages required for the IOC Session i.e. English, French, Spanish, German, Russian, Arabic and the language of the host country, if different, or languages which are strongly represented in a particular sport.

2.9 Support Services

Support Services Overview

In addition to the services previously mentioned, the OCOG must provide operational media support, including but not limited to the following:

- Assistance in hiring local staff for technical and non-technical roles e.g. drivers, administrative assistants etc
- Medical services at the IBC/MPC, competition venues and media village(s)
- Health and accident insurance
- Car rentals
- Purchase of tickets for hospitality and non-working staff
- Assistance with customs procedures, the guaranteed tax-free temporary import and export of media equipment; and the authority for broadcasters and press to operate media equipment without hindrance during the period of the Games
- General services at the IBC and MPC

2.10 Employment Laws, Permits and Taxes

Employment Laws, Permits and Taxes

It is the responsibility of the Host City and the OCOG to ensure that the relevant national, regional and state authorities fully accept the unique and temporary nature of the Olympic Games in regard to media working practices.

All accredited media shall be exempt from any limitations or restrictions with respect to labour rules of the host country in relation to Olympic related business carried out by them in this period.

Special waivers to enable the media to fulfil their professional responsibilities without being constrained by the host country's labour laws, trade union agreements or regulations relating to the temporary import of equipment.

The host city and the OCOG will work with the appropriate regulatory bodies to ensure that the regulations are applied consistent with the terms of the Host City Contract..

Such waivers will apply to all branches of the media – the OBO, rights holders, and the written and photographic press – and will relate to regulations concerning but not limited to:

- permits, licences and related fees
- minimum wage levels
- unsocial hours payments
- working hours per day/week
- rest days
- health and safety regulations
- standardised equipment specifications
- tax exemption on Games-related earnings
- tax exemption on temporary import of equipment
- reimbursement of VAT payments

The media should be informed at least eighteen months in advance if any relevant regulations are to be enforced at Games time.

3.0 → Written and Photographic Press

Executive Summary

Overview

- The OCOG will establish a Press Operations function which will be responsible for organising, resourcing and operating all facilities and services for the written and photographic press accredited to the Olympic and Olympic Winter Games
- The aim of Press Operations is to create a working environment in which the written and photographic press can provide the best possible coverage of the Olympic Games for the widest possible audience
- All facilities, services and other requirements for the written and photographic press will be provided free of charge by the OCOG unless expressly specified otherwise in the Technical Manual on Media. In the latter case, the prices will be set out in a rate card, subject to the prior written approval of the IOC
- The provision of press facilities and services is unconditional and the freedom of the accredited press is absolute, within the provisions of the Olympic Charter and the Host City Contract
- The overall quota of written and photographic press E category accreditations for each edition of the Olympic Games is set by the IOC following the previous edition of the Games.
- The key functional areas of Press Operations include but are not limited to:
  - planning and implementing press facilities and services at the Main Press Centre (MPC), the competition venues, the Olympic Village(s), media village(s) and the IOC hotel
  - establishing the Olympic News Service (ONS) providing balanced news coverage of professional wire service standards for the Games INFO system
  - planning and implementing photographic facilities and services at the MPC and competition venues
  - planning and coordinating general services for the press, including accreditation, accommodation, transport, rate card, specialist volunteer programme, publications and communication with NOCs and news organisations

Continued on next page

Executive Summary, Continued

Contents This chapter contains the following sections:

Topic
3.1. Press Operations Functions Overview
3.2 Press Operations Structure and Programme Administration
3.3 Main Press Centre
3.4 Venue Media Facilities and Services
3.5 Olympic News Service
3.6 Photo Services
3.7 Press Services

3.1 → Press Operations Function

Executive Summary

Introduction and General Principles

Press Operations is responsible for organising and operating all media facilities and services for the accredited written and photographic press.

Media facilities include the Main Press Centre (MPC), Venue Media Centres (VMCs) and additional media workrooms at the Olympic Village(s), media village(s) and IOC hotel.

The Head of Press Operations works closely with the IOC Media Operations to ensure that media facilities and services meet the required standards.

Key Functions

Press Operations key functions:

- Plan and detail the fit-out, technology and telecommunications requirements for the MPC
- Plan and detail the fit-out, technology and telecommunications requirements for the VMCs
- Establish an Olympic News Service, providing balanced news coverage of professional wire service standards for the Games INFO system
- Plan and establish facilities and services for still photographers, including the identification of photo positions at competition venues, ensuring adequate lighting for photographers at competition venues in liaison with the OBO and IFs, and providing technology to meet the needs of the international photo news services
- Oversee the media accreditation process within the OCOG working closely with IOC Media Operations, OCOG Accreditation and the NOCs
- Work with OCOG Accommodation to select suitable press hotels and/or media village/s for the accredited written and photographic press
- Work with OCOG Transport to ensure an efficient and effective media transport network that services the media accommodation locations, MPC and all competition and non-competition venues, including the Olympic Village and open training sessions at competition venues

Continued on next page

Executive Summary, Continued

Key Functions (continued)

- Write, publish and distribute and manage the Press Rate Card offering rental space, furniture, technology and equipment needed by news organisations to set up private offices at the MPC and VMCs
- Telecommunications must meet the current accepted levels of technology, capacity and speed expected by international media at a major world event. Press Operations will establish an MPC Rate Card Centre to manage press rate card services
- Recruit and train suitably qualified professional communications and event staff to manage press and photographic work spaces, facilities and services at the MPC and VMCs
- Represent all media operational issues at the daily joint MPC briefing with the IOC
- Manage the non rights holding broadcast organisations (ENR accreditations) who use the facilities for the written and photographic press, although their access with video and audio recording equipment is limited
- Build good working relations with IOC Media Operations and the international news organisations
- Build good working relations with the media directors of the IFs and larger NOCs
- Work closely with the Olympic Broadcasting Organisation (OBO) on common media services such as the mixed zones, tribune seating for accredited press and broadcasters, compatible photo and camera positions and policies, venue lighting and the supply of Press Guide and Broadcasters Handbook information.
- Organise World Press Briefing/s
- Report to the required forums and meetings, including the IOC Press Commission, Co-ordination Commissions and Project Reviews

3.2 → Press Operations Structure

Executive Summary

Executive Summary

- The Head of Press Operations is a senior position within the OCOG hierarchy and must be filled by a qualified media professional five years before the Olympic Games
- The structure of Press Operations should reflect the various areas providing facilities and services for the written and photographic press i.e. the Main Press Centre (MPC), Venue Press Operations, Olympic News Service (ONS), Photo Services and Press Services. Each of these areas needs separate, expert management
- Key venue staff such as Venue Press and Photo Managers should be recruited in time to participate in their venue Test Event(s) even if they do not start on a permanent basis until closer to the Games
- Key staff in the MPC and competition venue media centres should have media event experience. A comprehensive training programme for both paid and volunteer media staff is essential
- The Press Operations programme is responsible for briefings and venue visits for international and national media planning their Games coverage. This also requires the organising of at least one World Press Briefing

Contents

This section contains the following topics:

Topic
3.2.1 Press Operations Structure
3.2.2 Press Operations Function Administration
3.2.3 Key Tasks Timeline

3.2.1 Press Operations Structure

Head of Press Operations

The Head of Press Operations is a senior position within the OCOG hierarchy and must be filled by a qualified media professional five years before the Olympic Games.

Role of Head of Press Operations

The Head of Press Operations:

- will be responsible for all facilities and services provided for the accredited written and photographic press
- will work closely with OCOG Communications and Media Relations. At Games time these functions will need to work in a seamless manner to best serve the accredited media and the OCOG itself. Similarly, Press Operations will need to work with other key functional areas within the OCOG (accreditation, accommodation, transport, technology, venue and competition management, etc.) to ensure smooth co-ordination and good understanding of media requirements across all service providers
- will work closely with the OBO on common media services such as accommodation and transport, as well as the location and the smooth operation of the mixed zones, location of tribune seating for accredited press and broadcasters, ensuring the smooth flow of information from the MPC to broadcasters at the IBC and the possible overlap of photo and camera positions - which need to be resolved before the Games begin. Regular meetings between Press Operations and the OBO to plan for Games-time are necessary
- will be the contact person for IOC Media Operations
- will build good working relations with the international media organisations, and the media directors of the various International Federations and National Olympic Committees
- will be invited to attend each IOC Press Commission meeting, providing the Commission with a detailed written and verbal progress report
- will be entitled to E accreditation to all preceding Olympic Games and Olympic Winter Games
- will ensure that the IOC receives the OCOG Final Report of Press Facilities and Services, including all required venue diagrams and accreditation databases, no later than six months after the Olympic Games
- will present the final report to the IOC Press Commission (IOC Media Operations will define the contents of the report and advise on the number of copies required)

The Head of Press Operations will be based on the administrative level of the MPC during the Games to facilitate daily liaison with IOC Media Operations.

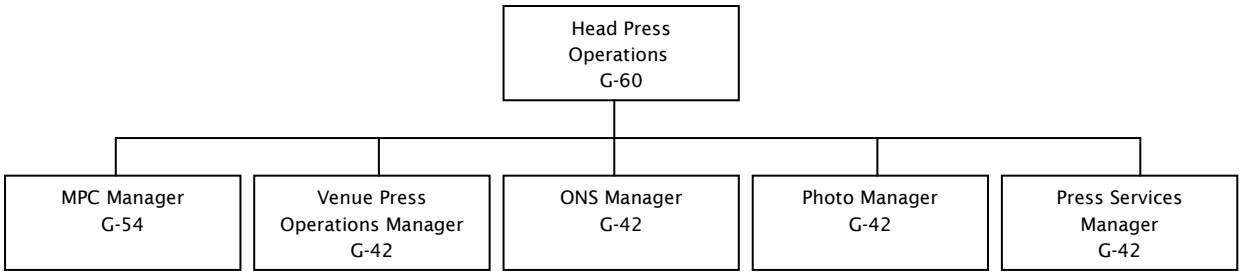
Continued on next page

3.2.1 Press Operations Structure, Continued

Press Operations Structure

The structure of Press Operations should reflect the various areas providing facilities and services for the written and photographic press i.e. the Main Press Centre (MPC), Venue Press Operations, Olympic News Service (ONS), Photo Services and Press Services. Each of these areas needs separate, expert management.

The attendance of each of these managers at the preceding Olympic Games is also recommended where practical.



3.2.2 Press Operations Function Administration

Introduction

This section outlines the areas of planning that are generic to Press Operations and how each can be centrally co-ordinated within the Press Operations Function.

Press Operations Sub-Programmes

Under the direction of the Function Manager (Head of Press Operations), a core team of Project Management staff is required to work on the five sub-programmes that make up Press Operations:

- Main Press Centre (MPC)
- Venue Press Operations
- Olympic News Service (ONS)
- Photo Services
- Press Services

Staffing

A generic staffing model for the core Press Operations team responsible for the delivery of Press Operations is outlined below.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 60	Head of Press Operations	1	Paid*	S/W
G - 54	MPC Manager	1	Paid	S/W
G – 42	ONS Manager	1	Paid	S/W
G – 42	Venue Press Operations Manager	1	Paid	S/W
G – 42	Photo Manager	1	Paid	S/W
G – 42	Press Services Manager	1	Paid	S/W
G – 36	MPC Assistant Manager	1	Paid	S/W
G – 12	Key venue press managers, photo managers, MPC and ONS supervisors appointed & start dates confirmed	various	paid	S/W

*Note. 'Paid' refers to paid full time employees

Continued on next page

3.2.2 Press Operations Function Administration, Continued

Recruitment

The recruitment timeline for Press Operations staff should be planned well ahead of the Olympic Games on a sub-programme basis culminating in the identification and recruitment of Games-time staff employed on short-term contracts.

Key venue staff such as Venue Press and Photo Managers should be recruited in time to participate in their venue Test Event(s) even if they do not start on a permanent basis until closer to the Games.

Key staff in the MPC and competition venue media centres should have media event experience. A comprehensive training programme for both paid and volunteer media staff is essential.

Paid Support Staff

Outlined below are the paid support positions for the Main Press Centre and short term paid support positions for each Venue Media Centre, based on a Summer Games with a suggested recruitment timeline.

Recruitment Timeline	MPC Position Title	Number	Type	Summer (S) Winter (W)
G – 24	MPC Technology Manager	1	Paid	S/W
G – 12	MPC Technology Supervisor	2	Paid	S/W
G – 24 G – 12	MPC Supervisor	2	Paid	S/W
G – 30	Press Rate Card Manager	1	Paid	S/W
G – 3	MPC Night Manager	1	Paid	S/W
G – 3	MPC Supervisor Press Conf	2	Paid	S/W
G – 3	MPC Supervisor Press Room	2	Paid	S/W
G – 3	MPC Supervisor Main Lobby/Help Desk	2	Paid	S/W
G – 2	MPC Supervisor Photos	2	Paid	S/W
G – 2	MPC Supervisor Service Centre	1	Paid	S/W
G – 2	MPC VOC Supervisor	1	Paid	S/W
G – 2	MPC Guest Pass Supervisor	1	Paid	S/W

Continued on next page

3.2.2 Press Operations Function Administration,
Continued

Venue Media Centre Paid Support

Recruitment Timeline	Venue Media Centre Position Title	Number per venue	Type	Summer (S) Winter (W)
G	Venue Media Work Room Supervisors	1	Paid	S/W
G	Venue Press Conference Supervisors	1	Paid	S/W
G	Press Mixed Zone Supervisor	1	Paid	S/W
G	Photo Supervisor (large venues)	1	Paid	S/W
G	ONS Supervisor	1	Paid	S/W
G	ONS Flash Quote Reporters	Varies	Paid	S/W
G	ONS reporters	Varies	Paid	S/W
G	Sport Information Specialist	1	Paid	S/W

Milestone Planning

Detailed milestone planning should be undertaken to outline Press Operations key deliverables, when they are due to be delivered and who is responsible for the delivery. The planning should monitor key milestones that are applicable across the programme culminating in Games-time delivery. This planning can also be used to monitor Paralympic milestones as applicable.

Issues Identification and Tracking

In order to record and monitor Press Operations issues identified by the programme and sub-programme managers, OCOG functional areas, the IOC Media Operations Department and various news organisations, Press Operations should maintain an Issues Tracking Schedule by programme and sub-programme. This allows for all Press Operations related issues to be centrally managed by item, tracked by date and regularly updated so that issues are resolved in a timely manner and all parties can be promptly notified upon resolution.

Additional assistance from senior OCOG management should be sought when important issues remain unresolved.

Continued on next page

3.2.2 Press Operations Function Administration,
Continued

Coordination of Press Visits and World Press Briefings

The Press Operations programme is responsible for briefings and venue visits for international and national media planning their Games coverage. This also requires the organising of at least one World Press Briefing, ideally held one year before the Games, to present the detailed planning for print media facilities and services. Further close contact with major international and national news agencies is maintained through Press Services regarding accreditation and accommodation and by the MPC in terms of Rate Card orders.

3.2.3 Key Tasks Timeline

Press Operations

The table below sets out some of the key tasks of Press Operations and suggested timelines.

Action	Timeline
STAFFING	
Head of Press Operations on board	60
MPC Manager on board	54
Photo Manager on board	42
Press Services Manager on board	42
ONS Manager on board	42
Venue Press Services Manager on board	42
MPC Assistant Manager on board	36
Key Venue Press staff on board	12

Action	Timeline
PROGRAMME PLANNING & ADMINISTRATION	
Function established	58
IOC initial briefing on Function	58
Information on Host City legislation provided to Media	18
Final Post Games Report of Press Facilities and Services provided to the IOC Administration and IOC Press Commission	+6

Action	Timeline
WORLD PRESS BRIEFINGS	
1st World Press Briefing	24
2nd (or 1st) World Press Meeting	12

Continued on next page

3.2.3 Key Tasks Timeline, Continued

Action	Timeline
GAMES PLANNING PROCESS – THE OUTPUTS	
Press Operations Business Plan - Draft completed	48
Press Operations Business Plan - Final completed	42
Press Operations Operating Concept completed	30
Press Operations Input in Model Venue Planning completed	25
Photo Operating Plan - Draft completed	15
ONS Operating Plan - Draft completed	15
MPC operational plan - Draft completed	15
Venue Media Centres operational plan - Draft completed	15
Press Services operational plan	24
Press operations input in Test Events venue operating plans	14
Photo Operating Plan - Final completed	6
ONS Operating Plan - Final completed	6
MPC operational plan - Final completed	6
Venue Media Centres operational plan - Final completed	6
Press Services operational plan - Final completed	18
Press Operations Input in Venues Operating Plans completed	6

Continued on next page

3.2.3 Key Tasks Timeline, Continued

Action	Timeline
MPC OPERATIONS	
MPC block plan to be submitted to the IOC administration for approval	30
Cost of rental price per square metre to be submitted to the IOC administration for approval	24
Technology confirms appointment of Venue Technology & Telecom manager(s)	12
Final list of organisations to rent MPC space submitted to IOC administration	10
MPC rental space allocated	9
Press Ops decides with Food Services on the appointment of the MPC Catering contractor	8
MPC catering plans approved	6
Presentation and look elements of the Main Press Conference Room submitted for approval to the IOC administration	6
OCOG takes full possession of MPC	6
Reliability tests completed	1
MPC official opening	1
MPC operational 24 hours	2 weeks

Action	Timeline
MPC Construction and fit-out *Guidelines only* (theoretical periods – based on Athens 2004)	
Tendering process for the construction of the MPC launched	G – 60-42
Contract with the construction company signed	G – 60-42
MPC Construction start	G – 38
MPC overlay plan completed	G – 36
MPC overlay construction begins	G – 15
MPC construction completed	G – 18-12
MPC staff move into MPC	G – 6
MPC fit-out initiated and early installation of equipment	G – 4
MPC fit-out completed	G – 2
Photo sponsor fit out to be completed	G – 1

Continued on next page

3.2.3 Key Tasks Timeline, Continued

Action	Timeline
VENUE PRESS OPERATIONS	
Participation in Generic Competition Venue Planning Process	30
Location, capacities and layout of press tribunes submitted to IOC administration for approval	24
Participation in Competition Venue Operating Plans	6
Participation in Test Event Operating Plans	6
VMC fitout completed	1
Olympic Village Media Centres open	2 weeks
VMCs operational	1 week

Action	Timeline
PHOTO OPERATIONS	
MPC Image Centre and photo work area requirements defined	24
Participation in definition of lighting needs for the field of play	24
Location and size of Photo Work Areas in venues established	24
Photo/ENG drop-off points and photo pool parking space defined	18
MPC Photo Services elements submitted to IOC administration for approval	18
Contract negotiations with IOPP completed	18
Primary photo positions at all venues established	18
Telecommunications services (rate card) for photo positions determined	12
Photo lockers for all venues sourced	12
Photographers' sub-accreditation devices determined	12
NOPP contracts signed	12
Photo transport system needs defined	9
Photo positions for the Opening/Closing Ceremonies identified	3
Venue lighting photo certified	1
Bibs/vests or armbands distributed to photographers	4 days

Continued on next page

3.2.3 Key Tasks Timeline, Continued

Action	Timeline
OLYMPIC NEWS SERVICE	
Decision on whether to outsource biographies and historical data taken	36
Biography collection starts	36
First module of INFO to be available for testing	11
First model and functionality of INFO available for test events	12
INFO system available	2
INFO goes live	10 days

PRESS SERVICES

Action	Timeline
ACCEDITATION	
IOC Press Accreditation Strategic Plan completed	30
Press accreditation quotas set by the IOC	24
Press quotas attributed	20
Distribute accreditation forms with accommodation booking forms and rate card document	18
Deadline for the return of the Press by Number accreditation forms by the NOCs	12
IOC second round of press accreditations allocation	10
Press by Name Accreditation forms distributed	9
Press by Name accreditation forms received	6
Press receives Olympic Identity and Accreditation Card	3
Media Accreditation Centre begins 24 hour operations	1 week

Continued on next page

3.2.3 Key Tasks Timeline, Continued

Action	Timeline
ACCOMODATION	
Participation in media accommodation plan development	40
Room rates under final accommodation allocation plan communicated to Press Operations	24
Deadline for NOC/press return of press accommodation bookings	12
Issue allocation contracts to Press	10
Accommodation allocation to be finalised	3

Action	Timeline
TRANSPORT	
Participation in media transport plan development	30
Finalise Media Transport Plan	8
Agree vehicle types and numbers for Press Operations exclusive use	8
Allocate vehicles and parking to IOC-recognised news agency members if being provided by OCOG (not a requirement)	8
Media transport services started	2 weeks
Full media transport services started	4 days
Media Transport service completed	+3 days

Action	Timeline
PUBLICATIONS	
First edition of annual Media Info Update published	48
Media section on Games website launched	36
Accreditation, Accommodation, Freight and Shipping, Media Info and Press Rate Card guides distributed	18
Games Media and Photo Guide published	1
Games time Media Transport Guide published	1
Results Book CD distributed at MPC	+1 day

Continued on next page

3.2.3 Key Tasks Timeline, Continued

Action	Timeline
RATE CARD	
Press Rate Card planning started	36
Rate Card approved by IOC Executive Board	24
Distribute Press Rate Card with Press by Number accreditation forms	18
Rate Card orders received	9
Rate card payments received by the OCOG	6
Complete installation of MPC rate card orders	1
VMC rate card spaces completed and orders installed	2 weeks
Competition Venue Media Centres open for rate card checking (Summer Games)	2 weeks

3.3 → Main Press Centre

Executive Summary

Executive Summary

The Main Press Centre (MPC) is the central work place of the accredited print media at the Olympic Games and Olympic Winter Games, providing facilities and 24-hour support.

The location of the MPC is a key factor in the success of Games media coverage. It should be situated as close as possible to the IBC, Olympic Stadium and other key competition venues, as well as media accommodation, shops, restaurants and the public transport network.

The MPC site will include a media transport hub with bus stops and waiting areas for buses connecting with competition venues and media accommodation sites.

The MPC should be located in an existing or planned congress/exhibition centre or a large building shell such as a factory or warehouse which can be adapted to Games requirements.

For the Olympic Games, the MPC should be a stand-alone facility located adjacent to the IBC. For the Winter Games with its smaller overall media population, the MPC and IBC should be co-located in a fully-integrated Main Media Centre (MMC) sharing common services, including the media transport hub.

The MPC will include a Main Lobby providing welcome and information services and retail outlets.

The Main Press Workroom will be equipped with at least 800 work stations for the Olympic Games and 600 for the Winter Games, with all necessary telecommunications and technology options to permit fast access to Games-time information.

If Winter Games mountain venues are more than one hour's travel from the MPC, an additional satellite MPC may be required in the mountain zone to provide a scaled-down version of the amenities and services available at the MPC in the city.

No broadcasting organisations may rent space or Rate Card items at the MPC.

No organisation may originate or broadcast any programming or feed by any means, including via television, radio, internet or mobile services, from the MPC except in accordance with the IOC News Access Rules.

Continued on next page

Executive Summary, Continued

Contents This section contains the following topics:

Topic
3.3.1 Function
3.3.2 Location
3.3.3 Building Structure
3.3.4 Dimensions
3.3.5 Reliability Tests, Opening Dates and Operating Hours
3.3.6 Public Address System
3.3.7 Security and Emergency Services
3.3.8 Cleaning and Maintenance
3.3.9 Main Lobby
3.3.10 Rate Card Services Centre
3.3.11 Main Press Workroom
3.3.12 Private Rental Space
3.3.13 Press Conference Facilities
3.3.14 Photo Services
3.3.15 Catering
3.3.16 Sponsors' Protection
3.3.17 Signage
3.3.18 Key Lessons from Previous Games

3.3.1 Function

MPC Function

The Main Press Centre (MPC) is the central work place of the accredited print media at the Olympic Games and Olympic Winter Games, providing 24-hour support and facilities. It is also the Games-time headquarters for Press Operations and IOC Media Operations.

3.3.2 Location

Location of MPC

The location of the MPC is a key factor in the success of Games media coverage.

It should be situated adjacent or as close as possible to the IBC, Olympic Stadium and other key competition venues, preferably within walking distance.

It should also be close to the media accommodation, shops, restaurants and the public transport network.

The MPC site will include a media transport hub large enough to provide bus stops and waiting areas for buses connecting with competition venues and media accommodation sites.

The media transport hub can be shared by the MPC and IBC if the two facilities are near each other. If not, separate transport hubs will be necessary.

Additional pick-up/drop-off points will be located close to the MPC entrance/exit points with taxi stands nearby.

Parking for at least 300 press vehicles will be available at or near the MPC site.

3.3.3 Building Structure

Building Structure of MPC

To minimise construction costs, the MPC should be located in an existing or planned congress/exhibition centre or a large building shell such as a factory or warehouse which can be easily adapted to meet Games requirements.

If there is no such building, the facility should be constructed in a location which meets the above criteria.

For the Olympic Games, the MPC should be a stand-alone facility with a dedicated or shared media transport hub, depending on proximity to the IBC.

For the Winter Games with its smaller overall media population, the MPC and IBC should, where possible, be co-located in a fully-integrated Main Media Centre (MMC) sharing common services, including the media transport hub.

A low-rise structure is preferred, ideally comprising 1-3 levels, up to a maximum 5 levels. Lighting, air-conditioning/heating and ventilation should be at comfortable and constant levels in all populated areas of the building.

The main media entrance will be large enough to install sufficient X-ray machines to process arriving media through security checkpoints without undue delay.

To facilitate access, the following dedicated entrances are recommended:

- Main media entrance
- Fast track (no bags) media entrance
- Photographers' entrance
- VIP and athlete entrance (with direct access to green room)
- Staff/volunteers entrance

3.3.4 Possession, Move-out and Retro-fit

Possession, Move-out and Retro-fit of MPC

The OCOG must take full possession of the facility allowing sufficient time for fit-out and overlay. Timing will change dependent on the type of facility, but should be six months before for the Olympic Games and no less than three months before for the Olympic Winter Games. Any later date must be approved by the IOC.

The MPC contract must also allow enough time for the post-Games move-out and retro-fit.

3.3.5 Dimensions

Dimensions of MPC

The Olympic Games MPC will comprise a minimum of 40,000 sq m of usable space, with a further 1,000 sq m in or alongside the building for use as a logistics compound with truck access, loading dock and secure storage area.

The Winter Games MPC will comprise a minimum of 25,000 sq m of usable space, with a further 1,000 sq m in or alongside the building for use as a logistics compound with truck access, loading dock and secure storage area.

If Winter Games mountain venues are more than one hour's travel from the MPC, an additional satellite MPC may be required in the mountain zone to provide a scaled-down version of the amenities and services available at the MPC in the city.

The mountain satellite MPC will require at least 3,000 sq m with an adjacent transport hub and a logistics compound with truck access, loading dock and storage area.

It will normally be established at the Alpine Skiing Venue Media Centre (VMC), unless a preferred location is identified elsewhere.

3.3.6 Reliability Tests, Opening Dates and Operating Hours

MPC Reliability Tests, Opening Dates and Operating Hours

MPC power supply, electrical safety systems, telecommunications, ventilation, heating/air conditioning and other technical support services must be tested before the arrival of the first news organisations.

The MPC opens at least one month before the Opening Ceremony to allow agencies and other major news organisations to set up their private offices and test equipment.

The OCOG must ensure sufficient staff are available to meet the working needs of arriving media and provide telecommunications, technology and security support.

The MPC goes to 24-hour operations two weeks before the Opening Ceremony and reaches full operational strength in terms of human and technical resources four days before the Opening Ceremony.

MPC staffing will be maintained at effective operating levels around the clock.

The MPC will continue to operate at full strength until at least 24 hours after the Closing Ceremony.

The OCOG will allow five working days after the Closing Ceremony for the larger media organisations to dismantle and remove their equipment.

3.3.7 Public Address System

Public Address System of MPC

A public address system will be clearly audible throughout the MPC. It will convey real-time operational information such as programme changes and press conference announcements, and advise on any emergency evacuation procedures.

3.3.8 Security and Emergency Services

Security and Emergency Services of MPC

The MPC will require 24-hour internal and external security, with perimeter fence monitoring, access controls and possibly swipe-card entry to restricted areas such as IOC/OCOG offices and technical areas.

The facility will meet all local fire prevention standards, including integral sprinkler system and extinguishers, with increasing levels of support as Games-time approaches.

Emergency and Evacuation procedures are to be implemented and practised.

3.3.9 Cleaning and Maintenance

Cleaning and Maintenance of MPC

Cleaning and maintenance services will be provided in all areas of the building from the opening of the MPC through to its closure after the Games.

Cleaning and maintenance will be carried out during the quietest part of the 24-hour day (normally between 2-6 am) in order to minimise disruption to MPC users. Winter Games maintenance will include snow removal from pedestrian and vehicle areas.

3.3.10 Main Lobby

Main Lobby of MPC

The MPC main entrance will access the Main Lobby providing media welcome and information services.

The focal point will be the **Main Help Desk** run by well-trained multi-lingual staff.

The most important document for arriving journalists will be the written guide to Games press services which will be included in press kits issued by the help desk.

The help desk will provide information relating to:

- MPC and VMC media facilities
- media accommodation
- media and public transport services and parking options
- local and city restaurants

Also available at or near the help desk will be:

- distribution point for results book CDs
- MPC floor plan
- city and venue maps
- OCOG, IOC, NOC, IF and future OCOG publications (subject to written IOC approval for distribution at Games locations)
- clocks showing local time and the time in relevant worldwide times zones
- tourist information on the city, region and host country

The Main Lobby will also include:

A 24-hour **Newsdesk** staffed by senior OCOG communications personnel to provide editorial information and arrange interviews.

A **Marketing Communications Office** staffed by the OCOG and IOC marketing group to deal with sponsor information, news releases and press conferences and sponsor requests for MPC tours.

A **Newspaper Kiosk** selling newspapers and magazines published in the host city, host country and worldwide.

The OCOG should contract with a national distribution service or if necessary with key news organisations abroad to ensure that foreign publications are available promptly and in sufficient quantities.

It is recommended that the OCOG also arranges for the provision of electronic newspapers from the world's major capitals, which would supplement *but not replace* the provision of hard-copy publications.

The OCOG will ensure that any legislation controlling newspaper availability in the host country will not prevent accredited media seeing their national publications.

Continued on next page

3.3.10 Main Lobby, Continued

Main Lobby of MPC (continued)

A **Technology Store** providing computer and telecommunications technology accessories used by journalists and photographers.

A **Computer repair shop** for Laptops and basic PC software support.

A **Pharmacy/Medical Centre** able to deal with prescriptions and provide on-site access to a qualified medical practitioner.

A **General Store** selling everyday items such as postcards, films, batteries, sunglasses and general healthcare products not requiring a prescription.

A **Bank** providing all routine banking services, including currency exchange, deposits, withdrawals and safety deposit boxes.

ATM (Automatic Teller Machines) outlets dispensing local currency.

A **Post Office** where media can buy stamps and post mail.

A **Courier Parcel Service** where media can send or receive parcels.

A **Travel Agency** for travel bookings.

A **Lobby Lounge/Waiting Area** equipped with coffee bar, comfortable chairs, tables, TV monitor etc.

A **Guest Pass Office** located immediately outside the main entrance ahead of the accreditation and security checkpoint.

An **Internet café** offering free of charge internet access should also be located close to the Main Lobby or media workroom. A minimum of 30 workstations should be provided.

In the selection of MPC services the OCOG will conform with IOC and OCOG marketing agreements.

3.3.11 Rate Card Services Centre

Rate Card Services Centre

A Rate Card Services Centre managed by Press Operations will be located close to the Main Lobby. Rate Card services will include:

- rental space
- telecommunications, including mobile phone services
- office equipment, furniture and fittings
- audio-visual equipment, including CATV connections

3.3.12 Main Press Workroom

Main Press Workroom

The heart of the MPC is the Main Press Workroom which should be located within easy reach of the Main Lobby.

The **capacity** of the Main Press Workroom will be at least 800 work stations for the Olympic Games and 600 work stations for the Winter Games.

The **layout** of desks and chairs should allow enough space between rows to permit journalists to move around easily without disturbing other users.

There should be enough space to permit the installation of conveniently-located INFO terminals and printers without compromising the number of work stations.

The workroom will be equipped with enough INFO terminals and printers (at least in the ratio of one INFO terminal per 15 work positions. One printer should be linked to two INFO terminals), and fax machines to ensure immediate access.

Journalists will be able to order workroom **telecommunications** facilities via the Rate Card.

Workroom desks will be equipped with **compact payphones** with international direct dial access and standard connections for data transmission by laptop. At least one payphone will be installed for every two work stations.

Work stations will be equipped with a **locking mechanism** to enable journalists to secure their laptops while they are away from their desks. However, journalists who have finished their work may not leave their laptops secured in order to retain a particular work station for future use.

User-pay **WiFi broadband access** throughout the MPC, and particularly in the Main Press Workroom, is a requirement based on current international standards.

The OCOG will ensure that electrical installations throughout the facility are protected by **Uninterrupted Power Supply (UPS).**

Pigeonholes will be strategically located in the Main Press Workroom to provide journalists with hard copies of all daily programmes, start lists, tables and results arranged by sport (and by discipline and by event within each sport). These sheets will also be distributed to private offices on request.

The **Results Production and Copy Centre** should be adjacent to the Main Press Workroom in order to facilitate the supply to hard-copy information to the pigeonholes.

Continued on next page

3.3.12 Main Press Workroom, Continued

Main Press Workroom (continued)

Shelf-mounted **television monitors** will be located at strategic points around the Main Press Workroom to ensure maximum visibility. Journalists need to be able to watch events live and follow all events and relevant programmes simultaneously.

At least two large **video walls** should be installed on opposite sides of the workroom to provide the best possible view of the most important events.

Speakers should be installed around the workroom to permit a sound feed to be relayed from news conferences and briefings when appropriate. The OCOG will be responsible for the sound insulation of the workroom.

An **Olympic reference library** for the use of journalists and the office of the **Olympic News Service (ONS)** will be located near the Main Press Workroom.

At least 250 **lockers** (with two sets of keys each) in a supervised area in or near the workroom will available for journalists.

A **help desk** in the workroom will provide general assistance, photocopying and fax services, phone card sales and locker rentals.

3.3.13 Private Rental Space

Rental Space Requirements

Private MPC office space will be available for rent in modules of about 25 sq m. Each module will include the following equipment and amenities:

- external walls
- one external door
- external letter box
- external nameplate
- general lighting, ventilation, heating/air conditioning
- general daily cleaning and waste removal services

Further equipment and amenities, including internal partitioning and doors if required, may be obtained via the Rate Card.

IOC Recognised World News Agencies

The **IOC recognised world news agencies** will have absolute priority in reserving and renting private office space.

For the Olympic Games the OCOG will provide each of the recognised world agencies with 400 sq m of usable space, at no charge.

For the Olympic Winter Games the OCOG will provide each of the recognised world agencies with 350 sq m of usable space, at no charge – which may be divided into 300 sq m in the MPC and 50 sq m in the mountain satellite MPC/main Alpine VMC.

The OCOG will also provide the recognised world agencies with one INFO terminal and printer at no charge.

The world news agencies may purchase additional space and/or equipment via the Rate Card.

The OCOG will provide the **International Olympic Photo Pool (IOPP)** (refer IOPP under Photo Services) with office space up to 200 sq m, at no charge.

The OCOG will provide the **National Olympic Photo Pool (NOPP)** (if appointed) and **national agency** (if appointed) with 150 sq m, at no charge.

Continued on next page

3.3.13 Private Rental Space, Continued

Other Office Space

Other private office space may be rented by accredited press organisations, including photographic agencies, National Olympic Committee media operations and future OCOG media operations.

No broadcasting organisations, whether rights holder or non-rights holder, may rent space or Rate Card items at the MPC.

No organisation may originate or broadcast any programming or feed by any means, including via television, radio, internet or mobile services, from the MPC except in accordance with the IOC News Access Rules.

All organisations requiring private office space will submit floor plans displaying all the required information i.e. position of doors, furniture, cable feeds, power supply, power points, location of computers and desktop phones etc.

The OCOG will fit out each office in accordance with plans submitted by the established deadlines.

IOC Offices at MPC

The following **IOC functions** will be based at the MPC:

- Media Operations, including the Press Ticketing distribution office
- Communications, Marketing Communications
- Image and Sound / Olympic Museum

The OCOG will provide office space up to 300 sq m free of charge, separated into individual offices to specifications supplied by the IOC.

Certain FF&E, telecommunications and technology, including INFO terminals, will be provided by the OCOG. Additional items will be purchased via the Press Rate card.

Media Operations, including the Press Ticketing distribution office, should be located close to the Head of Press Operations and MPC management.

Communications and Marketing Communications should be co-located close to the Main Press Workroom and newsdesk, with an Olympic Museum Image and Sound office near the Photo Work Area

The OCOG will supply up to 5 volunteers at the MPC to assist with Press Ticketing and IOC Communications. The IOC may propose suitable volunteers for this purpose.

For the Winter Games, additional IOC office space would also be required at the main VMC in the mountain zone.

Continued on next page

3.3.14 Press Conference Facilities

Auditorium

The IOC/OCOG morning briefings and other events in the **Main Press Conference Auditorium** will set the daily news agenda throughout the Games.

Auditorium images will be seen around the world every day, so the backdrop, wall decoration and signage should fully reflect the "Look of the Games".

The wall decoration will include the Olympic Games logo and Olympic rings. No advertising or individual identification will be permitted. The OCOG must submit the decoration plan to the IOC for approval.

The auditorium should be situated close to the Main Press Workroom.

Speakers and other VIPs will have direct access to the podium from the adjacent green room which will provide privacy and hospitality and be accessed via a dedicated external VIP entrance.

Auditorium Facilities and Equipment

Auditorium facilities and equipment will include:

- a **seating capacity** of at least 700 for the Olympic Games and at least 500 for the Winter Games
- a raised front **stage** or **podium** with table, chairs, microphones, headsets for up to 15 people, and stage lighting as per international standards agreed by the OBO and OCOG Photo Manager
- a front **lectern** with lighting and microphone as above
- a **giant video screen** behind the speakers' podium
- robust, reliable and versatile **audio-visual** facilities able to meet all sound and vision requirements
- **plug-in connections** enabling print journalists and ENG crews to record directly from the auditorium sound system
- a **rostrum** for photographers and ENG crews providing direct sightlines to the podium and lectern without disrupting the work of the journalists
- an **OBO fixed camera position** to film all press conferences for transmission via an Olympic CATV channel
- at least eight **simultaneous translation booths**
- enough **translation headsets** to match the capacity of the auditorium. These will be distributed to journalists before entering the auditorium in exchange for accreditation cards
- enough **cordless floor microphones** to permit journalists to ask questions without undue delay. Recommended ratio: one microphone per 10 rows

Continued on next page

3.3.14 Press Conference Facilities, Continued

Auditorium Facilities and Equipment (continued)

- **seating** should be comfortable with writing surface attachments, and raked to ensure clear sightlines
- enough **space between rows** to permit journalists to come and go without disrupting colleagues
- an **auditorium floor manager** to oversee the efficient running of press conferences, with responsibility for technology, security and document distribution

As well as the main auditorium, the MPC will include **a smaller press conference room** with full audio-visual capability, interpreter booths and a capacity of up to 200 people.

The MPC will also provide at least three additional **interview rooms**, each with a capacity of up to 80 people.

3.3.15 Photo Services

Photo Services

The facilities and services to be made available to photographers at the MPC include but are not limited to:

- A fully functional and professional Imaging Centre which caters to the professional news and sport photographers' requirements
- A fully equipped and dedicated Photo Work Room
- Photo help desk.
- Film/disk transport office.
- Photo Service Manager's office

The OCOG should include a camera body and lens repair and hire service within the MPC photographic zone. The service providers will require IOC approval and will be co-ordinated in conjunction with the image sponsor.

To facilitate the work flow, the pool(s) and main photo agencies should be located as close as possible to the MPC main photo centre.

Where possible, the MPC design will include a separate photographers' entrance.

See Section **3.6 Photo Services** for further details of services and facilities for photographers at the MPC.

3.3.16 Catering

Catering

Catering is regarded as an essential service by the international media who follow a demanding 24-hour work schedule throughout the Games. It is a critical success factor in MPC operations.

The OCOG will offer a varied range of meals in line with the culinary habits and lifestyles of a press corps representing all five continents.

Food in the MPC should be fresh, cooked on site and reasonably priced.

Ideally, the OCOG will provide:

- a traditional self-service restaurant, with a choice of starters, hot main courses, salads, desserts and drinks.
- food court-type outlets serving a variety of international dishes and providing a central area of tables and chairs.
- fast-food outlets serving with a telephone order facility and delivery to MPC private work areas.
- a barbecue or open air eating area for the Olympic Games.
- one or more bars.

OCOGs should opt for different size eating areas, seating between 50 and 200 people, rather than a single 2,000 seat cafeteria.

Hot meals must be available 24 hours a day at one or more MPC catering facility, but it is not necessary to keep all outlets open all the time.

The OCOG will ensure that the prices charged to the media are reasonable and do not exceed the prices charged to the public for equivalent services in the host city.

The scale of MPC catering services may vary according to the availability of equivalent services nearby.

It may also be necessary to establish satellite food and beverage outlets at convenient location in the MPC because of the size of the facility.

The catering contractor must be appointed no later than eight months before the Olympic Games.

The Head of Press Operations and MPC management must be actively involved in evaluating catering tenders, the level of services and facilities and the management of MPC catering services throughout the Games.

3.3.17 Sponsors' Protection

Sponsors' Protection

MPC management teams and the OCOG Marketing Department must co-ordinate their planning to ensure that the exclusive rights of IOC and OCOG sponsors are protected and factored into MPC operations. All MPC concessions must follow the IOC Television and Marketing Services "Concession Guidelines."

As soon as it is established, OCOG Press Operations should meet with OCOG Marketing and the IOC to detail the specific provisions of sponsorship rights and to ensure the provisions are maintained through to the end of the Games.

3.3.18 Signage

Signage

In view of its size and complexity, the MPC will require clear readable signage to guide the media to the various functional areas. External signage will guide arriving MPC users to the various dedicated media entrances.

3.3.19 Key Lessons from Previous Games

Key Lessons from Previous Games

- select the MPC location as early as possible to maximise planning time
- situate the MPC as close as possible to the principal competition venues, the IBC, media accommodation sites and public transport links
- ensure early possession and adequate time for vacation and retrofit
- ensure the facility has enough space for a transport hub and access to adequate parking
- MPC food should be fresh, cooked on site and reasonably priced. Catering is a critical success factor of MPC operations
- have dedicated telecommunications, power and technology support managers in place G-1 year
- work closely with architects on layout design and liaise closely with venue operations on venue fit-out and delivery
- MPC dedicated architects and engineers should be part of the core MPC management team from G-3 years
- target technology as a vital element in the planning schedule, which must be delivered in tandem with the building fit-out
- ensure key venue staff understand the mindset, work methods and needs of the press
- ensure adequate documentation on policies, procedures and contingencies
- a specialist technology/electrical store is required

3.4 → Venue Media Facilities and Services

Executive Summary

Executive Summary

Press Operations will plan and detail the fit-out, technology and telecommunications requirements for the Venue Media Centres (VMCs) at each competition site. The facilities and services include, but are not limited to:

- fully equipped **media workrooms**, offering the services needed by journalists and photographers to compile and transmit their coverage directly from the competition venues
- **press tribunes** in accordance with IOC standards offering a perfect view of the competition and important sources of information such as scoreboards and, where applicable, in direct line of the finish line
- **mixed zones** located as close as possible to the finish area of the competition and arranged in a way that will facilitate contact between the athletes and the media
- **press conference rooms** based on a scaled-down version of the technical requirements of the main press conference room at the MPC
- **media lounge** providing a rest area and catering facilities for the working media
- VMCs staffed by **media and event professionals** backed by specialist media volunteers
- dedicated **media access control points**
- **information services** giving instant access to results and news across all venues, including competition schedules, start lists, results, flash quotes from the media mixed zone and general information
- **photo positions** with an unobstructed view of the athletes on the field of play, dedicated photo work areas, a film/disk collection service and technology to meet the needs of the international sports and news photographers
- **lighting at each competition venue** of the highest quality for television and photographic coverage
- a dedicated media centre at the **Olympic Village** plus access to the International Zones and Residential Zones, in accordance with the established regulations
- **fibre optic cabling** of tribune locations and photo positions for the international news and photo agencies

Continued on next page

Executive Summary, Continued

Contents This section contains the following topics:

Topic
3.4.1 Media Workrooms
3.4.2 Press Tribunes
3.4.3 Interview Facilities - Press Conferences and Mixed Zone
3.4.4 Media Lounge
3.4.5 Photo Services
3.4.6 Venue Access
3.4.7 Staffing
3.4.8 Media Access to Olympic Village
3.4.9 Key Lessons from Previous Games

3.4.1 Media Workrooms

Introduction

VMC workrooms will be equipped with the facilities and services needed by journalists and photographers to compile and transmit their coverage directly from the competition venues.

The number of press tribune seats and photographer positions will determine the size of the workroom which will be positioned to give convenient access to the press tribune, mixed zone, press conference room, press lounge and other VMC facilities.

Consideration should also be given to the needs of broadcast rights-holders who may also use the VMC workroom.

For the Olympic Games the VMC will open three hours before the start of competition to allow photographers enough time to transport bulky equipment, set up photo positions, check equipment, phone and wireless networks and cabling.

The VMC will stay open until three hours after the competition to allow enough time for journalists to attend the Mixed Zone and Press Conference and write their reports.

This timeframe could be increased or decreased by the IOC according to need.

Access prior to the start of competition must be available to media on request (for testing equipment etc.). This would be through the Venue Press Manager or Venue Broadcast Manager.

Equipment

Each VMC workroom will be equipped with a scaled-down version of the facilities and services available at the MPC Main Press Workroom. The extent of the facilities and services will be determined by the size of the venue and the number of VMC users.

Basic VMC workroom requirements:

- Work places in a rational layout with enough space to permit users to move freely around the workroom without disrupting colleagues
- All work places within sight of a CATV monitor showing venue feeds
- Printed start lists, results, flash quotes and event factboxes available from pigeon holes and notice boards
- Enough INFO terminals and printers, (at least in the ratio of one INFO terminal per 15 work positions. One printer should be linked to two INFO terminals) and fax machines for immediate access
- Help desk and language service support
- Technology support
- Private rental space for agencies if required
- Lockers

3.4.2 Press Tribunes

Introduction

At each competition site a sufficient number of press tribune and commentary positions will be installed to meet the needs of written press and rights holders. These positions will be located so that the media have a perfect view of the competition and important sources of information such as scoreboards, and, where applicable, in direct view of the finish line.

The location, capacity and layout of press tribunes and commentary positions must follow IOC protocols and previous Games standards, and must be submitted by the OCOG to the IOC for approval.

Areas reserved for media will have dedicated access points and be separated from public areas.

The tribune will be located as close as possible to the mixed zone, workroom, press conference room and other VMC facilities.

Press Tribunes

- Press tribunes will consist of tabled and non-tabled seats
- The location, capacity and layout of press tribunes must follow IOC protocols and previous Games standards, and be approved by the IOC
- The depth of the tabled area should be 170cm but not less than 166 cm. The table dimensions are not less than 180cm (W) X 65cm (D). The tables for press tribunes can be built in a continuous line, but the seating is three loose chairs for each 180cm of tribune tabling.
- Tabled seats will be equipped with power points and phone connections for laptop computers, with a flat-screen CATV monitor located at every third seat
- Tabled media positions at outdoor venues must be covered to ensure adequate weather protection, unless otherwise agreed by the IOC
- Tabled rows must be laid out with enough rear space to allow journalists to come and go without disturbing colleagues
- Tabled rows must be laid out with enough frontal space to allow runners to distribute results sheets without disturbing journalists
- The Venue Press Manager must ensure that runners are adequately trained to ensure a swift and efficient distribution of results sheets
- It is strictly forbidden for any kind of broadcasting to be conducted from the press tribune seats
- Some sports may have information displayed on the venue CATV system

Continued on next page

3.4.2 Press Tribunes, Continued

Access

Trained staff will operate control points to restrict press tribune access to the following accreditation categories:

- E, Es and Ex journalists
- ET technicians needing access to repair equipment
- EP, EPs and EPx photographers needing access to reach assigned photo positions (pool and non-pool)
- RT radio and television commentators and accredited broadcasters needing access to reach assigned observer seats

ITVR Signal Distribution

The ITVR signals will be delivered simultaneously by the OCOG for monitoring purposes to the MPC, the Olympic Village, the Media Village(s) and the official IOC headquarters hotel. At each competition venue, the OCOG must distribute only the ITVR signals produced in that venue for monitoring purposes. As needed, and taking into consideration the distances between the venues, the IBC and the MPC, the ITVR signals of other sports may also be distributed to the work rooms of other Venue Media Centres.

CATV Monitors

A CATV monitor will be located at no less than every third seat in the tabled area of the press tribunes.

CATV monitors in tribunes and media workrooms will have sound capability (via earpieces in tribune seats or a wireless system) so the media can hear mixed zone interviews and press conferences broadcast via CATV.

Rate Card Phone Installation

News organisations may order phones and cabling for use in tabled press tribune seats via the Press Rate Card. Some international news organisation and photo agencies may order fibre optic cabling to/from photo positions and tribune locations

Location, Capacity and Layout

The location, capacity and layout of press tribunes must follow IOC protocols and previous Games standards, and must be submitted by the OCOG to the IOC for approval.

These positions will be located so that the press have a perfect view of the competition and important sources of information such as scoreboards, and, where applicable, with direct view of the finish line.

Continued on next page

3.4.2 Press Tribunes, Continued

Press and Photo Boats at Sailing Venue

The OCOG will provide media boats for sailing coverage.

The experience of previous Games indicates that up to 60 journalists and 60 photographers may be on the water at the same time. This will require about 20 boats, each carrying about six media personnel.

At least nine more boats of similar capacity will be needed for ENG crews and broadcast observers.

Press Operations and the OBO should collaborate to arrange a shared service where possible.

All media boats will be in the hands of qualified and race-experienced drivers.

A photographers' truck/s and motor bikes will also be required for the marathon and road cycling and may also be required for the rowing and canoe/kayak flatwater.

3.4.3 Interview Facilities - Press Conferences and Mixed Zone

Introduction

The OCOG will provide designated areas at all competition venues and the Olympic Village in which media organisations may interview athletes and officials.

At each competition venue these interview facilities will include a Mixed Zone in which athletes may be interviewed as soon as they leave the field of play.

A press conference room will also be available at each competition venue and the Olympic Village.

The location and smooth running of these facilities is an important element in the success of the Games coverage.

The media will be expected to exercise courtesy towards the athletes who may be experiencing extremes of emotion or fatigue so soon after their competitions, while the athletes will be aware that the media have an important role to play in publicising their exploits and their sport.

The IFs and NOCs must provide all the necessary assistance to the IOC, the OCOG and the OBO in the mutual interests of all the partners concerned.

The final location, layout, policies and procedures for the management and operation of all mixed zones will be agreed by the OBO and Press Operations in co-operation with Sport and the Venue Managers, and approved by the IOC.

Continued on next page

3.4.3 Interview Facilities - Press Conferences and Mixed Zone, Continued

Press Conference Rooms

Each competition venue will include a dedicated press conference room with convenient access from the VMC workroom and tribunes for journalists and change rooms for athletes.

The size and capacity of the press conference room will be based on the capacity of the press tribune and VMC workroom, with additional space for athletes, coaches and translators.

Press conference rooms must be placed in quiet locations.

Press Operations will manage the facility and the conduct of press conferences.

Venue press conference facilities and services will be a scaled-down version of the technical requirements of the main press conference room at the MPC, including:

- Enough seating to meet the normal requirements of the accredited media
- Raised front podium with tables, chairs and microphones
- Broadcast level lighting
- “Look of the Games” backdrop
- Raised positions for photographers and ENG cameras providing clear sightlines without obstructing the view of journalists
- High quality sound system
- Floor microphones for journalists, if required
- Sound insulation
- Audio splits
- Power

Press Conference Operations

After each event the three medallists will attend a venue press conference. Coaches and/or other athletes may also attend press conferences as circumstances dictate.

Additional sport press conferences may be held at other times during competition at the discretion of the Venue Media Manager in liaison with the NOC and/or IF Media Officer, who will jointly decide which athletes and coaches will attend.

Professional translation services will be provided for all press conferences.

At least three months before the Games, the Head of Press Operations in consultation with the relevant IF Media Officer will select the press conference MC for each venue and agree protocols and procedures for the conduct of sport press conferences. These must be consistent across all venues and require IOC approval.

Continued on next page

3.4.3 Interview Facilities - Press Conferences and Mixed Zone, Continued

Press Conference Operations (continued)

The OCOG will co-ordinate the timing of press conferences to avoid any disruption of doping control procedures, in accordance with the rules and procedures laid down by the IOC Medical Commission.

Press conference delays are sometimes unavoidable, but Press Operations will make every effort to ensure that the media receive regular updates on press conference start times.

Mixed Zones

An effective mixed zone is a critical Games time operations, for athletes and the media.

The Mixed Zone is designed to permit the broadcast and print media to interview athletes in a designated area near the field of play.

Athletes leaving the field of play must pass through the Mixed Zone but are not obliged to answer questions or participate in interviews if they do not wish to do so.

Mixed Zone interviews are limited to one minute each so that as many broadcast and print media as possible have an opportunity to speak to the athletes.

Athletes giving Mixed Zone interviews should not focus solely on their own domestic media at the expense of other national and international media.

The OBO and Press Operations must ensure that enough trained staff are on hand to ensure the smooth running of the Mixed Zone.

The OCOG must prevent any interference with the free flow of the athletes.

The OCOG will ensure that the Mixed Zone backdrop reflects the “Look of the Games” and that lighting levels and power supply meet the requirements of television.

The OCOG will provide any additional access controls (armbands, bibs, tickets) deemed necessary by the OBO and Press Operations and approved by the IOC. OBO will manage their distribution to Rights Holders.

Continued on next page

3.4.3 Interview Facilities - Press Conferences and Mixed Zone, Continued

Mixed Zone Location

The location and size of the mixed zone is critical in ensuring an effective operation. The mixed zone must offer sufficient space for a clear passage way for the athletes while also ensuring adequate area for the rights holders, ENGs and press to work effectively

Mixed Zones must be located at the competition finish area and configured to ensure an efficient exit from the field of play for the athlete and access for the media

The Mixed Zone location and configuration will be agreed by the OBO and Press Operations in co-operation with Sport and approved by the IOC

Sufficient space must be allocated to the Mixed Zone at the venue planning stage to ensure the best possible working conditions

The broadcast section of the Mixed Zone should offer a view of the field of play and a dramatic visual presentation of the venue as the backdrop for television interviews where possible

Access from the commentary positions and press tribunes to the Mixed Zone should be direct and efficient

Mixed Zone Management

The Mixed Zone is run jointly by the OBO, Press Operations and Sport:

- Sport is responsible for the free passage of the athletes from the field of play
- The OBO is responsible for the rights-holding broadcasters' section of the Mixed Zone
- Press Operations is responsible for the press section of the Mixed Zone
- The OBO and Press Operations will appoint experienced Mixed Zone supervisors who will liaise closely with Sport to facilitate the smooth running of the Mixed Zone
- The media and athletes will be separated by a waist-high secure barrier
- The athlete pathway is to be kept clear (except for agreed mixed zone staff)
- The media are not permitted on the athletes' side of the barrier
- Athletes' coaches and/or agents are not permitted in any area of the Mixed Zone.

Continued on next page

3.4.3 Interview Facilities - Press Conferences and Mixed Zone, Continued

Mixed Zone Over-crowding

If the mixed zone threatens to become over-crowded, the on-site Broadcast Information Manager and Venue Press Manager will coordinate with their respective Mixed Zone Supervisors to facilitate a safe and secure working environment for the media and the athletes. The respective Mixed Zone Supervisors will ultimately be responsible for managing their section of the mixed zone (broadcast or press) and maintaining a sense of order.

Mixed Zones Order of Interviews

Separate designated areas within the Mixed Zone will ensure that interviews are conducted in the following order:

(a) **Broadcast Section:**
1. Host Broadcaster (OBO)
2. Live unilateral television and radio rights-holders
3. ENG rights-holders

(b) **Press Section:**
4. IOC-recognised world news agencies
5. Host national news agency
6. Press
7. Photographers

A fenced/roped section will be strategically located at the beginning of the press area for the exclusive use of the IOC-recognised world news agencies and host national agency.

Continued on next page

3.4.3 Interview Facilities - Press Conferences and Mixed Zone, Continued

Mixed Zone Access

Mixed Zone access will be restricted to:

- RT categories (rights-holding broadcasters)
- E categories (written and photographic press)
- Press Operations staff
- OBO staff

Mixed Zones will operate during training sessions at competition venues which are open to the media.

Mixed Zone access for NOC Press Attachés will only be granted in accordance with an IOC code of Conduct for NOC Press Attachés.

NOCs and IFs

The IFs and NOCs must provide all necessary assistance and advice to the IOC, the OCOG and the OBO in the mutual interests of all the partners concerned.

Mixed Zone CATV

To enable the media to follow the progress of the competition, sufficient CATV monitors, showing all active feeds from that venue, will be installed in Mixed Zones where there is no direct view of the field of play.

Mixed Zone CATV Feed for High Interest Sports

CATV monitors in press tribunes and media workrooms will have sound capability (via earpieces in tribune seats or a wireless system) so that the media can hear Mixed Zone television interviews and select press conference coverage.

Dedicated mixed zone CATV channels will be required at these sports as determined by the OBO, Press Operations and the IOC.

A communications system offering wireless transmission to earpieces is to be established to broadcast athlete interviews to media in the mixed zone and tribunes.

Continued on next page

3.4.3 Interview Facilities - Press Conferences and Mixed Zone, Continued

Flash Quote Reporters

The Olympic News Service (ONS) is required to provide accredited media with “flash quotes” from athletes and coaches in the Mixed Zone at all venues as soon as possible after each competition.

The flash quotes reporter will be permitted to work in this zone without interfering in the work of the media.

Only experienced persons will be assigned as flash quotes reporters.

ONS staff and flash quote reporters will liaise closely with the OBO and Venue Broadcast Manager.

A video feed of select mixed zone interviews will also be established between the ONS and the OBO.

3.4.4 Media Lounge

Introduction

Each VMC will have a lounge providing a rest area for the working media. This will include tables and chairs and hot and cold food and drinks. CATV monitors will be strategically placed to enable media to follow the competition.

Catering

Catering, at the cost of the media, will fall into one of the following categories depending on the size of the VMC.

Category	VMC	Catering
A	Large VMC	Hot/cold meals, hot/cold drinks and snacks from a food bar within the media lounge.
B	Medium VMC	Hot/cold drinks, cold snacks/sandwiches /salads from dispenser or food outlet. Access to nearby public hot food outlet.
C	Small VMC	Hot/cold drinks, simple snacks from dispenser. Access to nearby public hot food outlet.

Particular attention to venue catering will be necessary at locations where the media spend long periods of time, particularly if there are no external catering options.

3.4.5 Photo Services

Facilities and Services

The facilities and services to be made available to photographers at all competition venues include but are not limited to:

- Clearly identified photo positions with an unobstructed and direct view of the sports/athletes on the field of play
- A dedicated Photo Work Area within the Venue Media Centre
- Lockers of sufficient size for storing equipment
- Lighting at each competition venue of the highest quality for television and photographic coverage
- Venue Photo Managers who are qualified media professionals with a solid working knowledge of the needs of professional sports photographers
- Direct and efficient access to the photo positions from the Venue Media Centre
- Access to press tribunes and spectator seats when not occupied
- Cabled and/or secure wireless communications available in the photo positions
- A film/disk pick-up service at each photo position for delivery to photo editors within the venue
- A film/disk collection service at the VMC for periodic transport to the Image Centre in the MPC
- Reserved tabled tribune seats for the photo editors of the photo pool agencies
- Sufficient reserved parking as close as possible to the venue for the members of the Photo Pools
- Photographers/ENG drop-off points in close walking proximity to the media entrance at each venue
- Technology requirements to meet the needs of the international sports and news photographers

See Section **3.6 Photo Services** of this Technical Manual for details of facilities and services to be provided for photographers.

3.4.6 Venue Access

Introduction

All competition venues will require a dedicated entrance for E and RT media categories. Security checks will include:

- Olympic Identity and Accreditation Cards.
- Magnetometer and baggage X-ray machines.
- Manual checks of electronic equipment.

Security Checks of Photographic and Electronic Material

Photographic equipment such as camera bodies, lenses, high-sensitivity film, and electronic equipment such as ENG cameras, batteries and chargers may be sensitive to X-rays and must be checked by hand on request in order to avoid damage liability. The OCOG will provide as many checkpoints and security personnel as necessary to permit fast and efficient access.

Access Gate and VMC Freight Access

The VMC will be reached directly from the venue access gate.

The OCOG will ensure that the VMC is equipped with a freight access point, goods lifts of adequate capacity and access routes of sufficient width to permit the efficient movement of freight.

Venue Media Signage and Movement Flow

Internal and external media signage in clear readable script will be required at all venues.

External signage will direct media by the shortest route between the venue access gate and the transport drop-off/pick-up point, which should be located as close the to venue as possible.

Internal signage will direct media between key functional areas such as the press tribune, the mixed zone and the media workroom.

Fast and easy mobility is vital for media and the venue layout will ensure the shortest and most convenient route between these areas.

The main venue priorities are safety, security and the needs of the athletes, followed by fast and easy media mobility.

3.4.7 Staffing

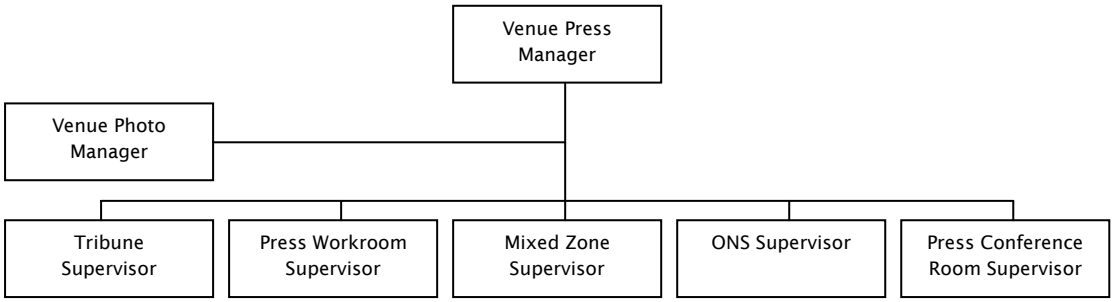
Introduction

Each VMC will be managed by a Venue Press Manager who reports through the Venue Press Operations Manager to the Head of Press Operations.

The OCOG should adopt a staffing system that places paid supervisory staff in key VMC areas.

Staffing Matrix

Previous Olympic Games and Olympic Winter Games have used the following staff matrix:



3.4.8 Media Access to Olympic Village

Media Access to Olympic Village

The Olympic Village constitutes the most sensitive sector of the Olympic system. Aware of the athletes' duty to the media, the IOC Athletes' Commission has expressed a desire that everything possible should be done to facilitate contacts with the accredited media, within the limits of mutual respect for each other's interests.

Accredited media will have access to the Olympic Village, the Olympic Village media centre, Olympic Village Plaza 'OVP' (previously called International Zone) and Residential Zone(s) in accordance with established procedures.

Access rules will be in accordance with the instructions of the IOC, established following the preceding Games. The following is supplied as a guide.

Olympic Village Media Centre

A dedicated media centre will be established at the Olympic Village(s) to enable the media to work in the same way as at other VMCs.

The opening of the Olympic Village media centre(s) will correspond with the opening of the Village. The media centre is planned, managed and staffed by Press Operations.

Location

The Olympic Village media centre should be situated outside the Olympic Village Plaza (International Zone) with a dedicated media entrance.

Equipment

Equipment and services at the Olympic Village media centre will correspond to those provided at VMC workrooms and press conference rooms.

Capacity

The proximity of the MPC will help to determine the capacity of the Olympic Village media workroom and press conference room, in consultation with the IOC.

The press will usually prefer to file from the Olympic Village media centre workroom if the MPC is not nearby.

Continued on next page

3.4.8 Media Access to Olympic Village, Continued

Olympic Village Media Centre (continued)

Press Conferences

NOC press conferences at the Village media centre are to be arranged via the Olympic Village Press Manager.

It is recommended that NOCs hold their major press conferences at the MPC, where larger press conference facilities are available.

The Olympic Village media centre is open between 0800hrs and 2100hrs and is closed on the days of the Opening and Closing Ceremonies.

Access to Olympic Village Plaza 'OVP' (previously called International Zone)

Accredited media will have access to the Olympic Village Plaza (s) of the Olympic Village(s) in accordance with the following procedure:

Access Zones

The OCOG and the IOC will set up a procedure for access to zones which are considered to be non-residential.

Access Gate

An access gate for the media (categories E and RT) will be operated by the OCOG at the perimeter of the Village(s).

Procedure for exchange of accreditation for a temporary pass

Media wishing to enter the Olympic Village Plaza will leave their permanent accreditation cards with the OCOG staff in exchange for a temporary pass. They will recover their accreditation cards at the exit when they return the temporary pass.

Quota

The Village will co-ordinate with Press Operations and the OBO to define a daily quota system.

This will ensure that at least 400 revolving passes are available each day for the Olympic Village.

This allocation will comprise 200 daily passes for broadcasters and 200 for press.

A number of these passes may be permanently allocated to some broadcasters and some world news agencies, pools and the OBO.

Continued on next page

3.4.8 Media Access to Olympic Village, Continued

Access to Residential Zones

Media access to the Residential Zone of the Olympic Village is strictly controlled and permitted only in accordance with the following regulations:

- access is at the express written invitation of an NOC, signed by the Chef de Mission
- invitations fall under the NOC Village Guest Pass quota
- media are escorted at all times by an NOC representative
- media do not film, photograph or interview within public areas, limiting such activities to the specified NOC spaces only
- the NOC and the Chef de Mission will assume full responsibility for the presence of the media on their premises and for any consequence thereof

Media access to the Olympic Village dining halls, athlete training areas, Polyclinic and other areas is strictly controlled. The IOC reserves the right to arrange limited access to these areas in exceptional circumstances.

As a general rule athlete interviews are to be conducted in the Olympic Village Plaza (International Zone) of the Village. Athlete interviews are prohibited within the Residential Zone unless they are performed with the NOC's permission/supervision and within the athlete's living quarters.

Guided Tours

Guided tours of the Olympic Village for the media, including the Residential Zone, are recommended, in accordance with the policies and procedures established by the Village.

These guided tours should be planned in the pre-opening period and the weeks leading up to the Opening Ceremony.

3.4.9 Key Lessons from Previous Games

Key Lessons

- Work early with the IOC in determining tribune and workroom capacities for every venue. These requirements should be captured in early venue operations planning.
- It is important to provide a consistent high quality of press facilities and services across all competition venues regardless of size and the length of competition
- Capacities of media workrooms and lounges should take into account use by broadcasters as well as press
- Venue Media Managers should be recruited at least 12 months before the Games
- Key supervisory roles in the Venue Media Centre should be paid positions. In many instances, two rather than one supervisors should be appointed at venues with long working hours or complicated tribunes, mixed zones, work rooms and press conferences facilities.
- CATV monitors in the tribunes should be equipped with earpieces (or wireless) so that mixed zone interviews and press conferences can be monitored from the tribune.
- Taxi drop-off points should be established as close as possible to the venue media entrance
- The key VMC facilities such as the media workrooms, press tribunes, mixed zones, and press conference room should be located as close as possible to each other
- The flows linking the VMC facilities such as the media workrooms, press tribunes and mixed zones should be captured in early venue operations planning
- Clear written policies and operational plans should form the basis of Games time operations.
- Early occupation of the VMCs allows better staff training and familiarisation ahead of competition

3.5 → Olympic News Service

Executive Summary

Executive Summary

- The INFO information system for the media and other accredited groups will be available at the IBC, MPC, VMCs, Olympic Village(s), Media Village(s) and official IOC hotels
- INFO news content will be managed by the Olympic News Service (ONS) which provides balanced news coverage of professional wire service standards written in clear concise language
- The purpose of the INFO and ONS is to keep the media informed of Games developments in order to help them achieve the best possible coverage. ONS does not seek to do the work of the media
- ONS news will be presented without bias or favour and will be independent of all external influence
- The integrity of the ONS is paramount and ONS editors will be solely responsible for the selection of news items
- ONS personnel will work exclusively for ONS and will sever professional links to any other news organisation during the period of their employment
- ONS must have an international approach to recruitment based on relevant skills and experience
- ONS news is written in English, for translation as required, and all personnel will be fluent in written as well as spoken English, preferably as a first language
- The ONS Manager ('Chief Editor'), reporting to the Head of Press Operations, will co-ordinate the service from the MPC. The ONS Manager and other senior ONS personnel will have a news background, ideally with news agency experience, and a broad understanding of sport
- The OCOG will hire staff for the various ONS functions and issue accreditations with the necessary venue access codes to permit them to do their work
- ONS venue teams will send sport-specific pre-event/post-event factboxes, flash quotes and press conference highlights to the central editing desk at the MPC
- The ONS will provide a mechanism for the distribution of news and information from the OCOG, the IOC, IFs and NOCs via INFO.

Continued on next page

Executive Summary, Continued

Contents This section contains the following topics:

Topic
3.5.1 Introduction
3.5.2 INFO Terminals
3.5.3 INFO Content
3.5.4 ONS Operating Principles
3.5.5 ONS Staffing
3.5.6 ONS Reporting
3.5.7 Flash Quotes
3.5.8 Results and Distribution
3.5.9 Biographies
2.5.10 Historical Data & Background Information
3.5.11 ORIS
3.5.12 Key Lessons from Previous Games

3.5.1 Introduction

Introduction

The OCOG is responsible for delivering comprehensive Games information services to the media in order to ensure that the fullest possible coverage reaches the widest possible audience.

The IOC will provide the OCOG with detailed INFO and ONS content requirements based on feedback from the major news organisations, the OBO, rights holding broadcasters and other media groups and stakeholders following the completion of the ORIS process.

In accordance with the Host City Contract, the IOC reserves the right to choose suppliers to cover one or more areas of the services necessary for the broadcasters and written and photographic press at the Games.

3.5.2 ONS Operating Principles

ONS Operating Principles

The ONS provides INFO users with a balanced Games news file of professional wire service standards written in clear concise language.

The ONS keeps the media informed of Games developments in order to help them achieve the best possible coverage. It does not seek to do the work of the media.

ONS news will be presented without bias or favour and will be independent of all external influence.

The integrity of the ONS is paramount and ONS editors will be solely responsible for the selection of news items.

Personnel will work exclusively for ONS and will sever professional links to any other news organisation during the period of their employment.

In accordance with the Olympic Charter, no person employed and accredited by ONS may report or photograph the Games for an outside organisation.

3.5.3 INFO Content

INFO Content

INFO content will include but not be limited to:

- Flash quotes
- Sport-specific preview/review information bullet points (factboxes)
- Press conference highlights
- Press conference schedules
- Human interest stories
- Games-related general news stories
- Results and other data including competition schedules and start lists
- Medal and flower presenters at medal ceremonies
- Other operational information such as weather and transport updates
- OCOG, IOC, NOC, IF and sponsor news and information
- Athlete biographies
- Historical results
- Olympic facts and figures

3.5.4 INFO Terminals

INFO Terminals

INFO terminals are installed in all MPC and VMC workrooms in the ratio of one terminal per 15 work positions. One printer should be linked to two INFO terminals in the MPC and VMCs.

Other INFO terminals/printers will be installed in other non-competition venues as agreed by the OCOG and the IOC.

MPC and VMC INFO terminals will not take up journalist and photographer work positions and require their own dedicated space.

The location of INFO terminals should be convenient for journalists and photographers. INFO terminals should also be installed in the press tribunes, mixed zones and media lounges at the larger venues where spaces permits.

Any future introduction of a remote-access INFO service would not eliminate the need for dedicated INFO terminals but would reduce the number required.

3.5.5 ONS Staffing

ONS Staffing

As a guide, about 150 paid ONS staff are required for the Olympic Games, with at least four paid staff per competition venue and more at larger venues such as the Olympic Stadium and Swimming Centre, Alpine Skiing and Figure Skating. About 70 paid staff may be required for the Winter Games, depending on the spread of venues.

About 15 experienced professionals working in shifts are required for the MPC central editing team. ONS accreditations will include the necessary venue access codes needed to permit ONS personnel to do their work.

All senior ONS personnel will have established news backgrounds, ideally with news agency experience, and a broad understanding of sport.

ONS recruitment will be based on relevant skills and experience regardless of whether applicants are from the host country or overseas.

ONS news is written in English, for translation as required, and all ONS editors and sub-editors will be fluent in written as well as spoken English, preferably as a first language.

The ONS Manager becomes the ONS Editor-in-Chief at Games time, reporting to the Head of Press Operations.

An MPC team of experienced news professionals will edit information provided by ONS reporting teams at all competition venues, the Olympic Village media centre, MPC and the IOC hotel.

Each ONS venue reporting team will be managed by an ONS Supervisor and will include a sports information specialist and flash quotes reporters. All senior venue positions will be filled by paid professional staff.

Continued on next page

3.5.5 ONS Staffing, Continued

Key Positions Key ONS positions:

Position	Description
ONS Manager/ Editor-in-Chief	The ONS Manager/ Editor-in-Chief reports to the Head of Press Operations and is responsible for all ONS operations, including: Information services at pre-Games Test Events Athlete biography database compilation Gathering, processing and distributing Games news and data via INFO Quality control of all ONS services Co-ordinating venue staff and volunteers Staffing plan and recruitment
ONS Deputy Manager	The ONS Deputy Manager: Plans MPC editing and venue reporting operations and manages staff recruitment. Oversees Games-time editing procedures and monitors ONS information flow Supports the ONS Manager/Chief Editor in handling staff and organisational issues
ONS Administrative Assistants	Administrative Assistants support the ONS Manager and Deputy Manager and integrate new recruits into ONS operations
Editors	Before the Games the ONS Editors oversee the timely and accurate loading of background material onto INFO and manage the athlete biographies project During the Games the Editors manage the MPC editing team and any content issues arising at the venues
Sub-Editors	Sub-editors process information supplied by the venue teams and advise the appropriate Editor of any problems concerning content or timely delivery
ONS Venue Supervisors	ONS Venue Supervisors: Are in charge of ONS reporting teams at competition venues Assign stories and other editorial tasks Exercise quality control over ONS venue output Edit and transmit flash quotes to central news desk

Continued on next page

3.5.5 ONS Staffing, Continued

Key Positions (continued)

Position	Description
Sports Information Specialists	Sports Information Specialists: Are experts on the particular sport or discipline Are responsible for all sport-related news reports such as pre-event/post-event preview/review factboxes and extended start lists, as required by ORIS Provide expert technical input into venue stories as required and check sport-related stories written by other members of the ONS venue team Assist venue media by: liaising between media and athletes arranging interviews, if required providing technical guidance, if required introducing athletes at press conferences, if required serving as press conference MC, if required
Flash quote reporters	Flash quote reporters work from the mixed zone to provide accurate, pithy and newsworthy comment from the athletes about their performance and the competition. Only experienced personnel will be assigned as flash quotes reporters.
ONS Reporters	ONS Reporters work as conventional news agency reporters in providing copy from the venue and assisting the Sports Information Specialists in writing sport-specific preview/review factboxes before and after each event. Where possible, a small number of ONS Reporters should be assigned as city reporters to gather Games-related general news stories which help the media provide a balanced all-round news file for their subscribers
ONS Pigeonhole Supervisor	The ONS Pigeonhole Supervisor plans and co-ordinates the speedy and accurate distribution of sufficient hard copy information sheets into labelled MPC and VMC pigeonholes to meet media requirements.
ONS Pigeonhole Assistants	The ONS Pigeonhole Assistants help with the maintenance of pigeonholes as above.
Pre-Games staff	The size of the pre-Games ONS team will depend on how much of the historical data and biographies are compiled by the OCOG. Past Games have been successful in out-sourcing these tasks to a specialist sports data company. However, if outsourcing is chosen, this needs to be established as a Press Operations budget item against an offset in staff salaries.

3.5.6 ONS Reporting

ONS Team Functions

Venue reporting teams must include a core of professional sports/event specialists working exclusively for the ONS, with the following functions:

- ONS reporters gather flash quotes from athletes, coaches and officials immediately after events at all competition venues.
- Press Information Specialists and ONS reporters provide sport specific pre-event/post-event factboxes and media communications
- ONS reporters write stories with inherent news value to the media
- The ONS reporting team prepares extended start lists as required by ORIS
- ONS specialists update athlete and other biographies as defined by ORIS

The table below lists ONS reporting categories and INFO publication schedules.

ONS Reporting Categories

Item	Publication time in the INFO system
Sport Preview	Usually on the opening day of the VMC, but possibly earlier - depending on the sport
Daily Preview	Usually the evening before the day's competition
Daily Review	Usually 30 minutes after the completion of the day's competition (not all sports)
Event Preview	Normally two days before the opening rounds and as soon as possible after the qualifiers for subsequent rounds are known
Event Review	Usually 30 minutes after the event, depending on the sport
Flash Quotes	As soon as possible
Press Conference Highlights	Within 30 minutes of the Press Conference
Media Communications	When received
News Stories	As soon as possible
Medal/ Flower Presenters	At the start of each day of competition, with confirmations at the end of each day
News provided by: OCOG, sponsors, IOC, NOCs and IFs	When received

3.5.7 Flash Quotes

Introduction

Flash Quotes are brief, pertinent comments by athletes and/or officials in response to questions by broadcast and print reporters in the Mixed Zone immediately following competition.

Filing Criteria

Fast and colourful flash quotes are of immense value to the media, but banal comments are regarded by many media as counter-productive, so reporters should be encouraged to select what they judge to be newsworthy.

Reporters should target the three top athletes in each event and any others involved in newsworthy incidents.

Flash quotes reporters can listen and record but not ask questions during live broadcast interviews. They also operate from the press area of the mixed zone where they can ask questions and record quotes.

3.5.8 Results and Distribution

Introduction

Results and other event data will be transmitted to INFO directly from the OCOG results system as soon as the information has been validated by the IF and OCOG Sport.

The OCOG will also distribute printed results information to the MPC and VMC pigeonholes, press tribune seats, commentary booths and photo positions. Distribution content, quantity and frequency will be as per ORIS guidelines.

A representative of ONS or Press Operations must be actively involved in planning the electronic and print distribution of results information. Press Operations will work in close co-operation with Technology to ensure that INFO meets the media's needs.

The results will also be transmitted to the World News Press Agencies through the RDF (Results Data Feed) following specifications defined by the IOC/ORIS/WNPA Group. Participating agencies pay the OCOG a set fee for this service.

Results Book CD

A compact disk (CD/DVD) containing all Games results as defined by ORIS will be distributed to the media, press, OBO and rights holders, in the MPC and IBC, or mailed to recipients by prior arrangement at the cost to the OCOG, the morning after the Closing Ceremony.

Each IF will receive a CD containing results and event information for its own sport within seven days of the Closing Ceremony.

The content, structure and concept of the results CD is to be presented by the OCOG to the IOC for approval no later than G-6m. The production volume and distribution will be defined in ORIS.

3.5.9 Biographies

Introduction

Gathering and updating athlete biographies is one of the biggest tasks facing Press Operations.

Outsourcing

The task of collecting biographical information can be outsourced to a specialist sports information company, in which case ONS manages the process and quality control by which the supplier progressively enters athlete biographies electronically. The IOC must approve of any such contract.

Validation

As the biographies become available, ONS staff validate them on INFO by cross-referencing them with accreditation information. Biographies are also checked for accuracy with the relevant IFs.

Maintenance

ONS also updates biographies as required during the Games.

In INFO, the 'Competition Highlights" field in biographies should be updated after each event – eg, if an athlete wins a medal during the Games, the information should automatically be posted in their biography under 'Competition Highlights'.

A plan for the collection, maintenance and distribution of Biography data is required

Biographies, are to be made available to the IOC and its partners, the IFs and the OCOGs of the respective cycles.

International Federations

Biographies will be freely available to the IFs after the Games.

Usage

Biographies are specifically and exclusively for the Games time INFO system. Any additional use, including the OCOG Internet site, must be approved by the IOC.

Continued on next page

3.5.9 Biographies, Continued

Athlete Biographical Attributes

The following are the agreed ORIS elements of biographies

The IOC reserves the right to alter, add or delete selected elements from Games to Games.

	Element	ORIS compliant
Sport	1	ORIS
Preferred Family Name	2	ORIS
Preferred Given Name	3	ORIS
Athlete Identification Number	4	ORIS
Country competing for	5	ORIS
Gender	6	ORIS
Date of Birth	7	ORIS
City/Town of Birth	8	ORIS
State/Province/Territory of Birth	9	ORIS
Country of Birth	10	ORIS
Height (cm/ft)	11	ORIS
Weight (kg/lbs)	12	ORIS
Marital Status	13	ORIS
Number of children (Names and Ages)	14	ORIS
Former Names previously competed under (e.g.: maiden)	15	ORIS
City/Town of Residence	16	ORIS
State/Province/Territory of Residence	17	ORIS
Country of Residence	18	ORIS
Name of Institution	19	ORIS
City/Town of Institution	20	ORIS
State/Province/Territory of Institution	21	ORIS
Country of Institution	22	ORIS
Course studied	23	ORIS
Occupation	24	ORIS
Languages	25	ORIS
Club/Team Name	28	ORIS
City/Town of Club/Team	29	ORIS
State/Province/Territory of Club/Team	30	ORIS

Continued on next page

3.5.9 Biographies, Continued

Athlete Biographical Attributes (continued)

	Element	ORIS compliant
Country of Club/Team	31	ORIS
Coach Name	32	ORIS
Coach County from	33	ORIS
Coach from what year	34	ORIS
Handedness	38	ORIS
Footedness	39	ORIS
International/National debut – Year	40	ORIS
International/National debut – Country Name	41	ORIS
International/National debut – Opponent	42	ORIS
International/National debut – Tournament	43	ORIS
International/National debut – Location	44	ORIS
Historical Results	62	ORIS

Coach Biographical Attributes

The following are the agreed ORIS elements of coaches biographies:

Family Name
Given Name
NOC Code
Gender
Citizenship
Date of Birth
Team
Coaches Team since
Previous Team
Coaching period previous Team
Current Club
Number of seasons at current club
Number of wins/ties/losses as coach of the current national team
Number of times national league champion
Major Achievements as an athlete
Major Achievements as a coach
General interest

Continued on next page

3.5.9 Biographies, Continued

Team Biographical Attributes

The following are the agreed ORIS elements of team biographies:

Player Names
Coach
Position
Height
Weight
Date of Birth
Club
Major achievements
General Story

3.5.10 Historical Data & Background Information

Introduction

The OCOG is required to supply Historical Data on sports competitions, including past Olympic Games, and competitions as defined in the ORIS documents of each sport – both summer and winter.

Data

Included in this data is related extracted information such as multi-medallists, all-time medal tables, medals by NOC and ranking lists.

As well as historical results, background information on sports, competitions and federations is required.

A plan for the collection, maintenance and distribution of this data is necessary.

The following are samples of the data requirements:

- Multi-medallists at these Games
- Medallists from previous Olympic Games
- Medals by NOC
- Multi-medallists
- Results at Olympic Games and world championships in last Olympic cycle
- Current Ranking Lists
- Results during Qualification Period

These vary from sport to sport and are contained in detail in the following:

Continued on next page

3.5.10 Historical Data & Background Information,
Continued

PAGE	ORIS REPORT	Content Provider
Non-Sport Related		
History of the Olympic Games	GLO-01	Provider
Games Facts and Figures	GLO-02	Provider
IOC Facts	GLO-03A	IOC
OCOG Facts	GLO-03B	OCOG
Games Qualification Criteria	GLO-04	OCOG
Facility Description - Main Press Centre	GLO-05	OCOG
Facility Description - International Broadcasting Centre	GLO-05	OCOG
Facility Description - Olympic Village	GLO-05	OCOG
Facility Description - Media Village	GLO-05	OCOG
Facility Description - Technical Officials Village	GLO-05	OCOG
Medals by NOC	GLO-11A	Provider
Multi-medallists Men	GLO-15A	Provider
Multi-medallists Women	GLO-15A	Provider
Participation at previous Olympic Games	GLO-16	Provider
Birthdays	GLO-40	Technology Partner
Minimums/Maximums	GLO-41	Technology Partner
Individual Achievements-Most Appearances	GLO-42A	Provider
Individual Achievements-Longest Span of Appearances	GLO-42B	Provider
Individual Achievements-Most Consecutive Victories	GLO-42C	Provider
NOC-Most Games Competed	GLO-43A	Provider
Sport related*		
History	N86	Provider
Competition Description	C02	Provider
Federation Facts	N86	IF/Provider
Qualification Criteria	N86	IF/Provider
Facility Description	N86	OCOG
World Cup Standings	C25	Provider
Current Ranking	C26	Provider
Competition Officials	C35	OCOG
Media Information	N86	OCOG
Medallists from previous Olympic Games	N10	Technology Partner
Medals by NOC	N11	Provider
Participation at previous Olympic Games	N13A	Provider
Multi-medallists - Men	N15	Provider
Multi-medallists - Women	N15	Provider
Results in last Olympic Cycle	N17A	Provider
Results in last Season/Qualification Period	N17B	Provider
Sport Specific Historical Results	N17C	Provider
Birthdays during Games	N86	Technology Partner
Minimums/Maximums	N86	Technology Partner

**Note: Can vary per sport/discipline*

3.5.11 ORIS

Introduction

The Olympic Results and Information Service (ORIS) is a joint venture between the IOC, the OCOG and the IFs. It determines the results and information flows for each Olympic sport during a series of meetings prior to the Games. ONS must have a representative at each ORIS meeting to participate in the decision and to represent the interests of Press Operations and the written press. This is a major but important budget outlay for the Press Operations.

3.5.12 Key Lessons from Previous Games

Key Lessons

- A close collaboration between the OBO and ONS is to be developed to manage flash quote reporting from the broadcast section of the mixed zone
- A decision on whether to outsource biographies and historical data should be made early, no later that G-36
- At major venues like the Olympic Stadium and Aquatic Centre, Figure Skating and Alpine Skiing, key interviews in the mixed zone should be provided by the OBO on the CATV system available in the tribunes and media workroom. CATV monitors in those areas should be provided with earpieces or speakers to carry the audio
- Encourage the use of previous Olympic Games expertise
- Encourage an international approach to employment
- INFO is a media information system first and foremost, and as such content must represent user requirements
- ONS staff should be hired in time to work at all the Test Events and to undergo proper editorial and technical training
- ONS reporters should work from a terminal in the press tribunes
- INFO terminals must not be installed in journalist or photographer work spaces at the MPC or VMCs
- ONS personnel must sever professional links to any other news organisation during the period of their employment.
- All ONS personnel will be fluent in written as well as spoken English, preferably as a first language

3.6 → Photo Services

Executive Summary

Introduction

The facilities and services to be made available to still photographers at the Olympic Games include but are not limited to:

At all competition venues:

- Clearly designated photo positions with an unobstructed and direct view of the athletes on the field of play and the finish line when appropriate
- Field of play access and placement of remote cameras managed by the Venue Photo Manager, in accordance with established IOC and IF guidelines
- A dedicated Photo Work Area within the VMC
- Lockers of sufficient size for storing equipment
- Lighting at each competition venue of the highest quality for television and photographic coverage
- Venue Photo Managers who are qualified media professionals with a solid working knowledge of the needs of professional sports photographers
- Direct and efficient access to the photo positions from the VMC
- Access to press tribunes and spectator seats when not occupied
- Cabled and secure wireless communications available through the rate card in the photo positions
- Power should be available in all key photo positions
- A film/disk pick-up service at each photo position for delivery of film/disks to photo editors within the venue
- A film/disk collection service at the VMC for periodic transport to the Image Centre in the MPC
- Reserved tabled tribune seats for the photo editors of the photo pool agencies
- Sufficient reserved parking as close as possible to the venue for the members of the Photo Pools
- Photographers/ENG drop-off points in close walking proximity to the media entrance at each venue
- Technology requirements to meet the modern needs of the international sports and news photographers
- Specific identification or sub-accreditation devices

At the MPC

- A fully functional and professional Imaging Centre which caters to the professional news and sport photographers' requirements
- A fully equipped and dedicated Photo Work Room

Continued on next page

Executive Summary, Continued

Contents This section contains the following topics:

Topic
3.6.1 General Framework
3.6.2 Staffing and Planning
3.6.3 Categories of Photographers
3.6.4 Photographers' Undertaking
3.6.5 Photographers' Identification
3.6.6 Dress Code
3.6.7 Services and Facilities at Venues
3.6.8 Services and Facilities at MPC
3.6.9 International Olympic Photo Pool (IOPP)
3.6.10 National Olympic Photo Pool (NOPP)
3.6.11 Photo Ticketing
3.6.12 Photo Transport System
3.6.13 Key Lessons from Previous Games

3.6.1 General Framework

Introduction

Photo Services will plan and provide facilities and services to ensure that accredited still photographers are able to capture the best possible images of sports, ceremonies and related events.

The Photo Services team is part of Press Operations and comprises a Photo Services Manager ("Photo Chief"), Venue Photo Managers, venue supervisors and assistants, marshals and messengers.

A successful photo team will comprise experienced media professionals with a keen appreciation of sports photography who will be able to communicate to others within the OCOG the role of photography in capturing the visual history of the Games.

Digital Photography and Technological Advances

The arrival of the digital era in sports and news photography has changed dramatically the working habits and needs of photographers and agencies during an Olympic Games. Digital photography, and the imperative need for dependable and instant transmission, has shifted focus from the MPC to competition venues.

The speed of technological developments may sometimes make it impossible to predict with absolute certainty all the services that will be available and expected by the international media in seven years' time.

3.6.2 Staffing and Planning

Photo Services Manager

The OCOG will appoint a Photo Services Manager ("Photo Chief") no later than G – 42 to ensure that photo requirements are captured in the early venue planning process.

This position is responsible to the Head of Press Operations and is to be filled by a qualified media professional.

The Photo Services Manager and all members of his/her team, must be independent and have no ongoing allegiance with any agency, newspaper or other publication. They must have a solid working knowledge of sports photography and an understanding of the needs of photographers to meet deadlines.

The Photo Services Manager is responsible for ensuring that all photo services and facilities comply with the IOC requirements, including:

- the provision of all facilities and services for still photographers
- photo positions at all competition venues
- photo positions at beauty locations
- ensuring adequate lighting for photographers at all competition venues
- the film/disk transport system, if required, linking the venues with the MPC
- planning designated photo work areas at the MPC and VMCs
- distribution of photographer vests

Photo Operations are based at the MPC where the Image Centre and other services are located.

The Photo Services Manager will work with other key functional areas within the OCOG, such as venue and competition management, accreditation, transport, technology, etc., to ensure smooth co-ordination and good understanding of photographers' requirements across all service providers.

The Photo Services Manager will also develop a close working relationship with the OBO, the IFs, the international photo agencies and the official image sponsor.

Continued on next page

3.6.2 Staffing and Planning, Continued

Venue Photo Managers

Venue Photo Managers are to be appointed for each venue as paid staff. For key or large venues the Venue Photo Managers should start G-12m, and no less than G-3m out for all other venues. Wherever possible, Venue Photo Managers and Assistant Venue Photo Managers should work their sport test events.

Venue Photo Managers must be qualified media professional and have a solid working knowledge of sports photography and an understanding of the needs of photographers to meet deadlines.

Photo supervisors, assistants, marshals and messengers may be recruited as volunteers but should be identified at least two months before the Games.

Venue Photo Managers and supervisors report to the Photo Services Manager.

Only experienced persons with the sport and/or Olympic experience will be permitted to manage field of play positions.

The distribution of supplementary accreditation devices to photographers giving access to the FOP is solely at the discretion the Venue Photo Manager.

3.6.3 Categories of Photographers

Categories of Photographers

Accredited photographers are divided into two main groups: pool photographers and non-pool photographers.

Pool Photographers

The Games 'Photo Pool' is made up, in priority order, of photographers representing:

- International Olympic Photo Pool (IOPP) – three positions in a Pool of six (one position for each of the three IOC International Agencies, AP, AFP and Reuters)
- National Olympic Photo Pool (NOPP) (if established) - one position in a Pool of six
- IF photographer – one position
- IOC Official Photo Agency - one position
- other key international photo agencies and/or news organisations as determined by the Venue Photo Manager in conjunction with the IOC – number depended on the number of positions available

The Games Photo Pool is established to help these key agencies cover all Games sports and ceremonies.

Pool photographers are granted priority photo positions and other privileges, such as priority venue parking and drop-off points.

The IOPP photographers will be given priority over all other photographers, photo agencies and news organisations (refer IOPP/NOPP this section)

Pool access at each venue is determined by the Venue Photo Manager in accordance with a priority list established by the IOC and the Photo Services Manager, and the number of pool shooting positions available at that venue/field of play. Where possible, if additional positions are available, consideration should be given to photographers representing the nations competing in a particular event on a rotation basis.

Only pool photographers are permitted to reserve photo positions, (apart from Rate Card purchasers). This will be done with the approval of the Venue Photo Manager who will be responsible for the labeling of these positions.

Pool photographers may work from the Pool positions (exclusively reserved for them) or from the general photo positions.

Continued on next page

3.6.3 Categories of Photographers, Continued

Categories of Photographers (continued)

Non-pool photographers

Non-pool photographer refers to all accredited photographers not included in the Pool. These photographers represent national or regional news agencies, photo agencies, newspapers, magazines, etc.

Non-pool photographers may shoot from any designated photo position, with the exception of the pool positions.

Non-pool photographers are not permitted to reserve or label photo positions.

If the members of the pool elect not to use a reserved position it can be used by a non-pool photographer.

International Federation photographers

The IOC allocates 1 EPs accreditation to each International Federation (IF) to assist in photographic coverage of their sport.

These accreditations and corresponding privileges are granted only for the use of photographers working on an exclusive basis for the IF to assist in sourcing material for the IF's own editorial purposes, such as federation magazine, newsletters and website.

It is expressly prohibited by the IOC for these photographs to be sold or distributed to or by any third-party organisation, photo agency or news organization.

Access for the IF photographer is limited to the MPC and venue/s, including training at venue/s where their sport is held.

The IF photographer will be considered a member of the pool at that sport and granted pool access privileges.

The IF photographer will be required to sign an additional undertaking stipulating that:

- all images taken will be for the exclusive use of the IF for its own editorial purposes only
- the photographer is prohibited from entering into agreements with any third-party organisation, photo agency or news organisation to sell, publish or distribute the images

Continued on next page

3.6.3 Categories of Photographers, Continued

Categories of Photographers (continued)

IOC Official Photo Agency

The IOC Official Photo Agency will have access to preferred shooting positions, where available, but will not be given preference over the IOPP.

The IOC Official Photo Agency will be provided with all venue parking permits and access to media village accommodation in accordance with their contract.

In order to fulfill the IOC photographic brief, the IOC official photo agency with B accreditations may require access to non-photographic positions. It is strictly prohibited for any images taken by these B accredited photographers to be included or distributed in any news service.

3.6.4 Photographers' Undertaking

Photographers' Undertaking

In consideration for an Olympic Identity and Accreditation Card (OIAC) being granted by the IOC, photographers are required to sign the Photographers Undertaking.

The Undertaking stipulates that images taken at the Olympic Games can be used for “still photographic editorial purposes only”, and that the use of photographs for advertising or any other commercial purpose, in any medium or in any manner whatsoever, is expressly prohibited by the IOC.

The IOC reserves the right to change or alter the Photographers Undertaking from Games to Games.

The Photographers Undertaking is to be included on the Press by Name accreditation form.

3.6.5 Photographers' Identification

Introduction

Specific identification or sub-accreditation devices (bib, vest and/or armband) are to worn by all accredited photographers in addition to the Olympic Identity and Accreditation Card.

The devices will be issued to each accredited photographer when their accreditation is validated on arrival in the host city or at the Photo Services Manager's office at the MPC.

The bib, vest and/or armband will not be replaced if lost.

It is strictly prohibited for a photographer's vest/armband to be given to anyone who is not an accredited photographer or working in photo operations. Exceptions can only be made with the prior written permission of the IOC.

Photographers Bib, Vest and/or Armband

The size, material, graphic presentation and design of the bib, vest and/or armband is to be submitted to the IOC for approval.

Each will be numbered with letters and numbers easily distinguishable on the front and back.

The number of the bib/vest will enable the photographer wearing it to be identified.

No advertising will be authorised on the bib/vest.

Only the Games logo, the Olympic Rings and the identification of the official image sponsor (if they supply the bib/vest) may appear on the front and back of the vest, in dimensions that comply with IOC standards.

Normally, bibs or vests are used during the Olympic Games and armbands are used during the Winter Games.

The colour and design of the vest is to adhere to the "Look of the Games" and be discussed with the OBO.

Pool vests will be marked "POOL," and numbered and will be a different colour to distinguish them from Non-pool

Non-pool vests will be marked "PHOTO" and numbered.

Photographers of all categories are required to wear the devices (bib, vest and/or armband) whenever they are working in the competition venues. They may not wear any other vest, jacket or clothing bearing advertising emblems across the front while working from a designated photo position.

3.6.6 Dress Code

Dress Code

Accredited photographers will be required to respect a dress code specified by the OCOG and approved by the IOC.

This will include an appropriate standard of dress at all times, including shoes being worn at all times.

For access to the field of play or certain key positions, photographers may be required to respect a specific dress code, such as all black or white for ceremonies etc.

3.6.7 Facilities and Services at Venues

Facilities and Services at Venues

The following photographic services are to be provide by the OCOG at each venue:

- Clearly designated photo positions with an unobstructed view of the athletes on the field of play. The photo positions should be level with and as close as possible to the field of play without hindering the athletes' performance
- The specific spaces must be able to accommodate additional photographers for finals
- Direct and efficient access to the photo positions from the VMC as well as the media drop-off point with specific way-finding signs in clear view
- Photographers will have access to press tribunes and spectator seats when not occupied and when sessions are not sold out
- Cabled and secure wireless communications available through the rate card in the photo positions
- Power should be available in all key photo positions
- Lighting of the field of play to ensure photographs of the highest quality
- Lockers of sufficient size for storing equipment, ideally to be opened with keys rather than by combination or padlocks
- A VMC Photo Work Area equipped with payphones, electricity outlets, INFO terminals/printers and CATV televisions
- Adequate and appropriate lighting for editing images on computer screens, pigeonholes for results and start lists (where the Photo Work Area is separate from the Press Work Area), rubbish bins
- Potentially, scaled-down Image Centres in or near the VMC Photo Work Areas by agreement between the photographic category sponsor, the IOC and the OCOG, depending on the location of venues
- A film/disk pick-up service at each photo position for delivery of film/disks to photo editors within the venue, either in the Photo Work Area or in a tabled press seat in the press tribune
- Reserved tabled tribune seats for the photo editors of the photo pool agencies offering a clear view of the field of play, generally the last row of the tribune
- A VMC film/disk collection service for periodic transport to the MPC Image Centre
- Sufficient reserved parking as close as possible to the venue, including all venue parking passes (VAPPS) for the members of the Photo Pools, no less than six spaces per each competition venue, media village/s, the Olympic Village and the MPC
- Photographers/ENG drop-off points at each venue in close walking proximity to the media entrance
- The media transport service must take into account the extra space needed by photographers travelling with heavy equipment to and from the venues and keep to a minimum the distance between the drop-off point and the photo positions.

In order to deliver the above photographic services, the OCOG must work in close co-operation with the IOC and the major sponsor in the photographic category.

Continued on next page

3.6.7 Facilities and Services at Venues, Continued

Lockers

The OCOG is to provide airport or railway station-type lockers (with at least two sets of keys each) in a supervised area of the VMC so that photographers can leave their equipment there. The number of lockers in each venue should be approximately one-third of the total photo positions available.

Photo Work Areas

The OCOG will set up Photo Work Areas in the VMCs to accommodate photo editing and transmission

- Photo desks are wider than journalist desks because of the additional space required for photographic equipment
- The Photo Work Areas should have the best possible access to and from photo positions near the field of play, meaning that the Photo Work Areas may be on a different level than the media work area at some venues
- The Photo Work Area is equipped with CATV monitors (covering all CATV channels), INFO terminals/printers, pigeon holes for start lists and results (if separate room from the main press work room), power outlets and payphones. Private phones may be ordered through the Press Rate Card
- Consideration must be given to the level of lighting to facilitate the viewing of computer monitors. This may require covering direct sunlight etc.
- Photo Work Areas may be set up in other areas of the venue when circumstances in the venue allow. For example, if space allows, a working area for editors near the head-on photo platform for athletics is encouraged where practical

Continued on next page

3.6.7 Facilities and Services at Venues, Continued

Photo Positions

The most important deliverable of Photo Services is the identification and securing of the necessary number of photo positions in the required locations for all events at all competition venues.

Photo positions will be:

- clearly designated with an unobstructed and direct view of the athletes on the field of play
- level with the field of play and as close as possible to the athletes without hindering their performance
- able to accommodate additional photographers for finals

The identification of photo positions will be based on:

- the number and location of photo positions at previous Games
- adjustments resulting from venue conditions and/or sport requirement
- co-ordination with the OBO
- consultation with:
  - the international photo agencies
  - the IFs
- consultation with and approval of the IOC

Early identification and documentation of "seat kill" photo positions is a vital element of the initial venue planning process.

IOC Photo Manual

Following the previous edition of the Games, the IOC will produce and supply to the OCOG a 'Games Photo Manual' identifying key and generic photo locations as well as general photo services principles, polices and procedures for some or all Olympic sports/venues. This Photo Manual will form the basis of the OCOG's photo planning.

Continued on next page

3.6.7 Facilities and Services at Venues, Continued

Photo Positions (continued)

Photo position are divided into two main groups: Pool positions and non-pool positions.

Pool

At least six prime photo positions are to be reserved at each venue for each event for the exclusive use of the photo pool(s)

These positions:

- will have an unobstructed view of the athletes on the field of play and, where appropriate, the finish line
- may be on the field of play, eg athletics, swimming, alpine skiing etc.
- are clearly identified on the plans and at the venues by means of signage
- are selected and finalised by the Photo Services Manager in liaison with the international photo agencies and the IOC, with respect for IF guidelines
- are co-ordinated with the OBO
- will endeavour to take the backgrounds into account when defining photo positions in order to assist in the creation of clean imagery for both broadcast and photographic coverage
- will reflect the need for photographic coverage to be differentiated from broadcast e.g. positions for remote cameras and positions on available walk ways or gantries for over head views of the field of play

Note: also see 3.6.9 International Olympic Photo Pool (IOPP) and 3.6.10 National Olympic Photo Pool (NOPP)

Non-pool

These positions, provided for all accredited photographers:

- are selected and finalised by the Photo Services Manager in liaison with the international photo agencies and the IOC, with respect for IF guidelines.
- will have an unobstructed view of the athletes on the field of play
- will endeavour to take the backgrounds into account when defining photo positions in order to assist in the creation of clean imagery for both broadcast and photographic coverage
- will be based on the number and location at previous Games
- are co-ordinated with the OBO
- are chosen so as not to obstruct the spectator's view
- are clearly identified on the plans and at the venues by means of signage

Photo Boats and Trucks

Photographers will also require access to media boats for sailing coverage and photographer's truck/s for the marathon events. They will be in the hands of qualified and race-experienced drivers.
Refer: *3.4.2 Press Tribunes - Press and photo boats at sailing venue*

Continued on next page

3.6.7 Facilities and Services at Venues, Continued

Lighting the Fields of Play

The lighting at each competition venue must be of the highest quality for television and photographic coverage.

Technical specifications and placement for lighting will depend on the competition and venue itself and is to be established in consultation with the IF, the OBO and Press Operations.

The lighting design must take into consideration the sport to be covered and the desired effect on the television production and photographic coverage.

Special care must be taken to match colour temperature in the case of venues where there is a mix of artificial light and daylight.

At indoor venues where windows or translucent roofs may cause daylight interference, this problem must be addressed to prevent negative effects.

All areas of media (field of play, start houses, mixed zones, pre- and post-unilateral areas and interview rooms) must be lit to the satisfaction of the OBO and Press Operations by the OCOG.

General principles:

- The intensity will not be less than 1400 lux, (as measured on the vertical plane in any part of the competition site). A number of sports may require over 2000 lux
- A maximum to minimum ratio not to exceed 1.5:1
- A ratio of average horizontal to vertical not to exceed 2:1
- A minimum ratio of 4:1 vertical between the field of play and audience areas
- A uniform color temperature (example 5600oK) from all sources
- A color rendering index greater than 90 from all sources
- Placement to be approved by Sport, the OBO and Press Operations
- No glare allowed for athletes, cameras or commentators
- Additional theatrical lighting needed for some sports, events and ceremonies
- No strobe lighting

Power

Back-up generators, capable of providing at least 50% of the power necessary for lighting and 100% of the power necessary for television equipment, will be installed close to the stadiums and will be ready to take over at any time.

3.6.8 Facilities and Services at MPC

Imaging Centre

A fully functional and professional Imaging Centre which caters to the professional news and sport photographers' requirements is to be established within the MPC.

The Imaging Centre will be conveniently located offering efficient access for photographers entering the MPC from the media drop-off point, as well as offering easy loading and unloading of heavy machinery.

It will be installed by the OCOG after direct negotiations with the sponsoring partner, a member of the IOC marketing programme. The specifications for its design and assembly will be co-ordinated between the OCOG and the sponsor partner.

Scope of Work

The surface area needed to house the Imaging Centre is to be supplied free of charge by the OCOG to the sponsoring partner. This will be no less than 2,000 sq m. for the Olympic Games and 1,800 sq m. for the Winter Games, plus an additional 600 sq m. of storage in the MPC secure zone.

In general, the scope of work will include:

- Construction
- Demolition and Restoration
- Finishes
- Mechanical
- Electrical
- Furniture and fittings
- Machine installation support
- On site storage
- Telecommunication
- Access
- Security

Timelines

The OCOG and the sponsoring partner are to complete all negotiations and present to the IOC for approval the plans for the MPC Imaging Centre, including level of service, no later than G-12 months.

Continued on next page

3.6.8 Facilities and Services at MPC, Continued

Photo Work Area

The OCOG will set up a Photo Work Area in the MPC adjacent to the Image Centre to accommodate the additional workspace requirements of photographers.

The Photo Work Area is to be equipped with CATV monitors, INFO terminals/printers, power outlets and payphones with data ports. Private phones may be ordered through the Press Rate Card.

Photo desk positions should come complete with a laptop lock in order that photographers may secure their computers while they are working in the venue.

The size of the Photo Work Area is to be no less than 200 workstations for the Olympic Games and 100 workstations for the Winter Games.

It is recommended to incorporate the Photo Work Area, including the Photo Services Manager's office, within the Imaging Centre where possible.

Lockers

The OCOG is to provide no less than 350 Olympic Games and 150 Winter Games airport or railway station-type lockers (with at least two sets of keys each) in a supervised area of the MPC so that photographers can leave their equipment there.

Satellite Image Centres

Depending on the configuration of the Olympic zone, the OCOG and the sponsoring partner will decide no later than 12 months before the start of the Olympic Games whether to set up one or more secondary or satellite image centres.

3.6.9 International Olympic Photo Pool (IOPP)

Introduction

The IOC, in collaboration with the IOC-recognised world news agencies, will establish a special Games-wide photo pool, called International Olympic Photo Pool (IOPP).

It is established to help these key agencies to cover all Games sports, ceremonies and related events and to ensure the best possible photographic coverage is captured and distributed to the widest possible audience worldwide.

It is also established to enable the IOC and the OCOG to gain a permanent photographic record of the Olympic Games.

The International Olympic Photo Pool (IOPP) is established by a contract concluded between the world news agencies (recognised by the IOC) and the IOC. Other partners may be included at the discretion of the IOC and with the agreement of the world news agencies.

In order to facilitate the practical implementation of the contract, the representatives of the world news agencies will appoint a co-ordinator who will be the contact person for the IOC and OCOG.

The IOC and the world news agencies will conclude the IOPP contract negotiations no later that 18 months before the Olympic Games and will advise the OCOG of all terms relating to the terms and obligations pertaining to the contract.

Obligations of OCOG

It is the OCOG's obligation to fully cooperate with the IOPP in accordance with the instructions of the IOC. The obligations of the OCOG include but are not limited to:

- Supplying the IOPP, free of charge:
  - Sufficient space at the MPC of not less than 200 sq m and at all other facilities as required and as determined in the contract
  - The basic furniture and local technology items offered free of charge to the three IOC-recognised world news agencies will also be provided to the IOPP. Additional items to be purchased by the IOPP through the Rate Card
  - Technical assistance in the establishment and management of the IOPP office when required
  - Special identification bibs clearly marked "POOL - IOPP"
  - Sufficient parking space at the MPC and all competition venues in walking distance of the media entry points, plus the Olympic Village, as well as the required number of all venue VAPPS, as determined in the contract
  - Dedicated ENG/Pool drop-off points at all venues within close walking distance of the media entrance
  - Reserved editing desks in the tabled seats of the tribunes at all venues
  - Priority access and reserved photo positions as designated by the Photo Services Manager in collaboration with the IOPP co-ordinators - a minimum of three special photo positions to be reserved for the exclusive use of the IOPP in each venue

Continued on next page

3.6.9 International Olympic Photo Pool (IOPP), Continued

Obligations of IOPP

In turn, the obligations of the IOPP include but are not limited to:

- making available to the IOC and the OCOG, free of charge, every day during the Olympic Games, a full edited set each representing the best pictures of all the IOPP production. The high-resolution digital photo transmissions will include digital captions.
  - The IOC and the OCOG may make use of the photographs taken by the IOPP free of charge for any non-commercial, official, internal or external, communication, publication or report, in any media whatsoever, with due credit to the source/agency

- supplying a sufficient number of experienced photographers, capable of professionally and efficiently photographing all events at the Olympic Games.
  - all sports on the official programme, including all the finals and semi-finals, but not necessarily all the heats;
  - the Opening Ceremony and the Closing Ceremony including all teams participating in the parades; and
  - all medal ceremonies; and
  - the IOPP shall also supply all the technical and editorial personnel needed for such purposes.

Allocation of Accreditations

The IOC will allocate the required accreditations in the same manner as with the IOC-recognised world news agencies

3.6.10 National Olympic Photo Pool (NOPP)

National Olympic Photo Pool (NOPP)

Depending on the conditions in the host country, the IOC may authorise the creation of a national pool, called the National Olympic Photo Pool (NOPP).

Where a national pool is established, the IOC and the OCOG will define with the partners concerned, the framework for its activity and its precise relationship with the IOPP.

A prime responsibility of a national pool would be to ensure a comprehensive photographic coverage and national distribution of the host nation's athletes to the host nation's media organisations.

3.6.11 Photo Ticketing

Photo Ticketing

Tickets for high-demand events will be issued to photographers in the same fashion as for written press journalists (see “Press Ticketing” in this Technical Manual)

3.6.12 Photo Courier System

Photo Courier System

The OCOG is to establish a photo courier transport system for the duration of the Olympic Games. This system will incorporate:

- Pick-up of disks/films on a regularly scheduled basis at designated points in each competition venue by messengers and/or marshals working for the Photo Operations team for delivery to editors in the Photo Work Area of the VMC or in the tabled press seating.

- Collection of disks/films from each VMC for delivery to the main imaging centre at the MPC.

This service will be provided free of charge by the OCOG.

Pool photographers will have priority.

The OCOG will provide the messengers with accreditations showing the necessary access codes in order to provide an efficient, rapid and reliable service.

The couriers will travel in four-wheel-drive vehicles at the Winter Games and on motorcycles at the Olympic Games. The OCOG will provide them with the necessary vehicle access and parking passes. If the pools and world news agencies recognised by the IOC wish to employ their own photo couriers, the OCOG may issue them with the appropriate accreditations and vehicle access/parking passes/stickers to the extent determined by the IOC.

3.6.13 Key Lessons from Previous Games

Key Lessons from Previous Games

- Early appointment of the Photo Chief is critical. He/she should be present at the preceding Games whenever possible. There is no substitute for this invaluable experience.
- The key appointments in Photo Services must be made early on to ensure that there is a photo representative in each venue planning team right from the start.
- Work closely with the OBO in all stages of venue camera and photo positions planning.
- Build early relationships with the main international photo agencies. Maintain an open communication channel with them, and hold separate photo briefs with them.
- Sports photography has entered the digital era for good. This has changed dramatically the working habits and needs of photographers and agencies during an Olympic Games. Digital photography, and the imperative need for instant transmission, has shifted focus from the MPC to the venues. The technological developments in the field must be followed closely.
- All photo positions, venue-by-venue/sport-by-sport, should be documented and communicated to the key photo agencies no later than 12-18 months before the Games
- Develop specific policies for dealing with all aspects of Photo Services and ensure these become part of the Games operational policies
- Encourage the use of previous Games expertise
- Encourage an international approach to employment
- The ability for IOPP agencies to edit from tribunes needs to be secured early as does the facility of venue space away from the tribune to conduct editing.

3.7 → Press Services

Executive Summary

Executive Summary

- Press Services will provide the accredited press with essential services organised by other OCOG functional areas, including:
  - Press Accreditation
  - Media Accommodation
  - Media Transport
  - Press Rate Card
  - Specialist Media Volunteer Programme
  - Press Publications
  - Communication
- Press Services will liaise with news organisations on behalf of these OCOG departments and help these functional areas with advice on press requirements.
- OCOG functional areas must work closely with the OBO and Press Operations in the delivery of facilities and services to the media
- Press Operations staffing during the Olympic Games will depend heavily on volunteers. A specialist media volunteer programme is to be put in place early, up to four years before the Games.

Contents

This section contains the following topics:

Topic
3.7.1 Introduction
3.7.2 Rate Card
3.7.3 Publications
3.7.4 Media Volunteers Programme

3.7.1 Introduction

Press Services Introduction

Press Services manages the delivery of the general services to the media provided by other OCOG functional areas, such as accreditation, accommodation and transport.

The Press Services Manager, responsible to the Head of Press Operations, is the liaison between news organisations and these OCOG service providers, while providing the functional areas with direct advice and help on press requirements.

Press Services also manages the Specialist Media Volunteer programme and works with the Head of Press Operations and other managers on paid and volunteer staffing across the Games.

Press Services managers the Press Rate Card and is the single point of contact for the accredited press for press rate card services, including telecommunications and technology rate card services.

Press Services produces the Press Publications.

For common media services such as accommodation and transport, it is important that the Press Services Manager develops a close working relationship with the OBO and IOC Media Operations.

The OBO and Press Operations are responsible for overseeing the delivery of all services to the accredited media. OCOG functional areas, particularly accommodation and transport, must work closely with the OBO and Press Operations in the provision of facilities and services to the media.

Note: Refer “2.0 - General Services to be provided to the Media by the OCOG”

3.7.2 Rate Card

Introduction

Separate media rate card services are provided for the accredited press and rights holding broadcasters. The press rate card, prepared by Press Operations, and broadcast rate card, prepared by the OBO, provide goods and services essential to the Olympic Games coverage of both media groups.

These range from rented office spaces in the MPC, IBC and venue media centres, telecommunications, technology items, office equipment, audio-visual equipment, furniture and fittings, rental vehicles and parking permits.

The purpose of rate card services is to facilitate the accredited media's ability to cover the Games to the best of their ability in order to ensure the fullest coverage to the widest possible audience for the Olympic Games

The rate card will be on a 'cost recovery' basis only, Prices cannot exceed the equivalent public costs. A premium can be applied to Games time orders.

Also Refer 4.1.3 Financial Guidelines - Broadcast Rate Card

Press Rate Card

The Press Rate Card is a comprehensive catalogue of products and services for rent during the Games.

The Press Rate Card will be managed by the Press Operations, working in liaison with the Rate Card Department of the OCOG, to ensure the highest levels of services are provided.

This will enable all press organisations to co-ordinate their various needs through just one contact – the OCOG Press Operations – and they should receive one invoice for all items ordered.

OCOG Press Operations will ensure that the appropriate rate card services and products are available to the accredited press.

Loss and damage deposits, and pre-paid usage deposits for telecommunications services can be charged by the OCOG, but there should be a reasonable cap on deposits for larger organisations. All refunds are to be returned to rate card customers as soon as possible after the Games, but no later than three months from the Closing Ceremony.

The Press Rate Card must be submitted, through IOC Media Operations, for IOC Executive Board approval two years before the start of the Games.

3.7.3 Publications

Pre-Games

The OCOG is responsible for preparing, printing and distributing to NOCs, and accredited organisations/persons in accordance with the accreditation timelines set by the IOC, the following publications:

Media Accreditation Guide, providing instructions for the preparation and return of Press by Number and Press by Name accreditation forms.

Media Accommodation Guide, providing information on the media village(s) and press hotels, their tariffs and Accommodation Request forms

Press Rate Card, providing a list of all Rate Card items available for rent by accredited media organisations, and the requisite order forms.

Press Freight & Shipping Guide, providing instructions for sending shipments to the Host City through the Official Freight Forwarding Company for the Olympic Games

Media Services & Facilities Guide for the Written and Photographic Press, providing all necessary information for accredited press regarding MPC and VMC press services and facilities, including Photo Services, Olympic News Service and Media Transport.

Given advances in technology and the wide use of the Internet, the OCOG may choose to provide some or all of the publications on-line, but written copies must be available on request.

Games-time

Before the Games, Press Operations must liaise with OCOG Transport to produce and distribute the **Media Transport Guide**, which is to be made available to all accredited media, including rights holding broadcasters and OBO staff.

OCOG Press Operations must produce and distribute to all accredited media, including rights holding broadcasters and OBO staff, the **Media Guide for the Games** which is a comprehensive publication containing all relevant information about the Olympic Games venues and services for the written and photographic press as well as common media services.

A **Photographers Guide** providing photographer specific general information and venue diagrams should also be produced and distributed to all accredited photographers. This could be produced in collaboration with the Official Images Sponsor.

The content of all the above publications must be approved by the IOC prior to publication.

3.7.4 Media Volunteers Programme

Introduction

Press Operations staffing during the Games will depend heavily on volunteers. Because of their importance, a specialist media volunteer programme is to be put in place early, up to 36 months before the Games.

For the Olympic Games up to 1,700 specialist media volunteer may be required, with up to 600 for the Winter Games. They will work in the MPC and competition venues, with some ONS volunteers starting on research projects 18 months before the Games.

Media professionals in the fields of journalism, public relations, photography and sports should fill as many other volunteer roles as possible.

Dependent on the conditions of the Host City, it is highly recommended that a programme be developed with university journalism and communications students, as well as schools for certain press runner positions.

Specialist training will be required for all specialist media volunteers, with the test events a necessary training and evaluation platform.

3.8 → Annexes

Overview

List of Annexes This section contains the following:

- **Annex 3.8.1** - Sydney 2000 MPC Plan
- **Annex 3.8.2** - Turin 2006 MPC Plan

Note

The following MPC diagrams are provided as reference only. Requirements may need to be adjusted to each individual city, venue and/or sport depending upon the actual conditions in place. These requirements may also change following detailed surveys by the IOC and the eventual needs of Press.

Annex 3.8.1 – Sydney 2000 MPC Plan

Annex 3.8.2 - Turin 2006 MPC Plan