OLYMPIC VILLAGE

Technical Manual

on Olympic Village

Technical Manual on Olympic Village

NOVEMBER 2005

International Olympic Committee

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

© IOC NOVEMBER 2005 ALL RIGHTS RESERVED

Table of Contents

I. Global Reference Data 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. Link to OCOG Phases 21
IX. Master Schedule Reference 24
X. Obligations Checklist 25
XI. Specific Glossary 27

Part I → Olympic Village Overview 31

Overview 31

1.0 → Village Philosophy 33
1.1 Village Mission Statement 34
1.2 Parallel Planning for Paralympic Games 35

2.0 → Stakeholders Obligations 37
Overview 37
2.1 Athletes and Officials 38
2.2 Village Guests 40
2.3 Workforce 41

3.0 → Organisational Structure 43
Overview 43
3.1 Olympic Village Management 44
3.2 Village Organisational Structure 45
3.3 Periods of Operations 52

4.0 → Olympic Village Layout 57
Overview 57
4.1 Olympic Village Diagrams 58
4.2 The Residential Zone (RZ) 65
4.3 The Olympic Village Plaza (OVP) 66
4.4 The Operational Zone (OZ) 67

5.0 → Planning Phases 69
Overview 69
5.1 Design Planning 71
5.2 Operational Planning 75

Table of Contents

6.0 → Construction 77
Overview 77
6.1 Permanent Construction 78
6.2 Temporary Design and Construction 81
6.3 Concept Planning 82
6.4 Environment Considerations 84

Part II → Space Planning – Village Zone Locations....85
Overview 85

7.0 → Residential Zone (RZ) 87
Overview 87
7.1 Residential Buildings 88
7.2 NOC Office Space 91
7.3 Dining Hall (Athletes and Officials) 96
7.4 Staff Dining 103
7.5 IOC Athletes Commission Voting Area 105
7.6 IOC Athletes Commission Office 107
7.7 Staff Break Areas 108
7.8 Polyclinic 109
7.9 NOC Services Centre 114
7.10 IOC Office 119
7.11 Sports Information Centre (SIC) 120
7.12 Chefs de Mission Hall 123
7.13 Sports Viewing Room 125
7.14 Olympic Village Resident Centres / Front Desk 127
7.15 Security Command Centre (SCC) 133
7.16 Housekeeping 137
7.17 Religious Centre 139
7.18 Recreational Activities 143
7.19 Recreational Sports Complex 147
7.20 Village Communications Centre (VCC) 149

8.0 → Olympic Village Plaza (OVP) 151
Overview 151
8.1 Zone Control Points (ZCP) 154
8.2 Village Amphitheatre 157
8.3 Village General Store 160
8.4 Bank 163
8.5 Photo Store 166
8.6 Village Call Centre 168
8.7 Cyber Café 170
8.8 Hair Salon 172
8.9 Florist 174

Table of Contents

8.10 Dry Cleaning 176
8.11 Café 178
8.12 Travel Agent 180
8.13 Post Office 182
8.14 Olympic Museum 184
8.15 WADA's Athlete Outreach Programme 186
8.16 Ticket Office 188
8.17 Information Office 190
8.18 First Aid Station 192

9.0 → Operational Zone (OZ) 195
Overview 195
9.1 Main Entry 196
9.2 Access Control Point (ACP) 198
9.3 Vehicle Control Point (VCP) 202
9.4 Guest Pass Centre 206
9.5 Welcome Centre 212
9.6 Village Media Centre 218
9.7 Transport Mall / Transport 223
9.8 Olympic Village Internal Transport System 229
9.9 NOC Dedicated Vehicle Parking 230
9.10 Village Motor Pool 231
9.11 Facility Services Centre (FSC) 232
9.12 Village Management Offices (VMO) 243
9.13 Staff Centre 244
9.14 Rifle Storage Centre (RSC) 246

Part III → Village Operations 247
Overview 247

10.0 → Function Interaction 249
Overview 249
10.1 Accreditation 250
10.2 Food Services 251
10.3 Human Resources 252
10.4 Logistics 253
10.5 Media 255
10.6 Medical 256
10.7 NOC Services 257
10.8 Protocol 258
10.9 Entertainment or Recreational Activities 259
10.10 Security 261
10.11 Sport 263
10.12 Technology (including Telecom) 264
10.13 Transport 265

Table of Contents

10.14 Cleaning and Waste 266
10.15 Ceremonies 267
10.16 Additional Function Interaction 268

11.0 → Policies and Procedures 269
Overview 269
11.1 Clean Venue / Signage and Sponsor Policies 270
11.2 Alcohol and Smoking Policies 274
11.3 Language Services 275
11.4 Contingency Planning 276

12.0 → Furniture, Fixtures and Equipment 277
Overview 277
12.1 Procurement 278
12.2 Storage 279
12.3 Fit-Out and Distribution 280
12.4 Asset Tracking 281

13.0 → Olympic Village Housing Allocation 283
Overview 283
13.1 Olympic Village Housing Allocation Process 284
13.2 Olympic Village Housing Allocation Assumptions 286
13.3 Olympic Village Housing Allocation Related Activities 287

14.0 → Other Athletes and Officials Accommodation 291
Overview 291
14.1 Grooms Village 292
14.2 Football Venues 294
14.3 External Athlete Accommodation 295
14.4 Additional Officials Accommodation 297

Part IV → Paralympic Village 299
Overview 299

15.0 → Paralympic Village Overview 301
Overview 301
15.1 Paralympic Village Capacities 302
15.2 Periods of Operations 303
15.3 Paralympic Village Staff and Volunteers 305
15.4 Paralympic Village Accessibility 306
15.5 Paralympic Village Accreditation and Guest Pass System 309

16.0 → Paralympic Village Specifications 311
Overview 311

Table of Contents

16.1 Athlete Classification Area 312
16.2 NPC Residential Buildings 313
16.3 Dining Hall 317
16.4 Polyclinic 318
16.5 Transport 319

I. Global Reference Data

Name **Technical Manual on Olympic Village**

Date/Version November 2005

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

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

Disclosure

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

II. Changes from Previous Version

Introduction

The Technical Manual on Olympic Village replaces the 'IOC Olympic Village Guidelines and NOC Requirements'.

The new manual provides more detail for the planning, construction and operations of the Olympic Village than the old guidelines. In addition, the services that need to be provided in the Olympic Village for the Athletes and Officials have been clearly identified.

III. Related Documents

List

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

- Olympic Charter
- Host City Contract
- Accreditation and Entries at the Olympic Games – User's Guide
- Technical Manual on Brand Protection
- Technical Manual on Media
- Technical Manual on Medical Services
- Technical Manual on NOC Services
- Technical Manual on Paralympic Games
- Technical Manual on Sport
- Technical Manual on Transport
- Technical Manual on Workforce

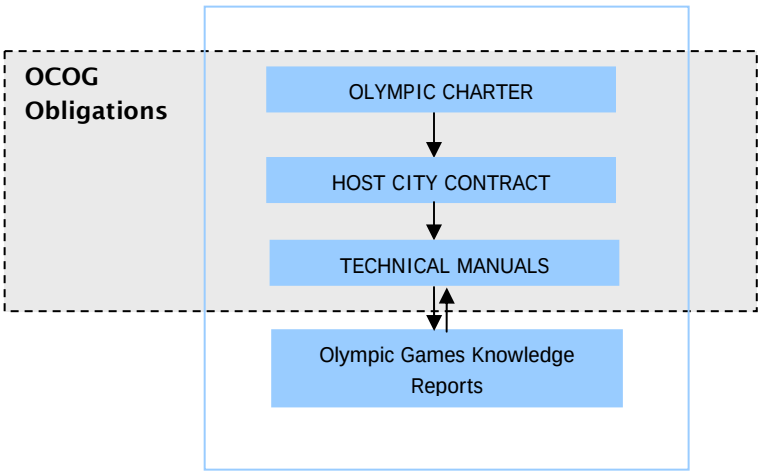
IV. Information Road Map

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 Host City Contract and the Olympic Charter Rule 39 stipulates that an Olympic Village must be provided to house all eligible athletes and officials for the duration of the Olympic Games.

The Olympic village must:

- Operate 24 hours a day;
- Be secure from general public and media;
- Provide the required services for Athletes and Officials.

The objectives of the Technical Manual on Olympic Village are to:

- Provide Applicant and Candidate Cities with information in order to devise their plans for an Olympic Village;
- Provide OCOGs with the structural information in order to plan and construct the Olympic Village;
- Provide information on planning requirements and operations of the Paralympic Village;
- Provide guidance to an OCOG to design, plan, construct, and operate an Olympic Village for the Olympic Games, Olympic Winter Games and Paralympic Games.

Limits

Olympic Village requirements will need to be adjusted to suit the Host City and the site in question. The requirements in the Technical Manual on Olympic Village are standard requirements which may be changed following review with the IOC and its stakeholders.

Target Audience

The target audience for this manual is:

- OCOG Senior Management;
- OCOG Olympic Village Management;
- OCOG NOC Services;
- OCOG Transport;
- Constructors and designers;
- NOCs;
- NPCs;
- IOC Marketing Partners;
- OCOG Functional Departments.

Continued on next page

VII. Executive Summary

Introduction

The Technical Manual on Olympic Village provides assistance to OCOGs in designing, constructing and operating the Olympic and Paralympic Villages.

Part I – Olympic Village Overview

This section describes the first steps to undertake for an Olympic Village which are:

- Village philosophy;
- Stakeholder obligations;
- Olympic Village management organisational structure;
- Olympic Village layout overview;
- Planning and design phases;
- Operational planning.

Part II – Space Planning – Village Zone Locations

This section details the requirements within the different zones within the Olympic Village which are:

- Residential Zone;
- Olympic Village Plaza;
- Operational Zone.

Part III – Village Operations

This Village operations section describes all the requirements needed to ensure the Olympic Village efficiency:

- Function interaction;
- Policies and procedures;
- Furniture, fixtures and equipment;
- Olympic Village housing allocation;
- Other Athletes and Officials accommodation.

Part IV – Paralympic Village

This section details all the requirements and obligations specific to the Paralympic Village over and beyond those that are transferred from the Olympic Games to the Paralympics.

VIII. 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 Olympic Village Function.

	Phase	Month	Responsibilities
1	Foundation Planning	G-98 to G-66	**Programme, Planning & Administration** • Identify and acquire Olympic Village site **Other Athletes and Officials Accommodation** • Identify other Athlete accommodation
2	Strategic Planning	G-65 to G-42	• Appoint Head of Olympic Village Function **Programme, Planning & Administration** • Establish Function • IOC initial briefing on Function **Games Planning Process – The Outputs** • Complete Olympic Village business plan **Olympic Village Permanent Construction** • Complete environmental studies • Consult authorities for permanent construction • Complete planning assumptions • Launch tender process for permanent construction • Start layout planning

Continued on next page

VIII. Link to OCOG Phases, Continued

Introduction (continued)

	Phase	Month	Responsibilities
3	Operational Planning	G-41 to G-6	**Games Planning Process – The Outputs** • Complete Olympic Village specific operating concept • Complete Olympic Village operating plan **Olympic Village Permanent Construction** • Start construction site visits • Present general layout of the Olympic Village to the IOC for approval • Commence block planning for each function • Start permanent design and construction **Olympic Village Temporary Construction & Fit-Out** • Launch tender process for temporary construction • Start tender process for housekeeping • Start tender process for linen • Start tender process for catering • Start temporary construction and fit-out **Olympic Village Operations** • Present menus to the IOC for approval • Define Media Guest pass and Village Guest Pass policies and present to the IOC for approval • Define policies and procedures in the Olympic Village • Start Olympic Village Housing Allocation process • Define planning for each function **Other Athletes and Officials Accommodation** • Submit other accommodation service levels to the IOC for approval • Complete other accommodation operating concepts
4	Testing	G-24 to G-6	•

Continued on next page

VIII. Link to OCOG Phases, Continued

Introduction (continued)

	Phase	Month	Responsibilities
5	Operational Readiness	G-5 to G-1	**Olympic Village Temporary Construction & Fit-Out** • Complete signage in the Olympic Village • Start fit-out • Complete hand-over **Olympic Village Operations** • Complete operations plan for the Athletes parade operations in the Olympic Village • Complete operations plan for the Athletes parade – Closing Ceremony • Complete Security Lockdown • Complete technology and Rate Card installations for NOCs
6	Games Operations	Games, Transition, & Paralympics	**Olympic Village Operations** • Pre-opening of the Olympic Village • Start Olympic Village arrivals and departures operations • Start to operate main services in the Olympic Village • Start NOC check-in • Official opening of the Olympic Village • Start Olympic Village Newspaper publication • Olympic Village Media tour • Start NOC check-out • Complete Olympic Village closing • Complete transition to Paralympic Village
7	Dissolution	G to G+12	**Olympic Village Operations** • Load-out

IX. 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.

X. Obligations Checklist

High-Level Obligations

The OCOG is responsible for the following critical obligations concerning the Olympic Village:

- Accommodate all participating Athletes and primary Team Officials providing them with the necessary services and facilities to prepare for the Olympic Games;
- Design the Residential Zone and the Olympic Village Plaza;
- Operate the Olympic Village using relevant facilities;
- Provide same service levels in the additional Athlete accommodations as in the Olympic Village.

Olympic Village – Village Zone Locations

- In the case of several Olympic Villages, the proposition must be submitted to the IOC for approval;
- The OCOG must present the general layout of the Olympic Village to the IOC for approval;
- Specific visits must be allowed throughout the construction phases of the Olympic Village;
- At the start of the exclusive use, the Olympic Village Management should complete a site walk-through with the owners;
- The OCOG must conduct a Security Lockdown of the Olympic Village;
- Zone Control Points, Access Control Points and Vehicle Control Points must be operational;
- Accommodation must be no more than 2 people per room;
- No more than 4 people to each bathroom;
- All NOCs must have adequate accommodation, office space, medical space and storage space;
- The OCOG must provide NOC spaces with the minimum FF&E requirements as defined in the Technical Manual on Olympic Village;
- Design and fit-out of all facilities in the Olympic Village must be in line with the Olympic Village overlay guidelines and the Clean Venue Policy;
- Service provision for the OVP needs to be approved by the IOC;
- The OCOG must provide a Village Media Centre to allow Media a working area at the Olympic Village.

Continued on next page

X. Obligations Checklist, Continued

Olympic Village Operations

- The OCOG must complete block planning with each function in the Olympic Village;
- The OCOG must establish policies and procedures in the Olympic Village;
- The pre-opening period for Olympic Games starts 7 days prior to the official Opening of the Olympic Village;
- The pre-opening period for Olympic Winter Games starts 4 days prior to the official Opening of the Olympic Village;
- The Olympic Village officially opens 14 days before the Opening Ceremony for Olympic Games;
- The Olympic Village officially opens 10 days before the Opening Ceremony for Olympic Winter Games;
- The Olympic Village closes 3 days after the Closing Ceremony for both Olympic Games and Olympic Winter Games;
- The OCOG and NOCs must proceed to NOC check-in at each NOC arrival;
- The OCOG and NOCs must proceed to NOC check-out at each NOC departure;
- The OCOG must submit the Media Guest Pass and the Village Guest Pass policies to the IOC for approval;
- The OCOG must complete an operational plan in the Olympic Village for Athletes parade for the Opening and Closing Ceremonies;
- The OCOG must complete an operational for arrivals and departures;
- All NOCs must hold a Team Welcome Ceremony before the Opening Ceremony of the Olympic Games;
- The OCOG must complete an Olympic Village Housing Allocation Process;
- The OCOG must provide suitable logistics services to cater to NOC needs in the Olympic Village;
- The OCOG must present menus to the IOC for approval;
- The OCOG must provide NOCs with housekeeping, linen and catering services;
- The OCOG must provide a Religious Centre;
- The OCOG must provide recreational activities in the Olympic Village;
- An Olympic Village Newspaper must be published during the Games time period;
- The Olympic Village Polyclinic must provide services as described in the Technical Manual on Olympic Village;
- The OCOG must complete an operational plan for the Transport Mall;
- Gift Bags content needs to be approved by the IOC.

Paralympic Village

- The Paralympic Village should open 1 week prior to the Opening Ceremony of the Paralympic Games and remain open until 3 days following the Closing Ceremony;
- The Olympic Village and Paralympic Village must be accessible for disabled people.

XI. Specific Glossary

Presentation

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

Term	Definition
Access Control Point (ACP)	The Access Control Point (ACP) is the pedestrian entrance to the Olympic Village
Arrivals and Departures	Arrivals and Departures is the process by which Residents of the Olympic Village arrive and depart the Host City and the Village
Contractor	A Contractor is any entity which provides products, services or equipment within the Olympic Village during the Olympic Games. A Contractor has no official marketing relationship with the Olympic Movement. The term 'Contractor' includes Suppliers, providers and third parties
Customer	A Customer is an Athlete, Official, Guest, Volunteer that buys products or services in the Olympic Village Plaza (OVP)
Facility Services Centre (FSC)	The Facility Services Centre (FSC) is a central point for all Village maintenance, logistics, infrastructure and communication requests, responses and action
Fit-Out	The fit-out / load-in is the installation of Furniture, Fixtures and Equipment (FF & E), technology and the set up of NOC offices, medical and other spaces necessary for the Residents
Guest Pass Centre	The Guest Pass Centre is the area where NOC Guests and dignitaries need to go through in order to get a Guest Pass to enter the Olympic Village. This area is located in the Operational Zone
Knife and Fork	The 'Knife and Fork' symbol on an accreditation allows Athletes and Officials to access and eat at the Dining Hall
Load-Out	Load-out is the dismantling and removal of FF&E from NOC offices, medical and other spaces after the Olympic Games
Magnetometer and X-ray Operations	The magnetometer and X-ray operation consists of the control by Security of all bags and people entering the Olympic Village
Master Delivery Schedule (MDS)	The Master Delivery Schedule (MDS) is the delivery list of vehicles and drivers entering the Olympic Village each day

Continued on next page

XI. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Material Transfer Area (MTA)	The Material Transfer Area (MTA) is the security screening area for deliveries, all oversized packages and unscreened items entering the Olympic Village
NOC Check In	The NOC check-in is the operation by which an NOC receives all accommodation, spaces, FF&E and keys for the duration of the Olympic Games
NOC Check Out	The NOC check-out is the operation by which an NOC returns all accommodation, spaces, FF&E and keys, and the OCOG checks loss and damages
NOC Delegation Size	NOC Delegation Size is calculated using Rule 39 in the Olympic Charter. All eligible Athletes qualified for the Olympic Games plus the corresponding number of Officials calculated through Rule 39 of the Olympic Charter
Olympic Village Plaza (OVP)	The Olympic Village Plaza (OVP) formerly known as the International Zone is the area in the Olympic Village where a range of services is provided to Athletes, Officials, Guests, and Staff. This area can be accessed by Residents, Guests and Media
Olympic Village Signage Policy (OVSP)	The Olympic Village Signage Policy (OVSP) is the policy that dictates the uniform signage of the Olympic Village and the rules governing Clean Venue Policy for signage
Operational Zone (OZ)	The Operational Zone (OZ) includes the back of house operations that ensure the Olympic Village functions efficiently
Resident	A Resident is an Athlete or an Official living in the Olympic Village
Residential Zone (RZ)	The Residential Zone (RZ) is the area in the Olympic Village where the accommodation for Athletes and Officials is located. An accreditation with an 'R' symbol is required to enter this area
Rifle Storage Centre (RSC)	The Rifle Storage Centre (RSC) is the area where Residents' firearms are retained. This area is located in the Operational Zone
Security Command Centre (SCC)	The Security Command Centre (SCC) will serve as the headquarters of the Olympic Village security operation
Security Lockdown	The Security Lockdown is the date from when the Olympic Village is secured, allowing no access to operational people without appropriate accreditation and security screening
Security Sweep	The Security Sweep is the operation by which Security checks all buildings, infrastructures and amenities declaring them clean for the Olympic Village Lockdown
Team Welcome Ceremony	The Team Welcome Ceremony is an official welcome celebration for an NOC upon its arrival in the Olympic Village

Continued on next page

XI. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Vehicle Control Point (VCP)	The Vehicle Control Point (VCP) is the entrance to the Olympic Village by vehicle. Control of the vehicle is performed by Security
Vehicle Permit Check (VPC)	The Vehicle Permit Check (VPC) is an operation performed by the OCOG which checks the validity of the Vehicle Permit
Vehicle Screening Area (VSA)	The Vehicle Screening Area (VSA) is the place where Security checks vehicles. This area is located in the Operational Zone and is part of the VCP
Village Communication Centre (VCC)	The Village Communication Centre (VCC) is set up to assist in general Village communications by acting as an internal and external switchboard, assisting with general issue / problem resolution and monitoring radio traffic and channel users
Village Guest	A Village Guest is a person, accredited or non-accredited, invited by an NOC. He / she must hold a Guest Pass delivered upon arrival at the Olympic Village, at the Guest Pass Centre. The Village Guest must be escorted by a person from the NOC when entering the Residential Zone
Village Layout	The Village layout is the layout of all the main services of the Olympic Village including roads and perimeter fences which form the basis of the Olympic Village
Village Management Office (VMO)	The Village Management Office (VMO) is the hub for all OCOG Olympic Village Management

Icons

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

Icon and Colour	Type of Information
△	Obligation
⊡	Third party reference
▸ IPC	IPC Reference
✕	Cross-Reference

Disclaimer

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

Part I → Olympic Village Overview

Overview

Introduction

The Olympic Village is a core component of the Olympic Games. It is generally the largest project for the Olympic Games and the Olympic Winter Games.

The Olympic Village must be a safe, secure and comfortable environment where Athletes and Officials from the participating countries in the Olympic Games can live and work effectively. The Olympic Village caters to the Athletes needs by creating a comfortable environment to facilitate the mental and physical preparation for participation in the Olympic Games free from disturbance from the outside world.

Contents

This part contains the following topics:

Topic
1.0 Village Philosophy
2.0 Stakeholders Obligations
3.0 Organisational Structure
4.0 Olympic Village Layout
5.0 Planning Phases
6.0 Construction

1.0 → Village Philosophy

Overview

Introduction

The Olympic Village is unique in that Residents from all participating countries and Olympic sports can live and interact together.

The Olympic Village must provide Athletes with the services and facilities needed to optimise the mental and physical preparation for the Olympic Games. NOCs need to have suitable working conditions to provide effective support services to the Athletes such as offices and medical spaces.

Contents

This chapter contains the following topics:

Topic
1.1 Village Mission Statement
1.2 Parallel Planning for Paralympics

1.1 Village Mission Statement

Introduction

The Village Mission statement is important to highlight the objectives of the project and should encompass the Olympic Village Management goals. The mission of the Olympic Village is to provide the necessary accommodation, services, and recreational activities for the convenient use and enjoyment of all participating Athletes and Officials in a secure, comfortable, and attractive environment.
The Olympic Village should be unique in that all Athletes from around the world can live together in solidarity and friendship. It is a unique living experience.

"Athletes first"

To achieve this goal it is essential that an "athletes first" approach be followed during planning and operations for the Olympic Village. A close collaboration with NOC Services, Security, Sports and the IOC is imperative. All significant issues should be approached with an aim to anticipate and satisfy the needs and expectations of Athletes and Officials in the Olympic Village.

With this in mind each OCOG should develop its own philosophy and Village Mission Statement. Examples of an OCOGs themes could be:

- Tradition;
- Culture;
- Social;
- Food;
- Sport;
- Security;
- Excellence;
- Operational.

Other Considerations

The OCOG should consider:

- The use of traditional construction methods, local materials, trends and utilisation of cultural activities to enhance the Athletes experience in the Olympic Village;
- The general environment around the Olympic Village and also the type of construction that will compose the Olympic Village within the setting of its environment;
- The look of the Olympic Village;
- The general ambience and atmosphere of the Olympic Village;
- Environmental considerations.

Continued on next page

1.2 Parallel Planning for Paralympic Games

Approach for Paralympics

▸ IPC

Paralympic Planning must start at the design phase of the Olympic Village to minimise the transition time needed between the Olympic and Paralympic Games.

In most cases the Olympic Village site will also be the Paralympic Village. The Olympic Village design must incorporate Paralympic Village design in the initial planning phases. The Paralympic Village is smaller than the Olympic Village thus allowing the Paralympic design to fit within the Olympic design. This approach will ensure that all the critical services are located centrally and minimise the transition time between the Olympic and Paralympic Villages.

In essence Olympic Village services and operations are replicated for the Paralympic Village. The main consideration is the location of the accessible buildings and actual accommodation area of the Paralympic Village in relation to the Olympic Village amenities and services.

Cross Reference

✕

For any additional information on the Paralympic Games, refer to the Technical Manual on Paralympic Games.

2.0 → Stakeholders Obligations

Overview

Introduction A variety of stakeholders live, work and visit the Olympic Village. Certain obligations for these stakeholders must be implemented by the OCOG.

Contents This chapter contains the following topics:

Topic
2.1 Athletes and Officials
2.2 Village Guests
2.3 Workforce

2.1 Athletes and Officials

Village Capacity

Athletes and Officials are the Residents of the Olympic Village. The exact number of Athletes is determined through the Olympic Games Qualification Systems. The NOCs finalise the number of Athletes and Officials during the Delegation Registration Meetings (DRM) that take place on arrival of the Chef de Mission to the Host City prior to the Opening Ceremony of the Olympic Games. The number of Officials accompanying the Athletes is calculated on the number of eligible Athletes and based on Rule 39 of the Olympic Charter.

The Olympic Village capacity for Residents is as follows:

- The Olympic Village must accommodate at least 16,000 people at the Olympic Games;
- The Olympic Village must accommodate at least 4,500 people at the Olympic Winter Games.

A certain contingency of beds needs to be added to the above numbers in cases of unexpected high numbers of Athletes, latent rooms and emergencies.

Obligation △	The OCOG must provide accommodation for all participating Athletes and eligible Team Officials in twin bedded rooms within the Olympic Village.
Technical Officials	Technical Officials of the IFs do not have access rights to the Olympic Village.
Obligation - Distance and Number of Villages △	One Olympic Village should be provided for all Athletes and Officials in close proximity to the competition venues and the Olympic Stadium. Where Olympic venues are more than 50 Km or one hour drive (under normal road and traffic conditions) from the Olympic Village, a second Olympic Village must be provided.

Continued on next page

2.1 Athletes and Officials, Continued

Obligation - Distance and Number of Villages (continued) △	In addition, for the Olympic Winter Games a second Olympic Village must be provided if there is a difference of more than a 200 m elevation between the Olympic Village and the venue for endurance sports. This rule only applies if the Olympic Village is situated above 1,000 m in altitude. All Olympic Villages must provide the same type and quality of services to the Residents.

NOC Requirements

The OCOG must provide for each NOC:
- A Chef de Mission room;
- Bedrooms and bathrooms for Athletes and Officials;
- NOC team offices;
- NOC meeting rooms;
- NOC medical rooms;
- NOC workspace / storage space.

Major Operational Areas of the Olympic Village

The major operational areas affecting Residents of the Olympic Village are:
- Transport Mall;
- Dining Hall;
- Polyclinic;
- Welcome Centre;
- NOC Services Centre;
- Resident Centres;
- Social and entertainment areas;
- Security perimeter (particularly the Residential Zone).

Operational Services

The OCOG must provide certain operational services free of charge to enable the Athletes and Officials of the NOCs to operate in an efficient manner such as:
- Food and beverages
- Housekeeping;
- Laundry;
- Logistics;
- Security;
- Recreational activities.

2.2 Village Guests

Principles

Various Guests will require access to the Olympic Village in order to visit Athletes and Officials of their NOC. Each NOC will be provided with a set number of Guest Passes for each day that the Olympic Village operates. The Guests visiting the Olympic Village will be friends and family, NOC associates, Olympic Family, Sponsors, dignitaries and Heads of State.

Media Access

Only properly accredited Media (Press and Broadcast) can access the Olympic Village. The Media will have limited access to specific areas within the Olympic Village. This process will be managed by a Media Guest Pass Policy drafted by the OCOG and approved by the IOC.

2.3 Workforce

Definition

The Workforce consists of paid Staff, Volunteers, Contractors and Sponsors who have an operational need to be in the Olympic Village.

Only Workforce working in the Olympic Village will be accredited for the Olympic Village.

Workforce requiring 'exceptional' one off access to the Olympic Village can obtain an Olympic Village Day Pass or Contractor Pass.

Related Document

For any additional information on Workforce, refer to the Technical Manual on Workforce.

3.0 → Organisational Structure

Overview

Introduction The organisational structure of the Olympic Village function needs to have a logical decision making structure and include all Functions of the OCOG that will be involved in the Olympic Village operations.

Contents This chapter contains the following topics:

Topic
3.1 Olympic Village Management
3.2 Village Organisational Structure
3.3 Periods of Operations

3.1 Olympic Village Management

Olympic Village Manager

A strong, experienced Olympic Village Manager is needed who will be the decision maker on all Village operations and issues. The Olympic Village Manager will also need to be the primary contact person with the NOCs and the Chefs de Mission in the lead up to and during the Olympic Games for Olympic Village matters.

The Olympic Village Manager is a senior position in the OCOG and must have the experience to lead a strong and diverse team of people.

Obligation △

The Olympic Village Manager must be appointed 4 years prior to the Olympic Games.

Olympic Village Management Responsibility

Olympic Village Management must be responsible for the planning and the operations of the Olympic Village.

Olympic Village Management must comprehensively look after and lead the entire Olympic Village and all related significant issues in collaboration with relevant OCOG Functions to ensure continuity in planning and operations.

The Olympic Village must be developed and operated in cooperation and coordination with impacting functions. Ultimately, Olympic Village operational issues at Games time will be solved within the Olympic Village, led by the Olympic Village Management.

Early Planning

Early planning and coordination will assist in developing areas of service that meet client expectations and avoid function planning in isolation from other OCOG Departments.

Services Driven

Olympic Village Management should be viewed as a client and the function as a service provider (e.g. Construction, Transport, Security). Many operational factors impact the Olympic Village concept and overall master plan. These factors are most readily understood and facilitated by those who will carry out the operation of the Olympic Village.

Additionally, functions should assign permanent Olympic Village Team members (3 years to 6 months out) in order to assist and determine the design of the Olympic Village whilst fostering consistency of knowledge, familiarity and dedication by the Olympic Village staff.

3.2 Village Organisational Structure

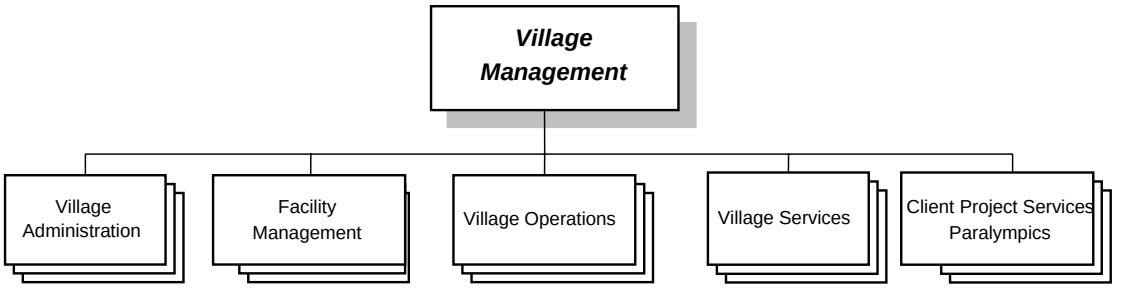
Reporting structure

The Olympic Village is a high profile and highly complex project of the Olympic Games. The Olympic Village Management must report directly to the OCOG Senior Management (e.g. CEO or COO) to facilitate decision making and ensure the required specifications for the Olympic Village are achieved.

Village Organisational Structure

Creating and managing an Olympic Village requires a multi-skilled team capable of comprehending and coordinating the responsibilities across functions. It is recommended that the Olympic Village Department includes in its organisational structure positions responsible for coordination with and oversight of other functions. The sub-projects will be realised in close cooperation with the corresponding OCOG functions. This approach is necessary due to the nature of the Olympic Village which impacts and involves a large number of Departments in the OCOG.

The following is an example of a basic Village Organisational Structure:



Continued on next page

3.2 Village Organisational Structure, Continued

Olympic Village Management

Olympic Village Management is responsible for:
- The planning of the Olympic and Paralympic Villages;
- Management and operations of the Olympic and Paralympic Villages.
- Olympic Village Management can also be responsible for:
- Additional Officials Accommodation;
- Grooms Village;
- Media Villages;
- Technical Officials Village.

The Olympic Village is unique in that services and operations only occur in the Village and not at any other Olympic Games venue. It is important that Olympic Village Management provide direct services to Olympic Village Residents and NOCs, and be responsible for overall operations of the Olympic Village whilst following OCOG philosophy and process.

Olympic Village Management must be involved as the designer, planner and operator of the Olympic Village with matters that affect or impact the Village taking into account the needs of the NOCs, Athletes and Officials.

Village Management must direct the:
- Conception of the Olympic Village;
- Strategic planning of the Olympic Village;
- Operation of the Olympic Village.

Olympic Village Management must coordinate and integrate all planning and operations that occur at or have significant affect on the Olympic Village.

Responsibility of Olympic Village Management

It is important that Olympic Village Management monitor the design process of the Olympic Village and ensure the operational requirements are met, that is, Olympic Village operations drive the design process.

Primary management responsibilities include:
- Leading the Olympic Village project;
- Providing direction and vision;
- Building the management team;
- Monitoring construction development;
- Liaising with Senior Management;
- Liaising with the OCOG functions;
- Liaising closely with the IOC;
- Promoting the Olympic Village locally and internationally;
- Managing relationships with external agencies (e.g. Health and Safety, local councils).

Continued on next page

3.2 Village Organisational Structure, Continued

Olympic Village Management and Functions Interaction

Many functions will carry out activities in the Olympic Village and should report operationally to the Village Function during Games time. In order for the Olympic Village Management team to fulfil its lead role, the OCOG should recognise the Olympic Village Management function as the lead coordinator and management operator of the Olympic Village with full support from Senior Management.

Post Games Use

Olympic Village Management must constantly evaluate the Village and its services in relation to the proposed Village site use after the Olympic Games.

Primary Functions

Olympic Village Management must interact with a large number of functions within the OCOG. The main functions are:

- Senior Management;
- NOC Services;
- Sport;
- Security;
- Protocol;
- Transport;
- Catering;
- Construction;
- Paralympics;
- Logistics / procurement;
- Marketing;
- Legal (contracts);
- Overlay;
- Medical.

In addition, Olympic Village Management must cooperate with organisations including:

- IOC;
- IPC;
- Village site owners;
- Public safety;
- Various municipalities / local government;
- Construction companies / architects;
- Contractors;
- Government bodies, Health and Safety, environment organisations.

Continued on next page

3.2 Village Organisational Structure, Continued

Olympic Village Department

The Olympic Village Department should be divided into a minimum of 5 main sub-areas:

- Administration;
- Facility management;
- Village operations;
- Village services;
- Client Project Services and Paralympics.

Olympic Village Administration

Olympic Village Administration should work closely with Human Resources to develop strategies to recruit, train, and manage paid Staff and Volunteers for the Olympic Village.

Administration is also responsible for planning and implementing Guest and Workforce Pass Procedures and coordinate internal and external 24-hour access with security. All Village information and major reporting as well as coordination of press operations, broadcasting and Media relations should be handled by administration.

Primary responsibilities of Olympic Village Administration are:

- Coordination of Workforce planning;
- Management of Pass administration (for Contractors, Workforce and Guests);
- Management of Village information and communications (internal and external);
- Village Management Office at Games time.

Primary Function interaction may include:

- Accreditation;
- Government Relations;
- Broadcast / Media;
- Finance;
- Human Resources;
- Training of Workforce;
- OCOG Senior Management;
- NOC Services.

Olympic Village Facility Services

Olympic Village Facility Services should coordinate and manage:

- Olympic Village design;
- Construction;
- Restoration;
- Maintenance;
- Grounds keeping;
- Waste management;
- Custodial services.

Continued on next page

3.2 Village Organisational Structure, Continued

Olympic Village Facility Services (continued)

Olympic Village Facility Services should also coordinate with:
- Material logistics;
- Information technology systems;
- Telecommunications;
- Olympic Image and Signage at the Olympic Village.

Primary responsibilities include:
- Site management;
- Design;
- Monitoring of construction project;
- Temporary installations;
- Look of the Olympic Village;
- Maintenance;
- Olympic Village logistics;
- Waste management.

Primary Function interaction may include:
- Construction;
- Temporary installations;
- Logistics;
- Technology;
- Waste and Cleaning;
- Image / Look;
- Rate Card;
- Environment.

Olympic Village Operations

The Olympic Village Operations manages, operates, and coordinates the critical activities of:
- NOC allotment;
- Housekeeping;
- Food services;
- Transport systems for Olympic Village (e.g. Athletes, Staff and Guests);
- Arrivals and Departures.

Continued on next page

3.2 Village Organisational Structure, Continued

Olympic Village Operations (continued)

Operations Staff and Volunteers directly manage the accommodation services in the Olympic Village.

Scope includes the allotment of rooms to NOCs, providing front desk support and resident services in locations effective for direct interaction with Athletes and Officials.

Primary responsibilities include:
- Management of critical activities in respect to allotment, housing, food services and transport.

Primary Function interaction may include:
- Food Services;
- Arrivals and Departure;
- Transport;
- NOC Services.

Primary External interaction may include:
- Housekeeping Contractor;
- Linen Services Contractor;
- Food Services Providers;
- Village Services.

Olympic Village Services

Olympic Village Services contributes to the Athlete experience by:
- Arranging entertainment, recreation and leisure activities,
- Religious services;
- Coordinating medical services.

Village Services utilise both donated and contracted services to provide entertainment and recreation services in the Olympic Village. Retail services in the Olympic Village will be provided through a combination of Olympic Sponsors and contracted services. Religious services may be provided through Volunteers from the local community.

This area will also coordinate with external parties typically present at the Olympic Village such as the IOC, the Olympic Museum, IOC Athletes' Commission, and World Anti-Doping Agency (WADA) in order to facilitate their operations in the Olympic Village.

Primary responsibilities include:
- Management of retail and recreational services;
- Village entertainment;
- Sport and leisure facilities;
- Medical services;
- Religious services;
- Retail services.

Continued on next page

3.2 Village Organisational Structure, Continued

Olympic Village Services (continued)

Primary Function interaction may include:
- Marketing;
- Medical services.

Primary External interaction may include:
- Contractors;
- Sponsors;
- Suppliers;
- Religious groups;
- Local companies / Businesses;
- IOC;
- WADA.

Client Project Services

Client Project Services will manage the development of operations and contingency plans, coordinate brand protection and clean venue policies. Client Project Services will generally be responsible for one off events such as logistics for Athlete transport to the Opening Ceremony. In addition, Client Project Services can be responsible for the Paralympic Transition.

Primary responsibilities may include:
- Coordinate the development of operational plans;
- Oversee special projects in the Olympic Village (such as Arrivals and Departures, Team Welcome Ceremonies, Parking, NOC check-out process, Ceremonies transfer, brand protection, etc);
- Coordinate the transition of the Olympic Village to the Paralympic Village and ensure the simultaneous and integrated planning for the Paralympic Village occurs in the correct manner.

Primary Function interaction may include:
- Arrivals and Departures;
- Ceremonies;
- Paralympics;
- Project Management;
- Risk Management;
- NOC Services;
- Protocol.

Primary External interaction may include:
- IOC;
- IPC.

3.3 Periods of Operations

Olympic Village Site Use

The Olympic Village Site use will consist of:

- Permanent construction;
- Temporary construction and installation;
- Fit-out;
- Functions and systems testing;
- NOC check-in;
- Games period;
- NOC check-out;
- Transition to Paralympics;
- Check-in for Paralympics;
- Paralympics;
- Check-out for Paralympics;
- Site clean-up, tear down and hand-over to owners.

Construction Site Visits

The OCOG will need to visit the site regularly to see progress of works and understand physical issues. A close relationship is needed between the constructors and the Olympic Village Management.

In addition, during construction various stakeholders (e.g. IOC and NOCs) will require access to site to observe and monitor the progress of work.

Obligation △

Specific visits must be allowed throughout the construction phases of the Olympic Village.

Construction of Temporary Facilities and Other Infrastructure

It is important for the fit-out stages and temporary construction installation that designers or Olympic Village representatives work closely with building Contractors to ensure that what is planned is actually what is being built. It is important that this process starts early in order that any changes to the design can be made in due time.

Continued on next page

3.3 Periods of Operations, Continued

Exclusive use

The OCOG will require legal guarantees for the use of the site by the owners of the land and for any existing infrastructure on the site.

The OCOG must determine the length of time they require the land for the exclusive use for the Olympic Games and Paralympic Games.

The Olympic Village will need access to the site 6 months before the Olympic Games for fit-out and installation of temporary facilities (e.g. cabling, tents).

The site should be handed over to Olympic Village Management a minimum of 2 months before the Olympic Games for their exclusive use.

For Olympic Winter Games, access will be needed during milder seasons in order that some temporary work can be completed that cannot be done during the winter months.

Hand Over

At the start of the exclusive use, the Olympic Village Management should complete a site walk-through with the owners to identify:

- Location of infrastructure and buildings;
- General site readiness;
- Conditions of site and structures;
- Construction issues including any work that needs to be completed;
- Problems / issues.

Any damages or construction work not completed as requested must be recorded to avoid additional costs to the OCOG at the end of the Olympic Games when the site is returned to owners.

Fit-Out

Olympic Village Management is required to check fit-out / load-in including:

- All spaces to ensure everything works;
- All equipment;
- Temporary installations;
- All amenities including each bathroom, bedroom, office space and public building;
- FF&E installation;
- Technology and telecommunication installation;
- FF&E asset tracking process;
- Signage installation;
- Look of the Games (installed just prior to the Olympic Village Opening).

Continued on next page

3.3 Periods of Operations, Continued

Pre-Opening Period

The pre-opening period for Olympic Games starts 7 days prior to the official Opening of the Olympic Village.

The pre-opening period for Olympic Winter Games starts 4 days prior to the official Opening of the Olympic Village.

NOC Check-In

During that period, the following should be completed:
- DRMs of the NOC delegations;
- NOC check-in inventory sign off;
- NOC Office set up and installation.

Official Opening of Olympic Village

The Olympic Village officially opens 14 days before the Opening Ceremony for Olympic Games.

The Olympic Village officially opens 10 days before the Opening Ceremony for Olympic Winter Games.

The Olympic Village closes 3 days after the Closing Ceremony for both Olympic Games and Olympic Winter Games.

Opening Ceremonies / Closing Ceremonies

Close down of all non-essential activities from 5 hours before departure of Residents to the Opening Ceremony. No Media or Guest Passes are allowed into the Olympic Village on the days of Opening and Closing Ceremonies.

Olympic Village operations and resources are directed to :
- Ceremony transport;
- Athlete transfer;
- Food services;
- Security.

Continued on next page

3.3 Periods of Operations, Continued

NOC Check-Out

NOCs complete an inventory check of all spaces occupied and used during the Olympic Games. Rate Card and any other equipment are returned to the OCOG, financial accounts are settled and asset tracking mechanism completed by Olympic Village Management.

The outward movement of Residents will be coordinated from the Olympic Village to the airport or major routes out of the country.

Olympic Village operations will concentrate on:
- NOC spaces and inventory inspection;
- Rate Card returns;
- Asset tracking;
- Vehicle returns;
- Finance reconciliation between the OCOG and NOCs;
- Departure operations.

Transition

Transition will consist of:
- Clean-up and restock of the Olympic Village;
- Fence line realignment for Paralympics;
- Security infrastructure changes;
- Removal of temporary infrastructure that is not required for Paralympics;
- Specific accommodation changes needed for the Paralympic Village;
- Temporary installations for Paralympic Village (e.g. Classification Centre, temporary ramps, look of Paralympics).

Paralympic Games Dates of Operation

The Paralympic Village should open 1 week prior to the Opening Ceremony of the Paralympic Games and remain open until 3 days following the Closing Ceremony.

Paralympic Village pre-opening, check-in phase, operation period and check-out phase mirrors the operations for the Olympic Village.

Load-Out

The following will be completed during the load-out period:
- Tear down;
- Remove temporary installations;
- Account for all FF&E and other assets of the Olympic Village;
- Clean site;
- Return to owner in original state;
- Settle any contractual disputes over site.

4.0 → Olympic Village Layout

Overview

Introduction The Olympic Village consists of three major components: the Residential Zone, the Olympic Village Plaza and the Operational Zone.

Contents This chapter contains the following topics:

Topic
4.1 Olympic Village Diagrams
4.2 The Residential Zone (RZ)
4.3 The Olympic Village Plaza (OVP)
4.4 The Operational Zone (OZ)

4.1 Olympic Village Diagrams

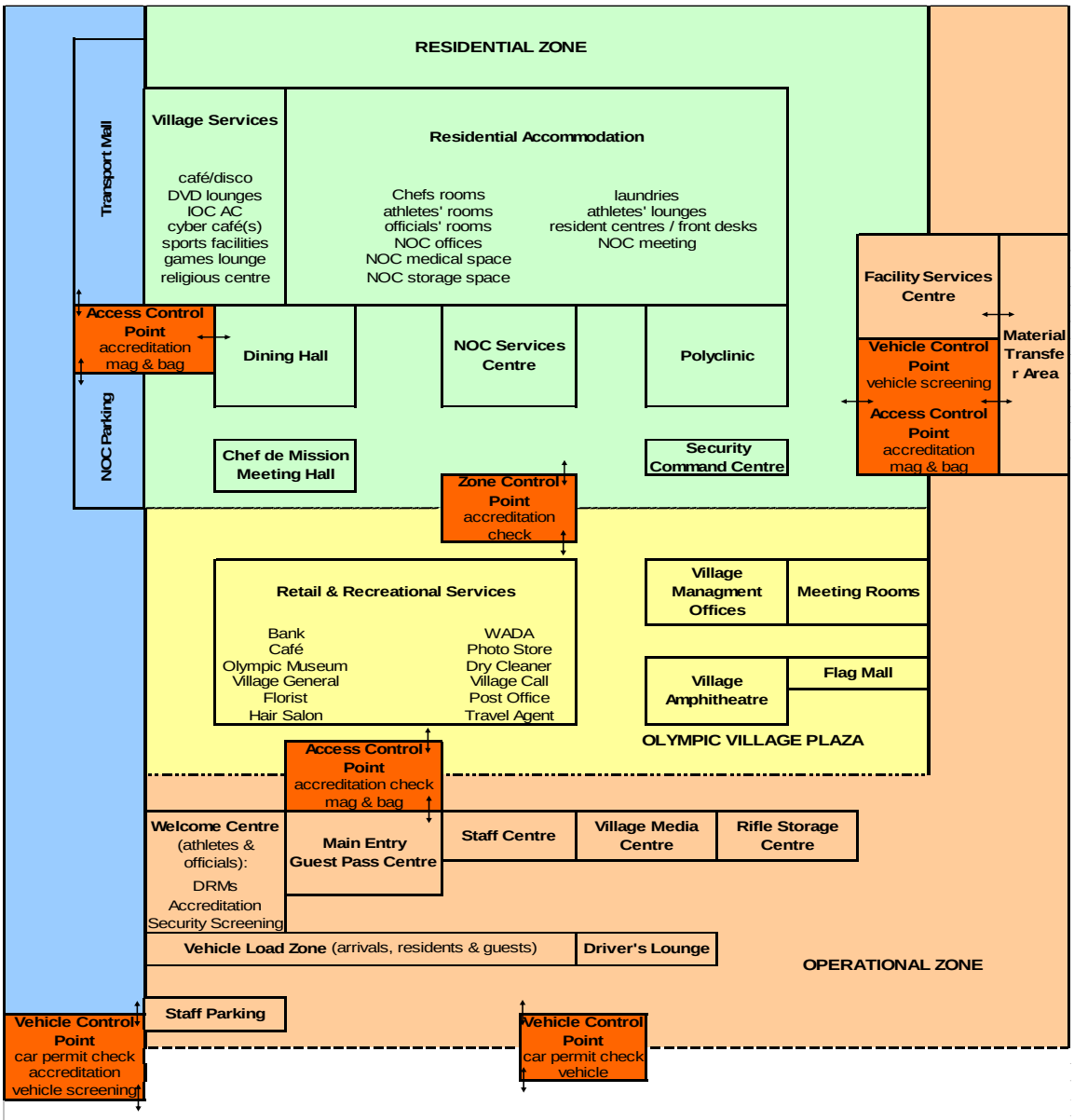
Generic Layouts - Olympic Games

The following is a generic graphical representation of the layout of an Olympic Village. The layout identifies the three main operating areas (Residential Zone, Olympic Village Plaza and Operational Zone) and the main functional components that are required within those specified areas for the Olympic Village.

The basic concept can be applied for Olympic Games, Olympic Winter Games and Paralympics.

Continued on next page

4.1 Olympic Village Diagrams, Continued



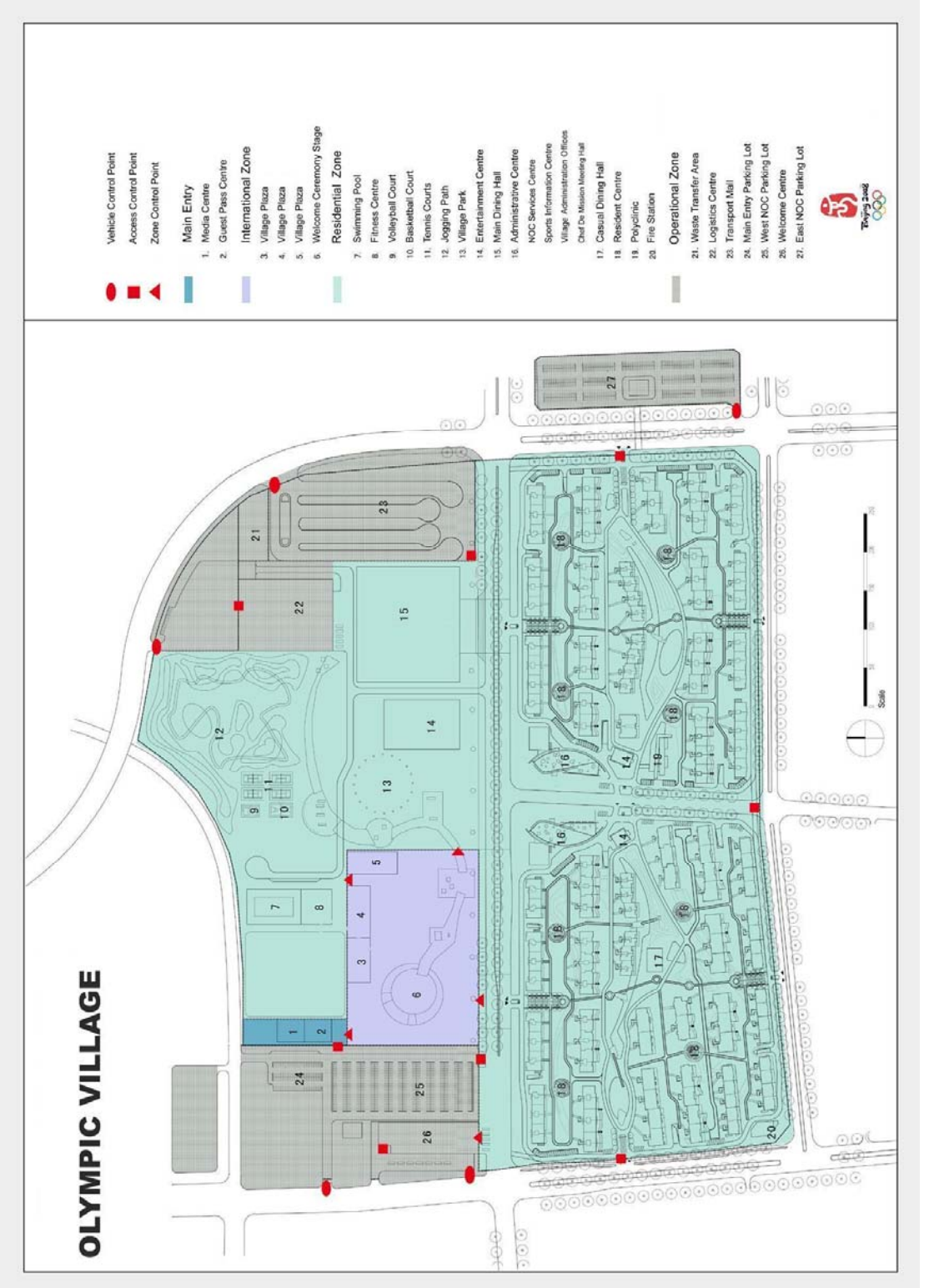
Continued on next page

4.1 Olympic Village Diagrams, Continued

Sample Layouts Below are the layout maps for the Olympic Villages in Beijing and in Salt Lake City.

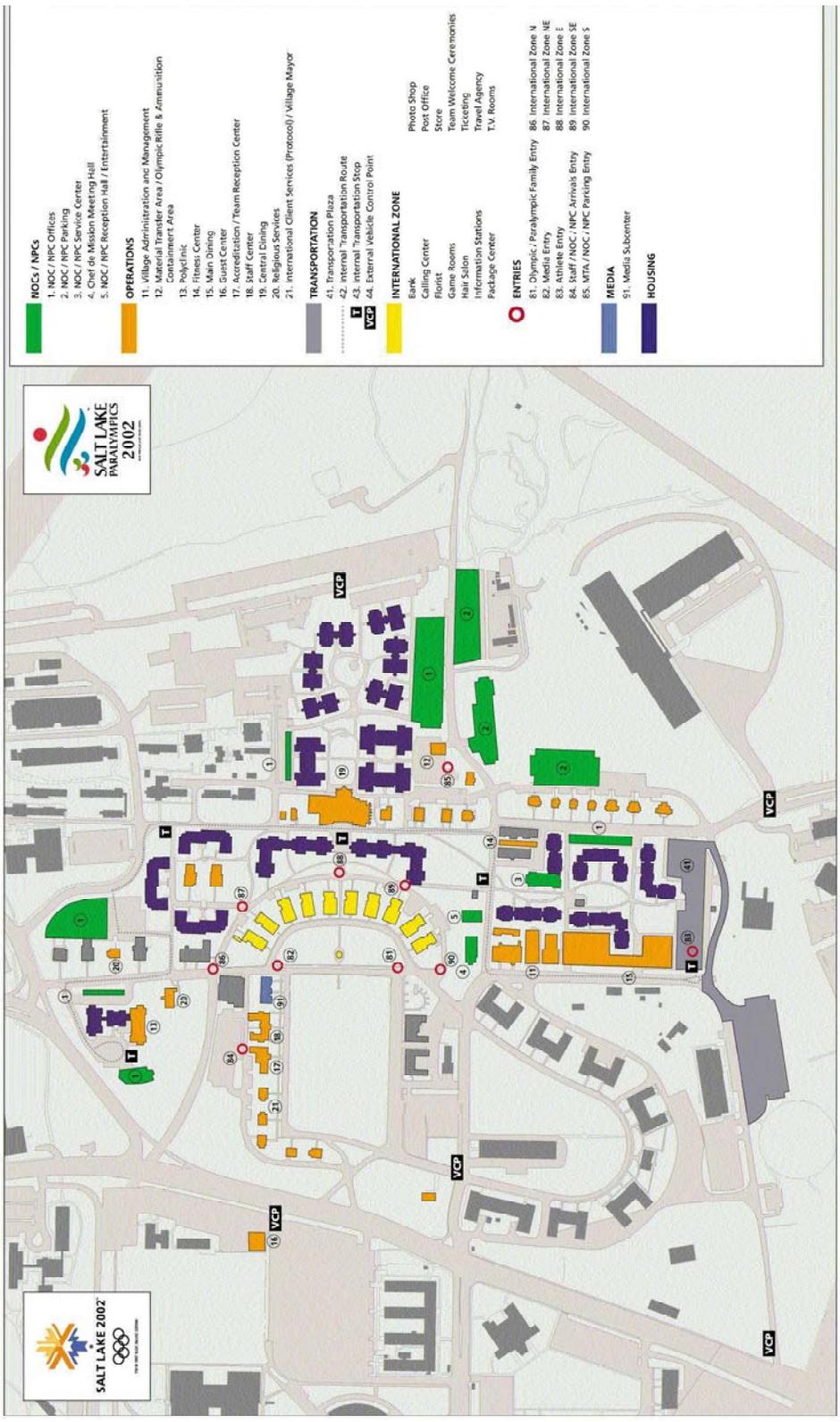
Continued on next page

4.1 Olympic Village Diagrams, Continued



Continued on next page

4.1 Olympic Village Diagrams, Continued



Continued on next page

4.1 Olympic Village Diagrams, Continued

Olympic Village Measurement Requirements

The table below lists all the standard size requirements for Olympic Games and Olympic Winter Games for the major functions in the Olympic Village.

Standard Space Requirements	Olympic Games (m^2)	Olympic Winter Games (m^2)
Residential Building		
- Single Bedroom	9 m^2	9 m^2
- 2-person Bedroom	12 m^2	12 m^2
NOC Office / Medical / Storage Space	Refer to the table p. 89	
Dining Hall	20,000 m^2	6,000 m^2
- Dining Area for Athletes and Officials	10,000 m^2	3,000 m^2
- Staff Dining Area	850 m^2	600 m^2
- Main Dining Hall – Back of House	8,000 m^2	2,000 m^2
- McDonald's Counter	60 m^2	40 m^2
- Baggage Check Area	400 m^2	150 m^2
- Casual Dining Hall	3,000 m^2	N/A
Polyclinic	3,000 m^2	800 m^2
NOC Services Centre	1,000 m^2	400 m^2
Sports Information Centre	500 m^2	300 m^2 (Can be part of NOC Services Centre)
Chef de Mission Hall	400 m^2	200 m^2
Resident Centres (including Laundry Facilities)	5,000 m^2	1,500 m^2
Security Command Centre	500 m^2	500 m^2

Continued on next page

4.1 Olympic Village Diagrams, Continued

Olympic Village Measurement Requirements (continued)

Standard Space Requirements	Olympic Games	Olympic Winter Games
Religious Centre	1,000 m^2	300 m^2
Recreational Activities	6,000 m^2	1,500 m^2
Recreational Sports Complex	20,000 m^2	5,000 m^2
Village Communications Centre	50 m^2	40 m^2
Olympic Village Plaza	4,000 m^2	2,500 m^2
- Village Amphitheatre	500 m^2	250 m^2
- Village General Store	1000 m^2	850 m^2
- Bank	250 m^2	100 m^2
- Photo Store	170 m^2	100 m^2
- Village Call Centre	200 m^2	150 m^2
- Cyber Café	430 m^2	200 m^2
- Hair Salon	200 m^2	100 m^2
- Florist	80 m^2	50 m^2
- Dry Cleaning	50 m^2	25 m^2
- Café	500 m^2	500 m^2
- Travel Agent	100 m^2	50 m^2
- Post Office	180 m^2	75 m^2
- Olympic Museum	50 m^2	40 m^2
- WADA	50 m^2	40 m^2
Operational Zone		
- Guest Pass Centre	600 m^2	300 m^2
- Welcome Centre	10,000 m^2	4,000 m^2
- Village Media Centre	2,000 m^2	800 m^2
- Transport Mall	20,000 m^2	10,000 m^2
- NOC Dedicated Vehicle Parking	1,000 car parking spaces	300 car parking spaces
- Facility Services Centre	10,000 m^2	3,000 m^2

4.2 The Residential Zone (RZ)

Principles

The Residential Zone (RZ) is the 'private' area of the Olympic Village and is the Residents home containing accommodation, dining and certain recreational activities.

Only Residents of the Olympic Village and personnel with RZ accreditation have access to this area. Any Guest without appropriate accreditation access must be invited into this area by the NOC and escorted at all times.

The RZ contains the following facilities:

- Accommodation;
- NOC offices;
- NOC medical spaces;
- NOC workshop / storage areas;
- Dining Halls;
- Polyclinic;
- NOC Services Centre;
- Resident Centres / front desks;
- NOC meeting rooms;
- Athlete lounges;
- Chef de Mission Meeting Hall;
- Security Command Centre (SCC);
- Recreational Sports Facilities;
- Recreational areas;
- Religious Centre;
- Facility Services Centre (co-located in Operational Zone).

4.3 The Olympic Village Plaza (OVP)

Principles

The Olympic Village Plaza (OVP), formerly known as the International Zone, hosts a number of retail and recreational areas for the benefit of the Athletes and Officials as well as Guests of the Olympic Village. All persons entering the OVP must have OVP accreditation entitlements.

The OVP is the only accredited area where Media may enter unescorted in the Olympic Village.

The OVP contains the following facilities:

- Team Welcome Ceremonies;
- Retail services;
- Recreation services;
- Meeting rooms;
- Village Management Offices (optional).

4.4 The Operational Zone (OZ)

Principles

The Operational Zone (OZ) contains the back of house areas of the Olympic Village including all the services for the Olympic Village to function efficiently.

The OZ is situated on the perimeter of the Olympic Village to facilitate movements in and out of the Village without compromising security operations.

The OZ hosts the following operations:

- Main Entry;
- Access Control Points (ACPs);
- Vehicle Control Points (VCPs);
- Guest Pass Centre;
- Welcome Centre;
- Village Media Centre;
- Transport Mall (adjacent to the Residential Zone);
- NOC Dedicated Car Parking;
- Drivers Lounge;
- Vehicle Motor Pool;
- Staff Centre;
- Staff Parking;
- Facility Services Centre (FSC);
- Material Transfer Area (MTA);
- Rifle Storage Centre (RSC).

5.0 → Planning Phases

Overview

Introduction

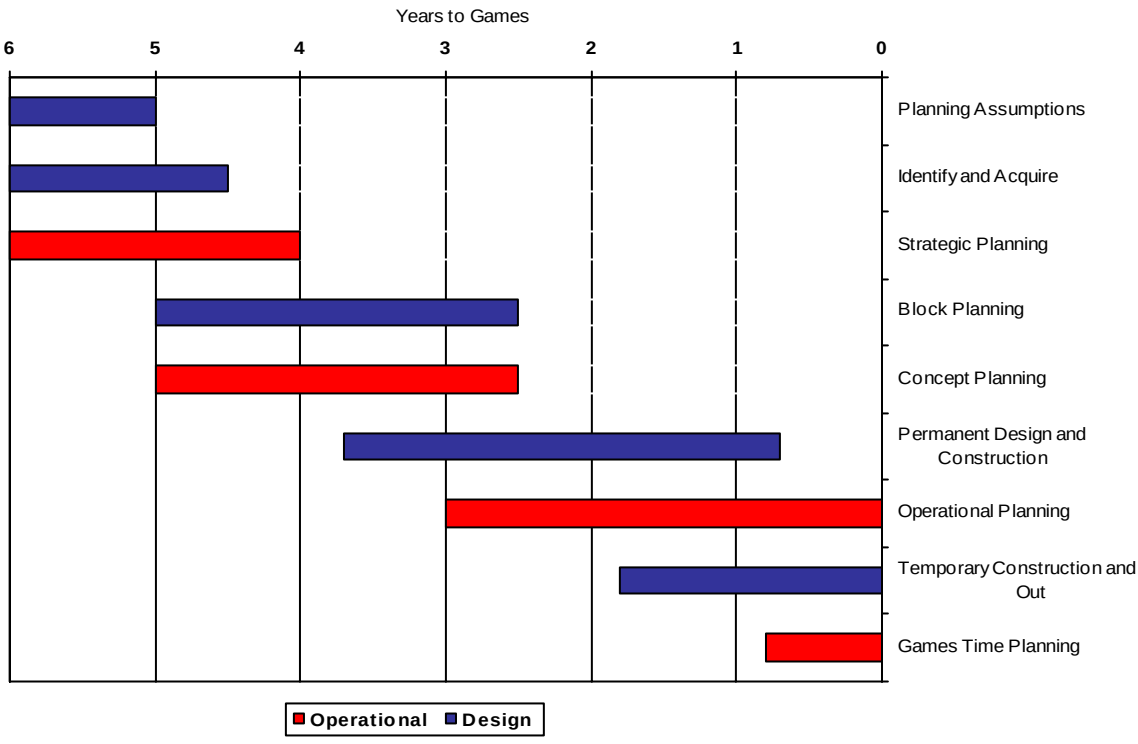
The development of the Olympic Village has two parallel streams of planning:

- Design planning;
- Operational planning.

Design planning involves the physical creation of the Olympic Village from concept through to completion of construction.

Operational planning encompasses the steps necessary to develop a strategy incorporating policies and procedures that will allow for the effective operation of the Olympic Village during the Games time period.

The table below outlines the two planning phases:



Continued on next page

Overview, Continued

Contents This chapter contains the following topics:

Topic
5.1 Design Planning
5.2 Operational Planning

5.1 Design Planning

Introduction

Design planning consists of five phases:

- Planning assumptions;
- Identify and acquire;
- Block planning (e.g. concept and operational planning);
- Permanent design and construction;
- Temporary design, construction and fit-out.

Planning Assumptions

During this phase the OCOG must make certain assumptions to determine the design, construction, site requirements and post-Games use of the Olympic Village.

The OCOG needs to determine the type of housing used in the Olympic Village (e.g. dormitory, apartment, multiple family housing, etc.). The Olympic Village is a main signature facility of the Olympic Games and therefore should incorporate local architectural designs, features and local materials where possible.

The OCOG needs to define the post-Games use of the Olympic Village and the needs of the post-Games facilities early. The Olympic Village requirements should match or be a suitable fit for simple post-Games transformation.

During this phase the OCOG must consider the security and infrastructure requirements for the Olympic Village site. Security implications need to be assessed for the screening of vehicles that pass by, approach, park adjacent to and enter the Olympic Village.

The infrastructure requirements, such as roads, waste, hot water, power and technology must be compatible with Olympic Village standards and post-Games use. Government agencies and authorities will need to be consulted on provision of amenities to the Olympic Village and at what cost.

The OCOG will need to determine the location of parking areas, access roads, logistics facilities, Main Entry and the Transport Mall. Additionally, the location of nearby buildings, roads and waterways will also affect the Olympic Village design.

Continued on next page

5.1 Design Planning, Continued

Identify and Acquire

In this phase the Candidate City will identify the exact Olympic Village site and acquire appropriate ownership or rental for the land and infrastructure that allows complete access to the site for construction, temporary installation and fit-out of the Olympic Village.

The Candidate City should identify potential sites based on selection criteria that employ the planning assumptions. Once a site that best meets the planning assumptions is identified it should be acquired.

Identify the main Olympic Village site early.

When selecting a site it is important to match Olympic Games needs and the post-Games needs and utilise permanent buildings for both where possible.

It may also be necessary to identify auxiliary sites adjacent to or near the Olympic Village such as parking areas, the Welcome Centre, Motor Pool areas, sports training facilities and Additional Official accommodation.

In addition, the OCOG may need to identify additional sites needed to house Athletes and Officials for the Olympic Games (e.g. Grooms Village, football cities).

Concept Planning

Once certain assumptions have been made and the site has been identified the concept planning may begin.

This phase will result in the production of the general layout for the Olympic Village.

Initially the OCOG must determine the services provided in the Olympic Village based on the Technical Manual on Olympic Village, the Candidature File and any other resources available to the OCOG. Once the services have been identified the OCOG should determine the general locations of each area in the Olympic Village identified by place holders on the Village layout. This will provide a starting point for discussion with the Olympic Village Management and the IOC.

Continued on next page

5.1 Design Planning, Continued

Permanent Design and Construction

Whilst block planning is being refined the design and construction for the permanent buildings may begin.

The permanent design and construction phase is usually led by the authority responsible for permanent construction requiring the frequent input from Olympic Village Management.

Factors to consider when determining the permanent design are:
- Physical restraints of the Olympic Village site;
- Requirements as defined in this manual;
- Requirements as defined during block planning;
- Post-Games use of the permanent buildings;
- Infrastructure requirements (sewage, waste, water, power).

Constant communication between the permanent construction authority and Olympic Village Management is essential to ensure the success of the Olympic Village design.

Previous Games experience should be considered when determining water, power, waste and other utility usage for the Village site. An Olympic Village requires substantially more utility resources than a normal residential building complex.

It would also be beneficial to study Olympic Village technology requirements as it may be possible to incorporate technology requirements into the permanent construction which may result in cost savings to the OCOG and provide a Games legacy benefit.

Additionally it would be prudent to study temporary structure needs (e.g. power, water) to ensure the infrastructure can cope with the additional demand at Games time.

Continued on next page

5.1 Design Planning, Continued

Temporary Design, Construction and Fit-Out

While the permanent design and construction is usually led by an external agency the temporary design construction and fit-out should be led by Olympic Village Management.

Temporary design and construction is driven by the operational needs for the Olympic and Paralympic Games that are not met by the permanent elements.

During this phase Olympic Village Management will provide the basic operational needs and specifications and determine the temporary structures needed to supplement and facilitate the Village operations. Additionally, the detailed space designs should be completed including FF&E and technology list for each building space, signage and look requirements. Transitional requirements for the Paralympic Village should be also considered.

This phase includes the final preparations in anticipation of the Athletes and Officials arriving to live in the Olympic Village.

5.2 Operational Planning

Introduction

Operational planning provides the foundation for the Games time operations of the Olympic Village. It consists of four phases that will lead to the development of Village operational plans and the definition of resources such as staffing, Contractor requirements and budget. The four phases are:

- Strategic planning;
- Concept planning;
- Operational planning;
- Operational readiness.

Strategic Planning

The strategic planning phase should define the location, the scope and responsibilities of the Olympic Village based on previous Olympic Games, the technical requirements and the Host City situation.

Strategic planning should include the mission statement, objectives for the Olympic Village and the approximate scope and general surface areas required.

Concept Planning

Concept planning provides the foundation for Games time planning. This phase is a more detailed refinement of the strategic plan.

The Olympic Village Master Plan consisting of the steps needed to accomplish the major goals for the Olympic Village needs to be defined. During this phase the organisational structure for the Olympic Village Department should be completed based on the scope and resources within the OCOG.

Resources for the Olympic Village are also defined during this phase including staffing, external assistance (e.g. retail, linen, laundry and logistics supplies), type of FF&E, space allocations, and the Olympic Village budget.

At this stage, it is important to consider the benefits and drawbacks of providing internally sourced services versus hiring a Contractor (e.g. housekeeping or logistics Provider).

Operational Planning

During the operational planning phase Village Management should define the actual FF&E quantities and identify the actual temporary installation infrastructure needed to run the Olympic Village effectively. A procurement process needs to be established for all these items.

Continued on next page

5.2 Operational Planning, Continued

Village Operations Plan

The Village Management should draft an overall operations plan for the Olympic Village. As part of the Village operations plan, each function should draft plans for their operations including the technical requirements, the human resources needed and actual budget in order to provide their services to the Residents of the Olympic Village.

Operational Readiness

This is the final stage in the planning process and the last refinement exercise. During this phase, the Olympic Village Department must integrate detailed planning for each function and service for the Olympic Village.

During this stage the Olympic Village Department should complete:

- Table top scenarios;
- Function meetings;
- Contingency planning and crisis scenarios;
- Real testing of functions and services;
- Identify the specific roles and responsibilities of all Staff, Volunteers and Contractors.

This phase also encompasses important changes and adjustments to Olympic Village policies once the Olympic Village starts operating. Minor adjustments to operating procedures can facilitate and streamline the different services in the Olympic Village as crucial experience is gained before the Olympic Village is full of Residents.

6.0 → Construction

Overview

Introduction

The Olympic Village is generally the largest construction project of the Olympic Games and usually involves a considerable amount of investment. External agencies are involved in the construction phase.

Contents

This chapter contains the following topics:

Topic
6.1 Permanent Construction
6.2 Temporary Design and Construction
6.3 Concept Planning
6.4 Environment Considerations

6.1 Permanent Construction

Authority Responsible for Permanent Construction

Funding for permanent construction is generally from Government sources but can also be provided by:

- Private investors;
- Public companies;
- The future owners of the building site;
- The construction company itself.

Tender Process

Permanent construction for the Olympic Village should be the responsibility of suitable construction organisations appointed through an open and transparent tender process. If the Olympic Games are in the European Union this process must abide by European Union as well as national legislation. It is important for the OCOG that the tender decision is based on what is best for the Olympic Village and the post-Games use and not necessarily the cheapest offer.

Responsibility for Permanent Construction and Design

The permanent design requires input from Olympic Village Management for space requirements as defined during the block planning phase and outlined in this manual.

Design of the permanent construction can be completed in-house or externally. In-house design involves the OCOG providing or working alongside designers / architects to develop plans for the site which are given to the Constructors. This scenario gives greater control to the OCOG but less control for specific post-Games use.

External design is usually in the form of the designers being part of the construction group or part of public authority bodies that may be responsible for construction. In this case the OCOG has less control over design but post-Games use is more detailed.

It is essential that constant communication between permanent construction authorities and Olympic Village Management occurs and the OCOG monitors construction constantly ensuring that what is planned is actually built.

It may occur that more than one construction company is used for the Olympic Village. In this case a Site Manager must ensure continuity and control over the construction work resulting in homogeneous build quality and completion on time by these companies.

Where possible design should incorporate local architecture, culture and trends. Utilisation of local and / or environmentally friendly materials is encouraged.

Continued on next page

6.1 Permanent Construction, Continued

Working Group / Committee

A working group or committee is often set up between external agencies and the OCOG to manage the Olympic Village construction to discuss issues and assessing post-Games needs and transformation.

Access

Access to site is frequently needed by the OCOG and their client groups during the construction phase. Visits will include the IOC, NOCs and the OCOG. The OCOG should arrange:

- Access policies;
- Agreement for access and which areas.

Operations Overview

The OCOG should:

- Ensure what is being built is what was designed. On site management can be considered;
- Define early the responsibilities between Constructors and the OCOG and who pays for what infrastructure. For example: Permanent – Heating system, door knobs; Temporary – Dining Hall, ramps, ACPs; Fit-out – Shower curtains, railings, and look of the Olympic Village.

During the Olympic Games

Generally the Constructor is employed for site maintenance during the Olympic Games as they know the site. A contract should be drawn up to outline the responsibility at Games time and policies of how this relationship will operate.

After the Olympic Games

After the Olympic Games, the OCOG must proceed to:

- Reclaim site assets;
- Tear down temporary installations;
- Repair / repaint buildings if needed.

Continued on next page

6.1 Permanent Construction, Continued

Infrastructure Overview

The OCOG must define construction requirements for:
Utilities (e.g. water, power, sewage);

- Technology (e.g. computer network and Info System);
- Telecom;
- CATV;
- Foundations / flooring requirements;
- Heating / cooling requirements;
- Security considerations;
- Main Village service buildings;
- Access roads and internal roads;
- Fencing;
- Elevators;
- Lighting;
- Outposts;
- Car parking;
- Ensuring accuracy and build quality;
- Liaison with Constructors / architects (design team).

The OCOG and Constructors must conform with national building legislation and follow Health and Safety regulations at all times during construction and operation of the Olympic Village.

Additional NOC Housing

If new construction is being built for Additional Officials accommodation, Grooms Village or other NOC accommodation, there must be :

- A suitable contract drawn up with Contractors and site owners with the OCOG including timelines, penalty clauses, responsibilities and what will be built;
- Agreement to the use of existing buildings on site;
- Conformity to building regulations and Health and Safety;
- Environmental studies conducted on site to ensure land is suitable as a residential village.

Obligation △	The OCOG must present the general layout of the Olympic Village to the IOC for approval (G-46).

6.2 Temporary Design and Construction

Village Management Responsibility

Temporary design and construction will be determined by the permanent construction design and the layout of existing buildings on site. Olympic Village services that can be adequately placed within and can effectively function in permanent structures will be financially more effective than temporary construction for the OCOG.

Temporary construction must be used to provide the Olympic Village services that cannot be accommodated in the permanent buildings but are needed for the Olympic Village.

The OCOG should define:

- Temporary structures driven by operational needs for each area;
- Procurement policy and needs;
- Design of temporary structures;
- Land, type and size;
- Construction and installation methods;
- Technology requirements and installation;
- Power and temperature control requirements;
- Portable toilets;
- Temporary modular buildings;
- Structural tents.

Olympic Winter Games require considerable amounts of temporary buildings and tents for the Olympic Village due to the climate. Temporary buildings and structures will need to be heated for Olympic Winter Games.

Tender Process

Tender processes will need to be conducted for temporary installations. It is important the correct materials for the Olympic Village are procured for the efficient operations of the Olympic Village.

6.3 Concept Planning

Overview

Once the general layout of the main components of the Olympic Village is decided and has IOC approval, Olympic Village Management needs to complete block planning for all areas of the Olympic Village.

Perimeter of Site

The OCOG must:

- Define perimeter of site;
- Secure before construction;
- Define in more detail the actual site perimeters for the Olympic Village including security needs and access points.

In relation to perimeter facilities of the Olympic Village, the location of transport pick-up / drop-off and car parking entrances to the Olympic Village should take into account major service locations within the Village (e.g. OVP, Dining Hall, Transport Mall).

Large Spaces and Services

Identify the large spaces and services within the Olympic Village and locate the major and most important services first so that the Olympic Village can function effectively. Less vital operations can be secured later.

Pedestrian, Material and Vehicle Flows

Define pedestrian, material and vehicle flows in the Olympic Village according to the following:

- Pedestrian flows should not cross vehicle flows where possible;
- Material flows, restocking should be back of house and separate from Resident transport flows where possible;
- To achieve the minimum amount of transport movements possible within the Olympic Village.

Generic Layouts

Particular care must be paid to sources of noise pollution such as traffic, deliveries, garbage collection, etc. especially in spaces close to Athletes residential areas.

Detailed Generic Space Layout

The Olympic Village design team should complete detailed generic space layouts and requirements such as utilities, FF&E, temporary construction and other items required for each area.

Permanent vs. Temporary Delineation

Designing functions within permanent or temporary construction can have a major effect on finances of the OCOG and Olympic Village and will often affect how that space will be operated.

Continued on next page

6.3 Concept Planning, Continued

Workshop with Each Function

Olympic Village Management will organise workshops with each function to determine:

- How the Olympic Village will function generally;
- Which services will be provided;
- Space allocation for each FA;
- Access requirement for each FA;
- How the services will function and to what standard parameters;
- Which FF&E requirements are needed by each FA;
- Expectations of functions from the Olympic Village.

Constituent Walkthrough and Operating Procedures

Constituent walkthrough should be conducted and operating procedures should be discussed by Olympic Village Management and each function to understand the site, the services to be provided and assess possible issues that may arise.

Environmental Studies

Environmental studies should be conducted to assess how services will or could impact the site and its environment.

Winter Conditions

The OCOG must be aware of construction slow-down during winter periods or during cold weather. These slow periods must be built into the timelines for the Olympic Village construction and installation (e.g. cannot paint parking lines on bitumen in winter or during rainy periods).

6.4 Environment Considerations

Overview

Olympic Village Management should consider environmentally friendly technologies where possible in the Olympic Village. Construction should incorporate best practices in design and technology utilising environmentally friendly products. Upgraded and newly constructed facilities and infrastructures should result in minimum environmental impact.

Environmental Impact Studies

Environmental impact studies must be conducted on the site prior to construction.

Considerations should be given assessing the site for:

- Toxic wastes;
- Contamination on site;
- Hazardous materials (e.g. asbestos);
- Earth quality;
- Ground composition;
- Vegetation and tree lines;
- Water drainage and waterways;
- Soil erosion;
- Wildlife habitat;
- Potential impact of construction on site;
- Emissions / pollution (highways, factories);
- Noise pollution.

Potential environmentally friendly projects for the Olympic Village can include:

- Recycling of materials (e.g. food, rubbish);
- Reusable sources of energy;
- Solar power (e.g. heating),
- Minimise wrapping / packaging for deliveries / FF&E;
- Recycling of Olympic Village water;
- Environmentally friendly Olympic Village vehicles (e.g. natural gas, electric);
- Protection or integration of wildlife and vegetation on site.

Part II → Space Planning – Village Zone Locations

Overview

Introduction

The Olympic Village can be divided into three components: the Residential Zone, the Olympic Village Plaza and the Operational Zone. Specific Village functions are located within these three areas which contribute to the operations of the Olympic Village.

Contents

This part contains the following topics:

Topic
7.0 Residential Zone (RZ)
8.0 Olympic Village Plaza (OVP)
9.0 Operational Zone (OZ)

7.0 → Residential Zone (RZ)

Overview

Introduction

The Residential Zone (RZ) contains the accommodation, offices and medical spaces for Athletes and Officials. The Residential Zone is highly restricted area with services allowing its Residents to be comfortable.

Contents

This chapter contains the following topics:

Topic
7.1 Residential Buildings
7.2 NOC Office Space
7.3 Dining Hall (Athletes and Officials)
7.4 Staff Dining
7.5 IOC Athletes' Commission Voting Area
7.6 IOC Athletes' Commission Office
7.7 Staff Break Areas
7.8 Polyclinic
7.9 NOC Services Centre
7.10 IOC Office
7.11 Sports Information Centre (SIC)
7.12 Chefs de Mission Hall
7.13 Sports Video Viewing Room
7.14 Olympic Village Resident Centres / Front Desk
7.15 Security Command Centre (SCC)
7.16 Housekeeping
7.17 Religious Centre
7.18 Recreational Activities
7.19 Recreational Sports Complex
7.20 Village Communications Centre (VCC)

7.1 Residential Buildings

Overview

NOC buildings will be located throughout the RZ of the Olympic Village to house properly accredited Residents.

The OCOG must provide accommodation for all eligible Athletes and Officials regardless of whether the NOC will use the rooms. The residential units are issued through the NOC Allotment Process, managed by Olympic Village Management.

The OCOG must provide NOCs with office, medical and storage space in or adjacent to each NOC's accommodation.

These accommodations are provided at no charge to the NOCs during Games time.

Athletes of different countries must not be required to share an apartment and / or room. Provisions must be made so that men and women can be accommodated separately.

Apartment

An example of an 8-person apartment would be:

- 4 bedrooms (or more if some are single rooms);
- Bathroom facilities (2 wash basins, 2 lavatories and 2 showers or baths);
- 1 living area equipped with sockets for television, telephone and Internet;
- Curtains / blinds;
- Bed linen, pillows and blankets;
- Storage areas for personal belongings.

Each apartment must:

- Be lockable (apartments and bedrooms);
- Include tables and chairs within the apartment for Athletes and Officials.

The OCOG does not have to provide televisions (with Olympic feed), Internet, radios, refrigerators for the NOCs as part of the FF&E for all apartments / bedrooms. However, many NOCs will request these items for their Athletes and Officials therefore, the OCOG has to ensure connection and installation can be done quickly and easily to all residences.

All residential buildings should have suitable temperature control (e.g. air conditioning for Olympic Games, heating for Olympic Winter Games).

Continued on next page

7.1 Residential Buildings, Continued

Bedrooms

Single bedrooms must have a minimum size of 9m² including closets. Rooms housing 2 persons must have a minimum size of 12 m² including closets.

Bedrooms must include:
- Bedside lamps, clothes hangers, mirrors and wastebaskets;
- 60 cm of hanging space for clothes and 2 lockable drawers for each Resident;
- Additional storage space is recommended for Athletes bags and equipment;
- Beds must be 2.00 m in length;
- Beds of 2.20 m in length must be made available free of charge (up to 30% of beds for the total number of Athletes for Olympic Games and up to 10% for the total number of Athletes for the Olympic Winter Games);
- No more than 2 beds per room to guarantee undisturbed conditions;
- Curtains / blinds to keep the rooms as dark as possible for Athletes who wish to rest during the day.

Chef de Mission's Bedroom

All Chefs de Mission must be allocated a single room.

In addition to the normal bedroom FF&E, the Chef de Mission's bedroom should be equipped free of charge with the minimum:
- Desk and chair;
- Refrigerator;
- Olympic network telephone free of charge;
- Telephone international line with Internet capabilities must be available. Usage will be at cost to NOC;
- Television with Olympic feed;
- Wastebasket.

Bathrooms

The ratio of 4 Athletes per 1 bathroom (4:1) must be respected.

Each bathroom must include a minimum of:
- 1 wash basin;
- 1 lavatory;
- 1 shower (or bath).

The following accessories should be provided in the bathroom:
- Mirrors;
- Soap stand;
- Toilet brush;
- Toilet paper holder and paper;
- Shower curtains;
- 2 towels provided to each Resident.

7.1 Residential Buildings, Continued

Obligation △	Showers / bathrooms should have a capacity of 200 litres cold water and 50 litres of hot water per person per day with hot shower per person lasting 5 minutes.

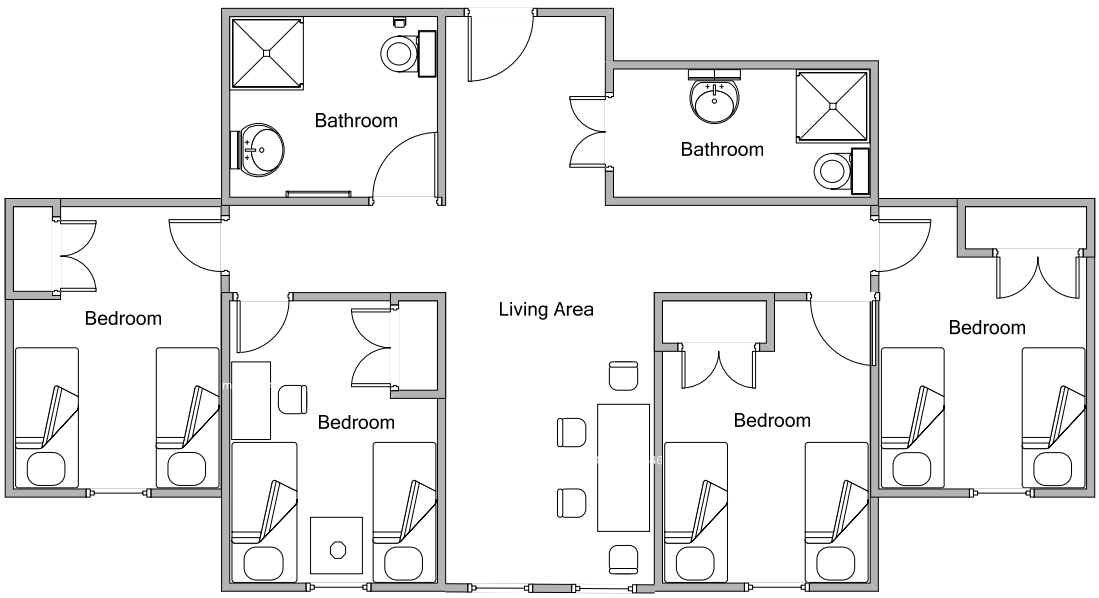
Living space

The following requirements should be considered:

- A cheerful atmosphere can be created by using children's drawings and / or posters as wall decorations;
- Drinking cups, tables, chairs, sofas, should be available in common spaces of living units.

Sample Layout

The drawing below is indicative of an 8-bed apartment for an Olympic Games.



7.2 NOC Office Space

Overview

Each NOC must have its own office for administration purposes and to support their Athletes and Officials.

The number of rooms to be provided depends on the size of the team as outlined below:

Delegation Size	Chef de Mission Room	NOC Office	Meeting Room	Medical Space	Workshop / Storage Space
1-24	1 (12 m^2)	1 (12 m^2)	Bookable	1 (8 m^2)	15 m^2
25-50	1 (8 m^2)	1 (12 m^2)	Bookable	2 (10 m^2)	30 m^2
51-100	1 (8 m^2)	1 (12 m^2)	1 (15 m^2)	4 (12 m^2)	50 m^2
101-200	1 (8 m^2)	1 (12 m^2)	1 (15 m^2)	5 (12 m^2)	60 m^2
201-300	1 (8 m^2)	1 (12 m^2)	2 (15 m^2)	6 (12 m^2)	80 m^2
301-450	1 (8 m^2)	2 (12 m^2)	2 (15 m^2)	7 (12 m^2)	100 m^2
451-600	1 (8 m^2)	2 (12 m^2)	3 (15 m^2)	8 (12 m^2)	125 m^2
601+	1 (8 m^2)	3 (12 m^2)	3 (15 m^2)	9 (12 m^2)	150 m^2

Continued on next page

7.2 NOC Office Space, Continued

Overview (continued)

The table below sets number of rooms to be provided depending on the size of the team for an Olympic Winter Games:

Delegation Size	Chef de Mission Office	NOC Office	Meeting Room	Medical Space	Storage Space
1-6	Combined with Chef de Mission Room	Dedicated workstation	Bookable	Bookable	10 m^2
7-12	Combined with Chef de Mission Room	1 (12 m^2)	Bookable	Bookable	20 m^2
13-25	1 (8 m^2)	1 (12 m^2)	Bookable	1 (10 m^2)	25 m^2
26-50	1 (8 m^2)	1 (12 m^2)	Bookable	2 (10 m^2)	40 m^2
51-75	1 (8 m^2)	1 (12 m^2)	15 m^2	2 (10 m^2)	50 m^2
76-100	1 (8 m^2)	1 (12 m^2)	15 m^2	4 (10 m^2)	60 m^2
101-150	1 (8 m^2)	2 (12 m^2)	15 m^2	4 (10 m^2)	70 m^2
151-200	1 (8 m^2)	2 (12 m^2)	15 m^2	5 (10 m^2)	80 m^2
201+	1 (8 m^2)	2 (12 m^2)	2 (15 m^2)	7 (10 m^2)	100 m^2

Team Office (Team Size 1 – 24)

To ensure NOCs can operate correctly, the OCOG must provide NOCs with minimum requirements of FF&E including:

- Desk and chair;
- Table and 4 chairs;
- Waste paper basket;
- Olympic network telephone (free of charge). It must have capability to have international, local and Internet connection. Usage will be at the cost to the NOC.
- Television with Olympic feed;
- Climate control;
- Fax machine;
- Electronic kettle;
- Office consumables.

Continued on next page

7.2 NOC Office Space, Continued

Team Office (Team Size 25+)

Minimum requirements of FF&E for Team offices (Team Size 25+) include:

- Desk and chair;
- 4 drawer filing cabinet;
- Climate control;
- Coat hangers;
- Info System and printer;
- Lockable cabinet;
- Fax machine;
- Copier machine;
- Telephone Olympic network (international line with Internet capabilities at cost to the NOC);
- Television with Olympic feed;
- Waste paper basket;
- Electronic kettle;
- Office consumables.

Meeting Room

Meeting rooms should be equipped with:

- 1 conference table;
- 8 folding chairs;
- Blackboard or whiteboard;
- Climate control;
- Coat hangers;
- Waste paper basket.

Continued on next page

7.2 NOC Office Space, Continued

Medical Space

Each NOC will be allocated dedicated medical space for their use to treat their own delegation members at Olympic Games. For the Olympic Winter Games, NOCs with less than 13 Athletes will share medical spaces and have bookable medical spaces. NOCs will generally bring specialised medical staff to the Olympic Games with medical equipment including medication for their delegation.

Medical rooms should be equipped with:

- Desk and chairs;
- Trolley;
- Wash basin (or located nearby);
- Pillows;
- Blankets;
- Disposable covers and towels;
- Disposable paper cups;
- Storage cupboard;
- Lockable dry cabinet;
- Climate control;
- Examination table / massage table;
- Small refrigerator;
- At least 4 electrical power sockets for medical equipment;
- Waste paper baskets;
- Sharp disposable containers.

Medical spaces must be lockable and be private spaces. Medical spaces must be serviced by Village housekeeping and waste removal daily. NOCs with very limited number of Athletes may have to share medical spaces.

Ice machines must be readily available, usually at Resident Centre and Polyclinic.

Telephone

Telephone Olympic network calls must be free of charge. Local and international calls must be charged to the NOC at the local market rates.

Climate Control

All NOC offices and medical spaces must have temperature control (e.g. air conditioning for Olympic Games / heating for Olympic Winter Games).

Olympic Village Logistics

Olympic Village logistics must be flexible and work with NOCs on the installation and location of the FF&E within the NOC allocated spaces prior to and during the DRM.

Continued on next page

7.2 NOC Office Space, Continued

Business Centre Concept

The Olympic Village Management can consider the use of a Business Centre for smaller NOCs. The Business Centre would act as the NOCs office and meeting space with OCOG staff providing assistance.

The Business Centre must provide the same services as the individual office spaces would have provided.

Services to be provided include:
- Workstations with desks and chairs;
- Info System;
- Computers and printers;
- Fax service (incoming and outgoing);
- Office secretariat;
- Meeting rooms (bookable);
- Copier machine;
- Telephone Olympic network access;
- International telephone lines at cost to NOCs.

Storage Space

Secure Storage Space needs to be provided to NOCs, it must be:
- Accessible;
- Lockable.

Considerations should be given to:
- Spaces can double up as workshop particularly for cycling, luge, etc;
- Local Health and Safety regulations must be adhered to;
- Close vicinity to NOC accommodation / office.

Rate Card

NOCs must be able to rent additional FF&E, technology and telecommunication items to supplement bedroom, office, administration and medical requirements through a reasonably priced OCOG Rate Card catalogue.

7.3 Dining Hall (Athletes and Officials)

Overview

The dining experience for Athletes and Officials is one of the key indicators for the Olympic Village success.

Accredited members of each NOC can dine in the Olympic Village including: competing Athletes, Chef de Mission, administration staff members, coaches, trainers, medical personnel and the President and Secretary General of NOCs.

- The dining facility must:
- Grant all competing Athletes and primary Officials unlimited access into the dining facility 24 hours a day free of charge;
- Additional Officials generally have to pay to access to the Dining Hall either for the Games duration or individual visits through meal vouchers.

The objective of the Olympic Village Food Service Program is to ensure Residents are provided with the highest quality food service that is suitable for competitive sports people. Such quality should be based on a healthy and interesting variety of food choices that meets the nutritional and cultural (e.g. sticky rice) needs of elite Athletes.

Accredited people need a 'knife and fork' symbol on their accreditation to access the dining facilities. Guests will need to purchase meal vouchers.

The Dining Hall must provide:
- Suitable food for Athletes and Officials;
- Nutritional variety for Athletes and Officials;
- Variety of food and rotation suitable for a 4 week period;
- Variety of food for different cultural and religious groups;
- Hot food at all times.

Obligation △	Menus must be approved by the IOC.

Dining Hall Capacity

The minimum capacity of the Main Dining is 5,000 seats and no more than 700 seats at Casual Dining for an Olympic Games. The minimum capacity of the Main Dining for an Olympic Winter Games is 1,500 seats.

Approximately 35,000 meals are produced each day for an Olympic Games and 11,000 meals each day at an Olympic Winter Games.

Continued on next page

7.3 Dining Hall (Athletes and Officials), Continued

Dining Hall Facilities

The OCOG should provide:

- Convenient, practical access and pedestrian flows within the dining facilities;
- Aesthetically pleasing, comfortable furnishings and atmosphere;
- Functional and sound facilities.

While the exterior and interior aesthetics of the Dining Hall are important, it should be noted that it is not generally intended for food service facilities to be places for Athletes and Officials to linger beyond the purpose of dining.

The Main Dining Hall is a key element of the Olympic Village in its location and functional importance. The facility should be located within a short walking distance of the Transport Mall and near the residential buildings.

Casual Dining Facility

The number and location of the dining facilities will depend on the layout of the Olympic Village. A Casual Dining option is required in areas of the Olympic Village where the Main Dining Hall is situated some distance from the residences. Casual Dining must have a different menu from the Main Dining Hall in order to attract Residents (e.g. barbecue, grill, Asian wok).

Casual Dining is not necessarily open 24 hours a day but will operate at peak dining times of the Olympic Village (e.g. breakfast and dinner).

Continued on next page

7.3 Dining Hall (Athletes and Officials), Continued

Operational Specifications

The dining facility consists of:

- Entry Control Point: The area where Olympic Village personnel will check each person before they enter the facility to ensure that the person is properly accredited for the dining area or is in possession of a valid meal voucher;
- A Dining Area: Where Athletes and Officials may sit after they have selected their meals to eat;
- A Staff Dining Area: An area separate from the Athletes and Officials dining area where staff may sit to eat after they have selected their meals;
- Serving Area: The area where diners may select their meals. Athletes and Officials will have a wide selection of choices including specialised, regional, hot and cold meals. Staff selection while limited should be varied: e.g. 1 hot meal, cold alternative;
- Water collection / dish drop: Diners will clear their own tables and will have an area to place their used dishes, glasses and flatware. Ideally, this area should be located next to the ware-washing area on the way towards the exit of the dining facility;
- Bathrooms in or located adjacent to the dining facility.
- IOC Athlete Commission Voting: The voting process for the IOC Athlete Commission is generally located with the main dining facility.

The OCOG should provide:

- Gas;
- Electricity (energy, cooling and heating system);
- Generators (primary and back up);
- Waste disposal (different containers according to nature of waste for environmental consideration).

Continued on next page

7.3 Dining Hall (Athletes and Officials), Continued

Back of House Operations

The back of house operations include:

- Kitchen area;
- Food preparation;
- Specific religious food preparation;
- Fridges;
- Loading dock: Food deliveries are required often to the Olympic Village to ensure the quality and freshness of the food. The dining facility must have a loading dock to ensure the smooth operation of food services;
- If a post-mix system is used to serve beverages to the diners, a large room is needed for the operational equipment;
- Toilets: An adequate number of restrooms are required to service the diners in the facility (away from dining, preparation and serving areas);
- Storage: Large storage space is required to store both refrigerated and dry goods;
- Ware-washing: The area where all of the dishes, glasses and flatware are cleaned;
- Waste Management: Waste is removed from the dining and kitchen areas by food service staff and volunteers to waste receptacles located adjacent to the dining facility. Recycling and environmental friendly methods must be utilised where possible;
- Health and Safety checks will be regularly conducted by local authorities.

Dining Hall Services

The OCOG should provide:

- Available food service 24 hours a day (including hot meals);
- Superb service through courteous, knowledgeable, helpful and well trained staff with an eye for important details and skills for flexibility;
- Convenient, swift serving lines and re-supply of food service items and use of trays;
- Serving points with hot and cold food being served separately;
- A special counter for snacks, beverages and desserts is recommended;
- A variety of hot meals with a minimum 7 day rotation of meals ;
- Free beverages (including bottled and non-carbonated water) for Athletes and Officials;
- Menus prepared in consultation with sports nutrition specialists;
- Regularly cleaned (e.g. tables, floors).

The OCOG must test the dining facility kitchens prior to operations especially if located in temporary structures.

Queue times for food must be kept to an absolute minimum.

Continued on next page

7.3 Dining Hall (Athletes and Officials), Continued

Beverages

One of the functions of the dining facility is to provide the Residents with beverages. The method of distribution in the dining facility could have a major impact on the construction and design of the dining facility.

There are two methods of distribution for beverages:
- PET product;
- Post-mix.

PET product allows Athletes to choose individual can or bottles of product from coolers located throughout the dining facility.

Post-mix beverages allow Residents to fill and refill cups with beverages as they see fit. Post-mix beverages require a large storage facility and pipes to provide the drinks to the drinks stations.

The following beverages are generally standard:
- Sealed still water;
- Orange juice;
- Coke and Diet Coke;
- Sprite;
- Apple juice;
- Tea, coffee, hot chocolate;
- Milk.

The OCOG should provide a minimum of 3 beverage stations for an Olympic Games and 1 beverage station for an Olympic Winter Games.

Food

Food stations will provide:
- Hot service station: Meat, BBQ, grilled;
- Pizza / pasta;
- Cooked vegetables;
- Salad and fruit bar;
- Breads;
- Cold meat / cheese;
- Religious / cultural meals;
- Desert bar (ice cream and yogurts).

All food served in the dining facility must be identified in writing in French and English. The cards must list the main ingredients and nutritional content.

Continued on next page

7.3 Dining Hall (Athletes and Officials), Continued

Additional Functions

In addition other functions usually associated with the Main Dining operation include:

- A McDonald's;
- The IOC Voting Commission booths;
- Baggage check area.

McDonald's

McDonald's will have a designated area in the dining facility for a fully functional restaurant. The look and promotion of McDonald's must not go beyond the area attributed to the IOC Marketing Partner.

McDonald's food preparation area for an Olympic Games is 275 m^2 and 200 m^2 for an Olympic Winter Games.

60 m^2 counter space is required for an Olympic Games and 40 m^2 for an Olympic Winter Games.

Baggage Check Area

For convenience purposes at Olympic Games and Olympic Winter Games, a baggage check area is provided for Athletes and Officials entering the dining facilities, on hand over, the person is given a numbered tag for retrieval of their bag after dining.

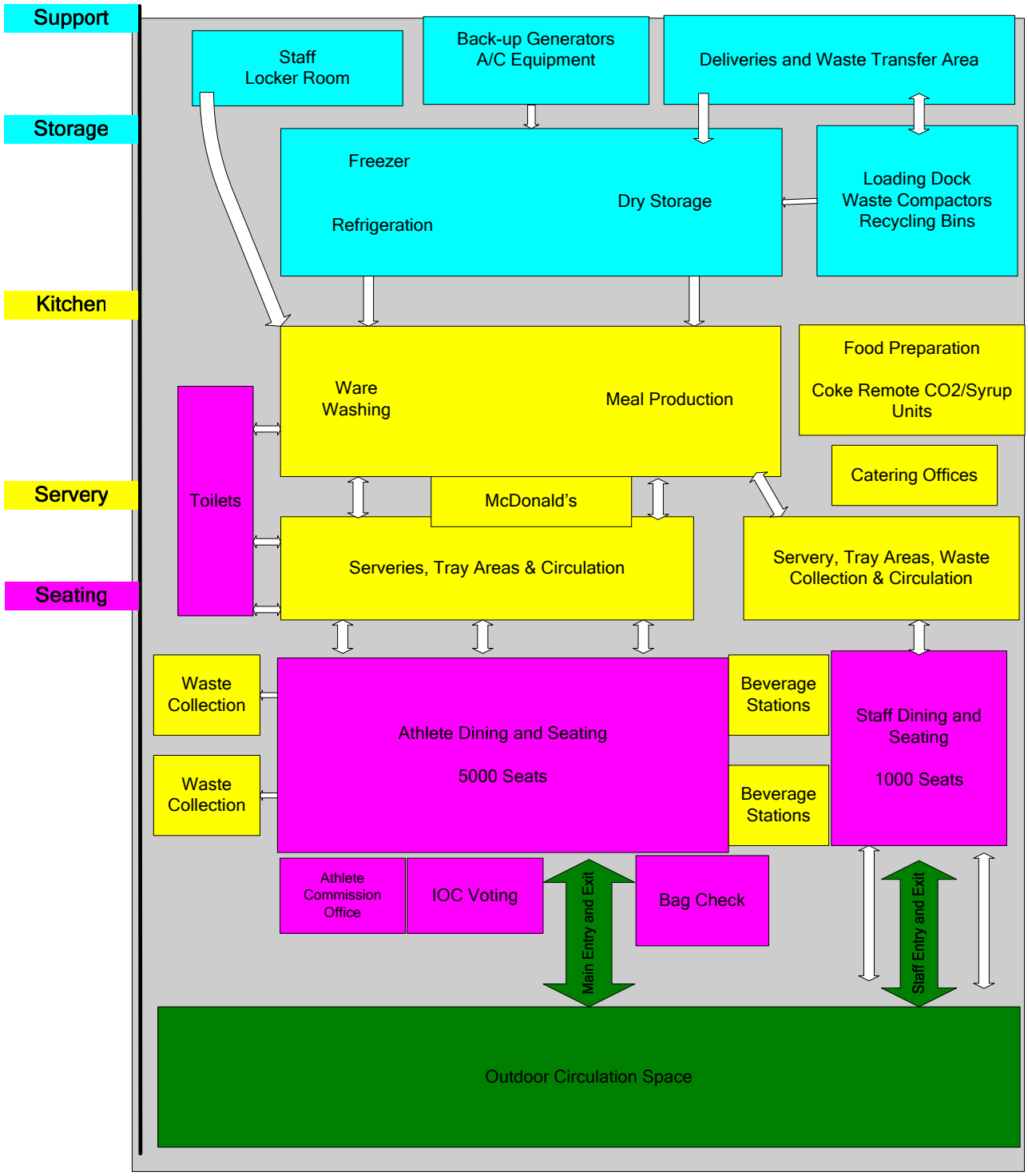
Box Meal Preparation

If needed, box meals are prepared each day for distribution outside the dining facility. Planning for storage of box materials, box preparation and distribution should be included in the design. Generally box meals are used when Athletes are at venues for over 4 hours at a time and no meals are provided at the venue.

Dining Hall Operations

The drawing below is indicative of Dining Hall operations for an Olympic Games:

7.3 Dining Hall (Athletes and Officials), Continued



7.4 Staff Dining

Overview

The Olympic Village Staff, NOC Assistants and Volunteers must be able to eat in the Olympic Village. The Olympic Village must provide quality meals with reasonable variety and choice for the duration of the Olympic Village operations.

Staff Dining is usually situated adjacent to the Main Dining Hall in order to effectively utilise catering services and operations.

The staff menu is usually limited in menu choice in comparison to the Athlete menu however it should still offer a variety of options and usually is composed of meal choices that are offered to the Athletes that day.

The staff food service should take into consideration that the Olympic Village is open 24 hours a day, therefore, a higher quality of service may be necessary at the Olympic Village in comparison to competition venues. A healthy and interesting variety of food service choices should be available to Olympic Village Workforce.

Meals should include:
- Hot dishes;
- Vegetarian meal option;
- Fruit;
- Bread;
- Yogurts;
- Drinks (e.g. water and hot drinks for Olympic Winter Games).

Obligation △

The Staff Dining entrance, serving and seating areas must be separate from the Athlete and Official dining areas.

Access to Staff Dining

Access is restricted to Olympic Village Workforce that are accredited for the Olympic Village. Dining is restricted to a meal voucher system for workforce.

Each person receives a meal voucher on staff check-in at Staff Centre or by the function manager / supervisor for that day. Meal vouchers can only be redeemed at staff dining.

Contractors need to negotiate meal vouchers with the OCOG for their workforce as Contractors generally pay for food.

Generally Staff / Volunteers are given 1 meal voucher per each 8 hour shift. If working hours are longer, the OCOG must consider extra meal vouchers.

Continued on next page

7.4 Staff Dining, Continued

Operational Specifications

Staff Dining should include:

- Tables and chairs;
- Beverage station;
- Cutlery and trays area;
- Serveries;
- Waste disposal mechanism (environmentally friendly);
- Ware cleaning;
- Toilets (in or adjacent to Staff Dining).

Cleaning specifications for Staff Dining should be the same as for the Main Dining Hall.

Inclusions / Exclusions

Seating requirements:

- 1,000 seats for an Olympic Games;
- 500 seats for an Olympic Winter Games.

Design Specifications

Staff Dining can be a temporary or permanent installation.

Beverages can be PET or post-mix station.

Related Documents

For any additional information on workforce, refer to the Technical Manual on Workforce.

7.5 IOC Athletes Commission Voting Area

Overview

The IOC Athletes Commission is composed of 12 Athletes elected for 8 years by their peers and up to 7 members nominated by the IOC President in order to ensure a balance between regions, sexes and sports.

The election procedure starts two or three days prior to the Opening Ceremony and ends two or three days before the Closing Ceremony with the official announcement of the results.

The voting area should be located at the Main Dining Hall of the Olympic Village(s). The Main Voting Centre shall be visible and located adjacent to the entrance of the Dining Hall.

Adequate signage shall be provided by the OCOG throughout the Olympic Village and at the Main Dining Hall.

The Voting Centre(s) generally will remain open from 9:00 a.m. to 10:00 p.m. and will be operated by an Election Coordinator from the IOC assisted by OCOG volunteers.

Operational Specifications

The Main Voting Centre shall consist of the following:
- A registration desk;
- A separate area for the Athletes to vote in privacy with 8-10 booths for Olympic Games and 4-6 booths for Olympic Winter Games.

The registration desk may present IOC publications to the Athletes.

The Voting Centre(s) must be equipped with a minimum of:
- Registration tables;
- Chairs;
- Voting booths;
- Power;
- Telephones (with international calling capability);
- Lockable storage space;
- Lockable storage cabinet with four drawers and 1 sealed ballot box.

The IOC will be responsible for:
- Computers;
- Souvenirs, brochures and ballots.

The ballot box shall be of a minimum height of 60 cm.

The OCOG should provide a secure storage area for:
- Computers;
- Ballot boxes;
- Ballots.

Access to the storage area should be restricted to the Election Coordinator.

Continued on next page

7.5 IOC Athletes Commission Voting Area, Continued

Inclusions / Exclusions

Each voting booth shall be equipped with a curtain that Athletes can use to ensure their privacy while they are voting.

Design Specifications

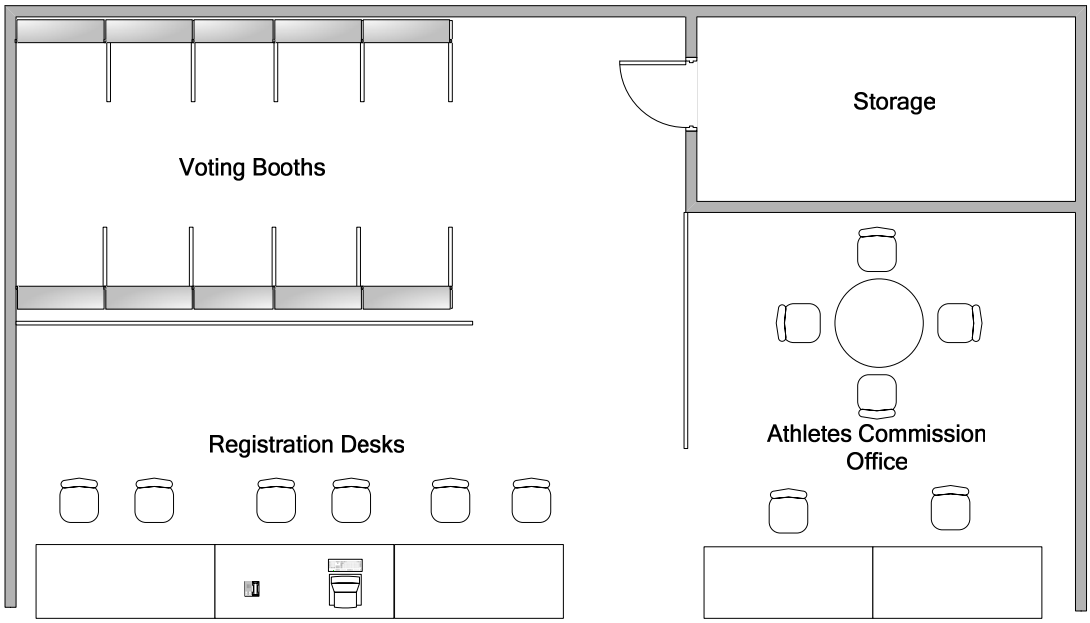
The IOC is responsible for the look of the Voting Areas.

Related Documents

For any additional information on the IOC Athletes Commission, refer to the Technical Manual on Athletes Commission.

Sample Layout

The drawing below is indicative of an IOC Athletes Commission Voting Area.



7.6 IOC Athletes Commission Office

Overview

The Athletes participating in the Olympic Games should all have the possibility to vote for their representatives and shall be able to approach the members of the IOC Athletes Commission (AC) in order to discuss with them the role of the Commission and the importance for the Athletes to get involved. This office shall allow the members of the Commission to interact with the Athletes and answer their questions.

The IOC AC Office is usually combined or located near the IOC Main Voting Centre.

The IOC AC Office will generally be opened for 3-4 hours per day.

Operational Specifications

The AC Office shall consist of the following:

- A welcome area with tables and chairs;
- A meeting area with a table and at least 4 chairs where the Athletes and IOC AC members can congregate.

Design Specifications

The IOC is responsible for the look of the IOC AC Office.

7.7 Staff Break Areas

Overview

Staff Break Areas are located throughout the Olympic Village for staff to remove themselves from their duties in order to take a break / relax away from their job. Services and products are generally at a cost to staff.

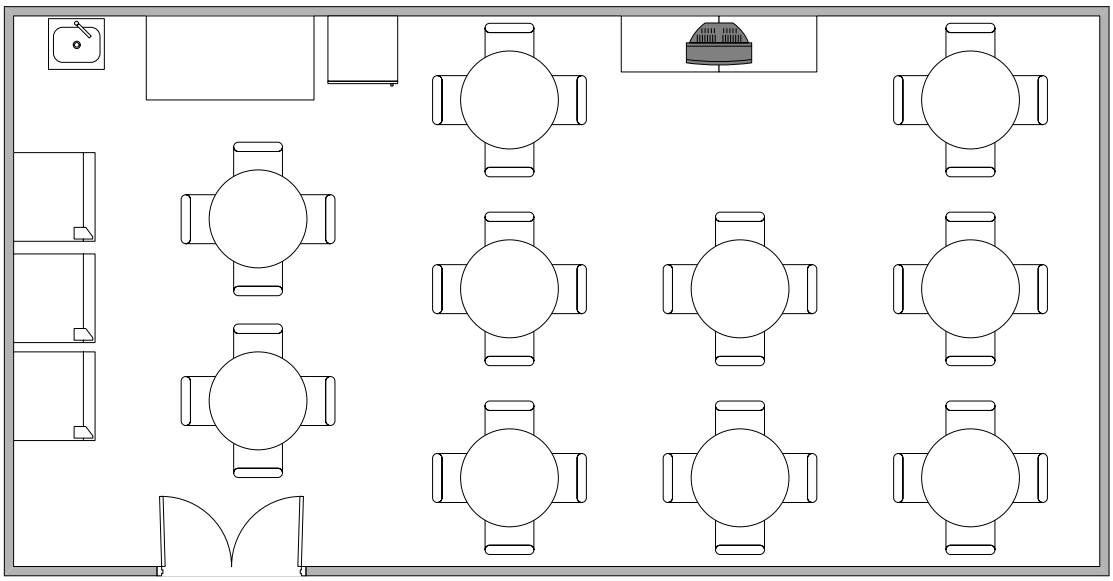
The Staff Break Areas will offer:

- Limited snacks and beverages in vending machines;
- Coffee and tea making facilities;
- Sink and bins;
- Chairs and tables;
- Television (optional).

Location of Staff Break Areas will depend on the location of available space and the proximity to Workforce work areas (e.g. Welcome Centre, NOC Services Centre).

Sample Layout

The drawing below is indicative of a Staff Break Area for an Olympic Games.



7.8 Polyclinic

Overview

The Olympic Village Polyclinic provides medical services to all Residents and OCOG staff that are in the Olympic Village. If required the Polyclinic can be used by Olympic Family members however the medical services are predominantly for the use of Athletes and the Polyclinic must be seen as the primary health care centre for NOCs.

Emergency and paramedic medical assistance must be available at the Polyclinic on a 24 hours basis.

The Polyclinic must be staffed and equipped with suitable qualified persons that are able to treat a wide variety of health care problems. The patient flows inside the Polyclinic must be carefully considered during the planning phase for all the medical service areas.

A full range of services by medical and surgical specialists should be organised by the OCOG for use by the Athletes and Officials residing in the Olympic Village. Specialised services can be made available at conveniently located Olympic hospitals as long as priority is given to Olympic Village Residents.

The Polyclinic must provide:
- Reception and patient waiting area;
- Outpatient care;
- Emergency care;
- Suitable rehabilitation exercise facilities and equipment (physiotherapy);
- Pharmacy;
- Doping Control Station;
- Radiological services (digital X-ray, CT scan, MRI);
- Laboratory services;
- Ophthalmologic and optometric services (eye care) available only on an emergency basis;
- Dental care services;
- Podology.

Collected biological samples, if not analysed at the Polyclinic, should be transported to the Olympic hospital for rapid examination and reporting.

Continued on next page

7.8 Polyclinic, Continued

General Outpatients Services Operational Specifications

The OCOG must provide general health care services including:
- Diagnosis and treatment of routine medical problems;
- Consulting physicians on call for complicated medical problems;
- Ambulance to transport patients with complicated cases to the Olympic Hospital;
- Musculoskeletal;
- ENT (Ear Nose Throat);
- Gynaecology;
- General medicine;
- Emergency ambulance service inside the Olympic Village;
- Emergency care;
- Isolation room for contagious illness / disease;
- Suitable medical technology for life threatening illnesses.

Sports Medicine Operational Specifications

The OCOG must provide sports medicine including:
- Diagnosis and treatment of uncomplicated musculoskeletal problems;
- Minor trauma requiring suturing and dressings;
- Prescriptions of medical therapy.

Physiotherapy Facility Operational Specifications

The OCOG must provide in the Polyclinic a physiotherapy facility including:
- Experienced sport physiotherapists;
- Rehabilitation and treatment area;
- Electrotherapy treatment;
- Shockwave therapy;
- Provision of ice;
- Short wave diathermyultrasound;
- Transcutaneous nerve simulators;
- Traction tables and underwater massage (optional);
- Whirlpools (optional).

Pharmacy Operational Specifications

The OCOG must provide in the Polyclinic a pharmacy that can:
- Dispense medications identified in a special brochure distributed to each NOC team physician;
- Dispense medication to Residents prescribed by Polyclinic doctors or NOC team physicians;
- Provide lockable storage facility to ensure security of medication;
- Distribute free condoms for Residents.

Continued on next page

7.8 Polyclinic, Continued

Radiological and Laboratory Services Operational Specifications

The OCOG must provide in the Polyclinic radiological and laboratory services including:

- Plain film examination, without contrast media and diagnostic ultrasound;
- Digital X-ray;
- CT scan;
- Orthopantomograph (dental imaging);
- Magnetic resonance imaging (MRI scanner);
- Blood, urine and faeces collection for examination;
- Logistical movement of sending images to the Olympic hospital and receiving results.

Eye Care Services Operational Specifications

The OCOG must provide in the Polyclinic eye care services (provided on an emergency basis only) including:

- Initial diagnosis and treatment of eye injuries and disease;
- Replacement of eye glasses and contact lenses.

Dental Care Services Operational Specifications

The OCOG must provide in the Polyclinic dental care services (provided on an emergency basis) including:

- Treatment of broken or injured teeth;
- Fillings;
- Replacement of caps;
- Limited oral surgery.

Podiatry Services Operational Specifications

The OCOG must provide podiatry services including:

- Assessment and treatment of podiatry problems;
- Repair or replacement of orthotics;
- Services available for acute problems only.

Doping Control Station Operational Specifications

The OCOG must provide in the Polyclinic a Doping Control Station including:

- Urine sampling area;
- Blood sampling area;
- Toilet facilities and workspace areas;
- An overnight room should an Athlete not produce a sample under normal doping control conditions.

Prescription of Barbiturates and Narcotics by NOCs

Prescription of barbiturates and narcotics, as well as other controlled substances by the NOC team physicians must be countersigned by a local polyclinic physician, if required by the local country's law.

Continued on next page

7.8 Polyclinic, Continued

IOC Medical Commission Office

Office space should be provided for the IOC Medical Commission consisting of:
- 3 workstations;
- Photocopiers / printer / fax machines;
- International telephone / fax line;
- Internet access.

Translation / Interpreter Service

Medical translation / interpreter service must be provided for the Polyclinic where Residents require to explain their illness problem to medical staff.

Design Specifications

The Polyclinic should include:
- Extensive infrastructure (e.g. power, water);
- Specialised health care equipment;
- Physiotherapy beds;
- Emergency power back-up;
- Due to heavy usage of electrical appliances a large number of electrical outlets are needed throughout the Polyclinic facility;
- Dentist chairs;
- Suitable lighting;
- The Polyclinic facility should take into consideration patient flows;
- MRI scanner can be in a temporary trailer;
- Radiological equipment;
- Emergency room facilities;
- Isolation room;
- Movable medical beds;
- Movable trolleys;
- General medical equipment;
- Appropriate constructed walls for X-ray machines;
- Non-porous floors, easily washable;
- Suitable sanitary facilities for each area (e.g. toilets and hand basins);
- Office spaces;
- Telephones, data lines and office equipment;
- Waiting room;
- Ambulance parking and access.

Related Document

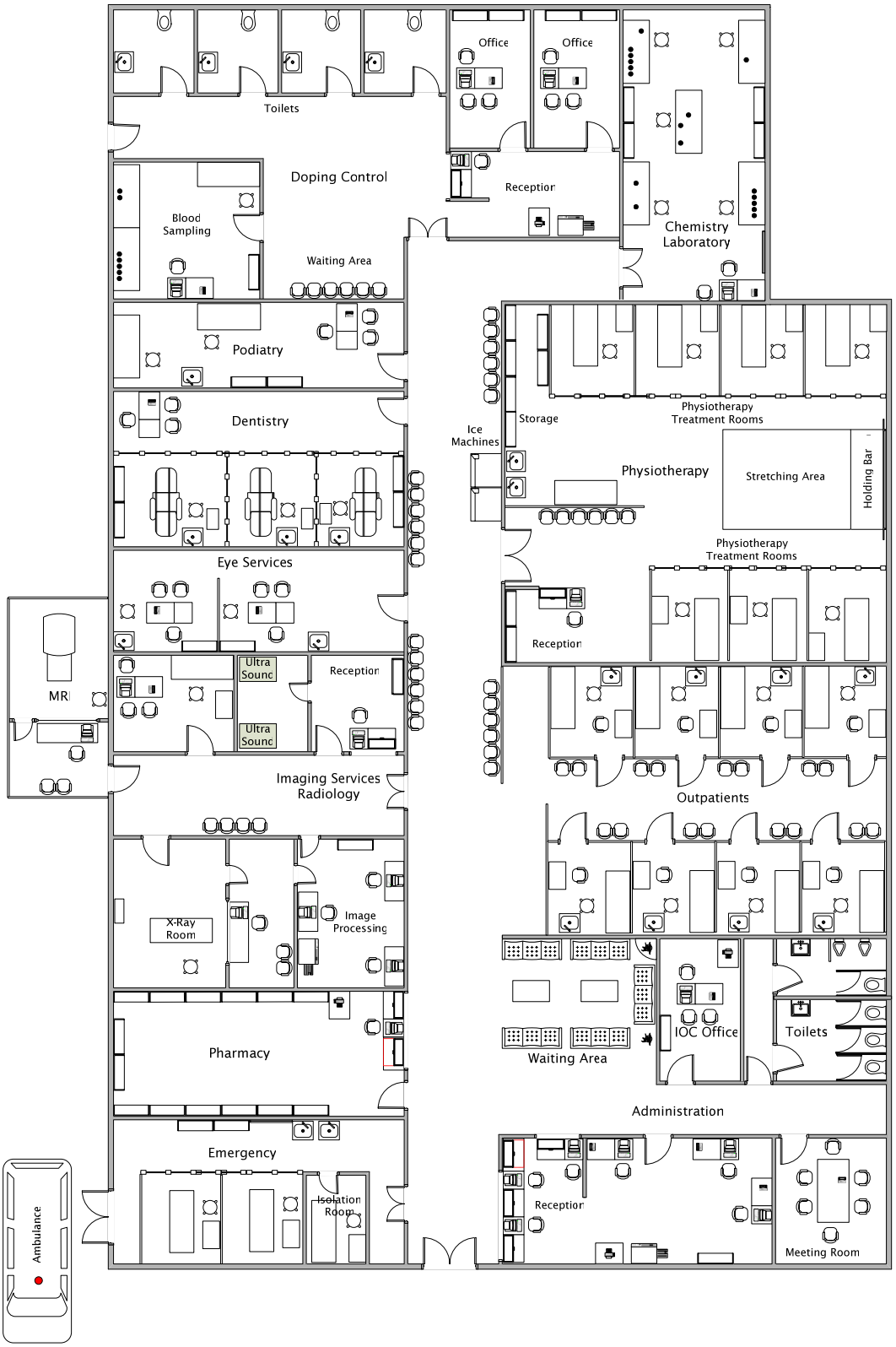
For any additional information on the medical requirements, refer to the Technical Manual on Medical Services.

Sample Layout

The drawing below is indicative of a Polyclinic for an Olympic Games.

Continued on next page

7.8 Polyclinic, Continued



7.9 NOC Services Centre

Overview

The NOC Services Centre is established to centralise communication and services between the various OCOG divisions and each NOC's Chef de Mission or designee.

The NOC Services Centre will offer NOCs general information, problem resolution and mail pick-up. The NOC Services Centre will also contain various function help desks (e.g. Transport, Rate Card) and the IOC Office.

Operational Specifications

The NOC Services Centre should consist of:

- NOC Services Department including NOC Regional Offices;
- Information desk;
- Mail service;
- Sport Information Centre (adjacent);
- Transport office;
- Rate Card / Technology office;
- NOC Logistics;
- Finance office / Catering office;
- Radio Frequency Approval (predominantly for Olympic Winter Games);
- Protocol office;
- Arrivals and Departures
- NOC Assistants office;
- IOC Office;
- Meeting Rooms;
- Waiting Area Lounge.

Related Document

For any additional information on NOC Services, refer to the Technical Manual on NOC Services.

NOC Services

An area where NOC Services staff can conduct their work. Meeting space should be made available for discussions with NOCs during Games time. NOC Services offices must be separate from function offices. NOC Officials should not be able to access this area without appointment.

Continued on next page

7.9 NOC Services Centre, Continued

Information / Reception Desk

The Information / Reception desk is the first point of call for NOCs in the NOC Services Centre. The Information desk will direct Residents to the correct function service and arrange messages and meetings with their respective NOC Services representative.

The Information desk will provide Olympic Games and Olympic Village information and can provide general business services, photocopying, faxing and administration services to the NOCs.

Mail Service

Each NOC will be given a specific post code address in the Olympic Village for all mail to Residents.

Mail service consists of boxes for NOCs to collect mail from friends, family, NOCs or the OCOG.
Mail is handed out by NOC Services, to an NOC designated person.

Sport Information Centre

For Olympic Games, the Sports Information Centre is generally located adjacent to or near the NOC Services Centre.
For Olympic Winter Games, the Sports Information Centre may be located within NOC Services Centre as fewer desks are required.

Transport Desk

The Transport desk will be responsible for allocating the dedicated vehicles to the NOCs and the issuing of keys.

Transport desk is responsible for:
- Legal paperwork for vehicles;
- Any problems with NOC Vehicles (e.g. maintenance);
- Car Parking Permits (VAPPS);
- Re-fuelling cards;
- Return of vehicles.

Transport desk will also manage the Rate Card vehicles and Car Parking Permits.

Rate Card / Technology

The Rate Card / Technology desk is very popular during Games time.

Many NOCs will:
- Order Rate Card items;
- Return Rate Card items;
- Require help for Rate Card or Technology issues.

Rate Card Car Parking Permits can be ordered through Rate Card Desk.

Continued on next page

7.9 NOC Services Centre, Continued

NOC Logistics

NOCs can request logistics assistance for deliveries to the Olympic Village or can obtain assistance for the sending of items after the Olympic Games. Services provided are usually at a cost to the NOCs.

Finance Office / Food Service / Catering Desk

Food Service will have an office located in the Olympic Village to coordinate their operations as well as sell NOC Guest meal vouchers.

If sports require a boxed lunch system, Catering Desk will liaise with Sports Information Centre to organise a system for booking a day in advance.

All Guests and Residents can buy meal vouchers. NOCs can also book catering services at this desk.

The Finance office will deal with any outstanding NOC payments (e.g. Rate Card), new orders or invoices generated during the Olympic Games. Telephone bills for NOCs need to be collated and invoiced to NOCs. Finance will also process damages and losses during the Olympic Games that the NOCs need to pay.

Food service is often amalgamated with Finance office as Food service collects payment for their services (e.g. meal vouchers).

Radio Frequency Verification

The Radio Frequency service desk is designed to meet NOCs that will use radios during the Olympic Games. All radios must be approved by the NOCs and their frequencies verified with the OCOG before use. OCOG Technology will provide this service which is heavily used by NOCs for Olympic Winter Games.

A testing area must be available in this area. This office is only operational up to the Opening Ceremony.

Protocol Office

The Protocol office in the Olympic Village manages:

- All protocol related activities at the Olympic Village including VIP visits / tours;
- Team Welcome Ceremonies;
- Verification of NOC flags and anthems;
- Distribution of all commemorative medals and diplomas;
- The Olympic Village Mayor activities.

The Protocol staff will work closely with Guest Pass operations to facilitate VIP visits and tours in the Olympic Village.

Continued on next page

7.9 NOC Services Centre, Continued

Arrivals and Departures Office

The Arrival and Departures office is responsible for assisting NOCs track their incoming and outgoing delegation members. NOCs can book or change transport requirements and also deal with lost luggage issues.

NOC Assistants Office

The NOC Assistant Programme is run from NOC Services. A suitable office and meeting area is required within the NOC Services Centre.

Regular meetings of all NOC Assistants can be conducted in the Chefs de Mission Hall or other appropriate Olympic Village meeting spaces.

Operational Specifications

NOC Services function specifications must include:

- Office space;
- Chairs and tables;
- Telephone Olympic network;
- Computers;
- Lockable cabinets;
- Lockable rooms for Finance office, Catering and Rate Card.

Inclusions / Exclusions

Language Services can also be located in the NOC Services Centre, providing an 'over the phone' as well as a "dispatch" operation of Language Specialists throughout the Olympic Village.

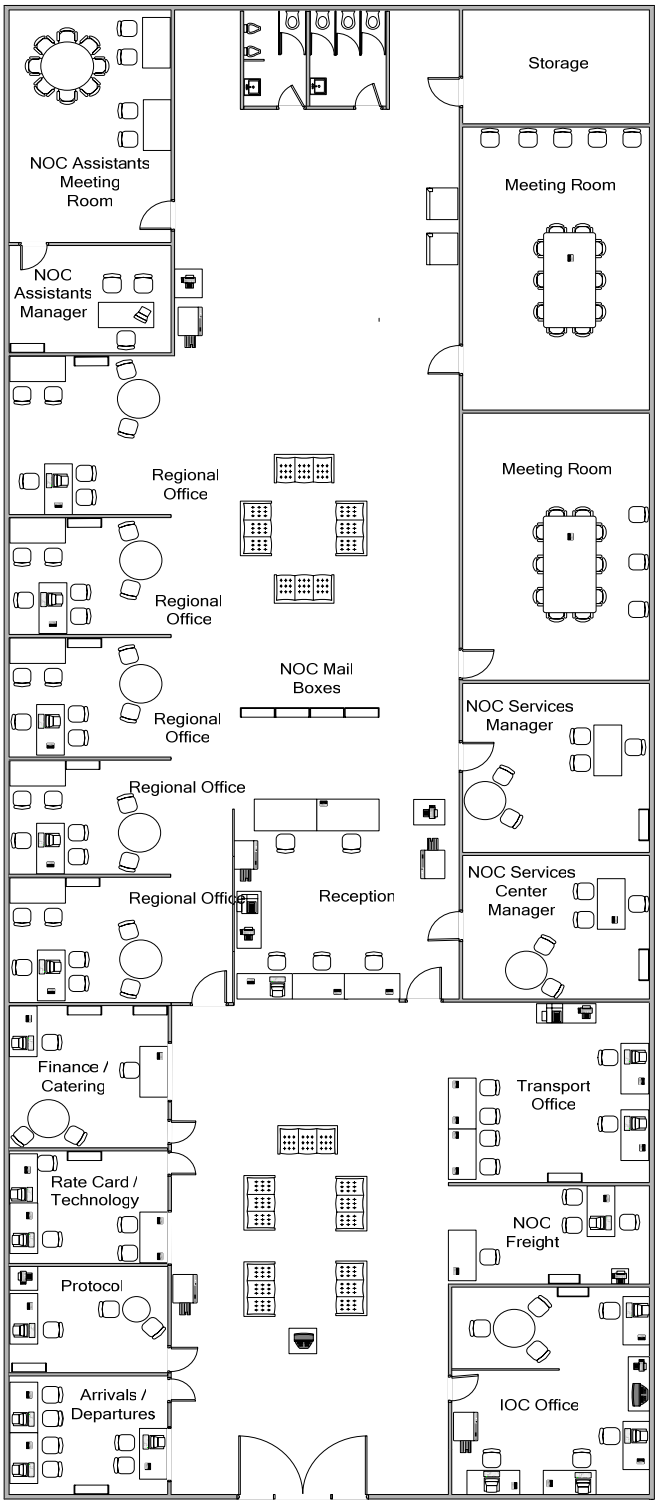
Language Services for the Olympic Village must follow the OCOG policies and procedures for all venues.

Sample Layout

The drawing below is indicative of an NOC Services Centre for an Olympic Games.

Continued on next page

7.9 NOC Services Centre, Continued



7.10 IOC Office

Overview

The IOC (NOC Relations department) has a dedicated office in the NOC Services Centre. It should be close to the NOC Services Manager Office and well situated for easy access for NOC visits.

The IOC Office operates as the interface between NOC delegations and the IOC Headquarters.

In addition, the IOC Office will work closely with the OCOG particularly NOC Services and Olympic Village Management to ensure NOC policies / procedures are effective for the Olympic Games.

The IOC Office will also act as an intermediary in problem resolution between the OCOG and NOCs, should they arise.

The IOC Office is responsible for:
- IOC / Olympic enquiries;
- Problem resolution;
- IOC publications;
- Olympic pins;
- IOC and special dignitary visits to the Olympic Village;
- Specific OCOG queries.

Should there be several Olympic Villages, the IOC will have an office in each Village.

Operational Specifications

The OCOG will provide the following:
- A lockable office with workspace for at least 4 persons;
- A private meeting space;
- Tables and chairs;
- Photocopiers, fax machines;
- International telephone / fax lines;
- Television (CATV feed);
- Lockable cabinets;
- A white board.

The IOC will provide the following :
- Computers;
- Internet network;
- IOC publications.

Design Specifications

The IOC will be responsible for the look of the space.

7.11 Sports Information Centre (SIC)

Overview

The Sports Information Centre (SIC) is the main facility for NOCs to obtain sports information, updates, results, start times and discuss sports issues. The SIC must be located adjacent or in close proximity to the NOC Services Centre.

Sport Information desks are responsible for :
- Coordination of training schedules;
- Distribution of results;
- Sports timetable;
- Competition forms and sport specific information for NOCs (e.g. sports rules and equipment information).

The SIC is staffed by the OCOG Sports Department.

A Transport desk will deal with:
- All transport issues (e.g. changes, cancellations, booking of transport);
- Team sports vehicles.

The Transport Desk will liaise with SIC, Transport and Venues (i.e. Transport Mall and respective venue).

A results printing facility will be made available. NOCs and each sports desk should be provided with sports results.

Close collaboration is needed between:
- Sports Information desks and Transport desk (for training and competition);
- Sports Information desks and Venue Sports (for sports information and training venues);
- Sports Information desks and Sport Entries (which is located in the Welcome Centre).

The operating hours of the SIC are generally from 7:00 a.m. to 9:00 p.m.

Continued on next page

7.11 Sports Information Centre (SIC), Continued

Operational Specifications

The OCOG should provide the SIC with the following:

- Desks;
- Chairs;
- Semi private booth;
- Telephones for each sport;
- Faxes;
- Computers / printers for result printouts;
- Info System workstations and printers;
- Workspaces and meeting room.

Additional areas to be provided are:

- Transport Desk;
- Reception area (for general help and information);
- Some sports may require a small area for clothing validation (e.g. photography of competition wear).

Some sports can share booths if each sport is only operational for a few days of the Olympic Games.

If space allows the SIC can be located in the NOC Services Centre for Olympic Winter Games.

Olympic Winter Games may not require dedicated booths for each sport (3 or 4 desks only needed).

Related Documents

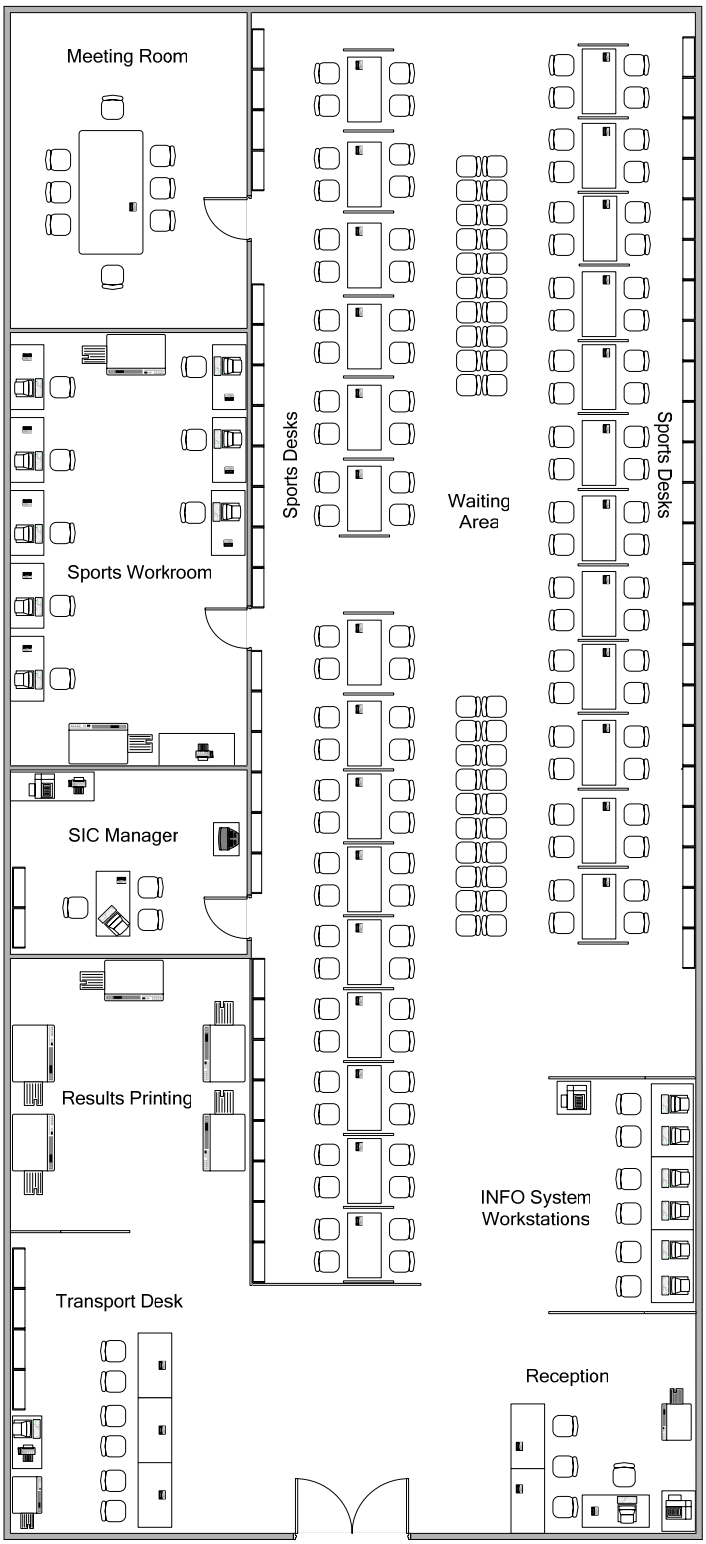
For any additional information on Sport Information Centre, refer to the Technical Manual on Sport.

Sample Layout

The drawing below is indicative of a Sports Information Centre for an Olympic Games.

Continued on next page

7.11 Sports Information Centre (SIC), Continued



7.12 Chefs de Mission Hall

Overview

The Chef de Mission Hall in the Olympic Village is the meeting place for the IOC, the OCOG and the NOC Chefs de Mission.

The Chefs de Mission Meetings give the opportunity for NOCs to raise their issues regarding overall Olympic Games operational problems to the OCOG and for the OCOG to disseminate Olympic Games information to NOCs.

Regularly scheduled meetings will take place during the operation of the Olympic Village.

All NOCs must send their Chef de Mission or designee to all meetings. NOC Services will chair the meeting and invite the relevant OCOG functions attendees based on the agenda of the meetings.

Olympic Village Management will be on the top table to give notices, information and listen to requests and respond to questions from NOCs. The IOC will also be represented on the top table.

Related Documents

For any additional information on Chefs de Mission Meetings, refer to the Technical Manual on NOC Services.

Operational Specifications

Services that need to be provided for the Chefs de Mission Hall are:

- Top table on a podium;
- Microphones / sound system;
- Projector and screen;
- Speaking podium;
- Simultaneous translation booths: for Olympic Games – French, English, Host Country language (optional), Spanish, Arabic (if possible). For Olympic Winter Games: French, English, Host Country language (optional).

For the Chefs de Mission Meetings, suitable snacks and refreshments must be made available.

Continued on next page

7.12 Chefs de Mission Hall, Continued

Inclusions / Exclusions

When not in use, the Chef de Mission Hall can also be used for:

- NOC Assistants meetings;
- OCOG staff meetings;
- Staff training;
- IOC Medical Commission meeting with NOC Medical staff.

The Chefs de Mission Hall can also be used as a bookable meeting room for NOCs during the Olympic Games or Olympic Winter Games.

Design Specifications

The OCOG must provide:

- Seating for 400 people for Olympic Games;
- Seating for 200 people for Olympic Winter Games;
- Sound proof interpretation booths;
- Technology room for projector, lighting, sound system and microphone control mechanism;
- Air conditioning for Olympic Games / heating for Olympic Winter Games.

7.13 Sports Viewing Room

Overview

A Sports Viewing Room must be established by the OCOG in the Olympic Village for the Residents in order to view Olympic Games footage in private surroundings. The Sports Viewing Room must be coordinated with the OBO.

Athletes and Officials will require the ability to analyse and review their sporting performance during the Olympic Games. They will request footage of the specific sporting events to analyse their own performance or that of other Athletes / teams in their sport.

The Sports Viewing Room should be located in the vicinity of the NOC Services Centre or the SIC within the RZ.

These services are free of charge to the NOC and Residents of the Olympic Village.

Operational Specifications

The OCOG should provide:

- Semi-private cubicles for sports viewings;
- Televisions, DVDs and copying facilities;
- Video copying facility and service offered by the OCOG;
- Reception area for booking viewings and ordering sports footage;
- Bookable meeting rooms for small teams to view specific sporting events;
- Supply of videos or DVDs that the Residents can purchase to copy sports footage (these can be sold at the General Store in the OVP).

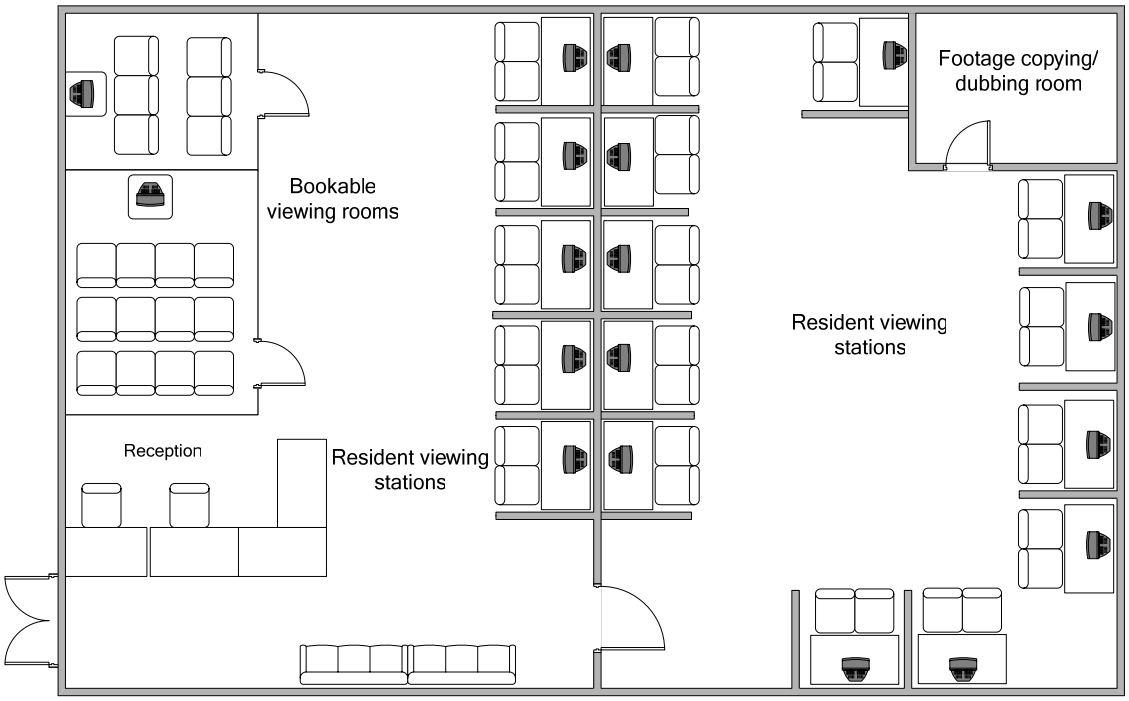
A booking mechanism for NOCs to view sports events should be developed as well as a request system for NOCs to request the copying of footage.

The copyright of all sports footage is the property of the IOC.

Continued on next page

7.13 Sports Viewing Room, Continued

Sample Layout The drawing below is indicative of a Sports Viewing Room for an Olympic Games.



7.14 Olympic Village Resident Centres / Front Desk

Olympic Village Resident Centres - Overview

Olympic Village Resident Centres have become one of the most critical components of the Residential Zone operations. Resident Centres act like a 'concierge' and are the first point of contact for Resident issues with the OCOG. A Resident Centre should support between 500 and 1,000 Residents.

Resident Centres provide:
- Information on Olympic Village facilities and operations;
- Relaxation lounge and meeting place;
- Assistance with problems or opportunity to address an issue (e.g. housekeeping, lockouts).

Problem resolution for Olympic Village issues can be quickly accomplished with effective Resident Centre operations.

Resident Centre should include:
- Front Desk;
- Housekeeping office;
- Television / lounge areas;
- Laundry facilities;
- General storage must be available for Resident Centre staff to store irons, ironing boards, consumables, linens, towels and other supplies;
- Public accessible toilets;
- Public payphones;
- Beverage station ;
- Ice machines.

Resident Centres will be interspersed throughout the RZ. They must be located in close proximity to the in-Village transport route and residential buildings.

A number of Resident Centres must operate 24 hours. Generally Resident Centres must be within 250 m of Resident accommodation.

Super Resident Centres

Super Resident Centres can be created to provide a more structured service for a larger area of the Olympic Village.

For Super Resident Centres, the OCOG should include the following services:
- Laundry services;
- Business Centre;
- Cybercafé location;
- Wifi hotspots;
- Games room;
- Bookable meeting rooms.

Continued on next page

7.14 Olympic Village Resident Centres / Front Desk, Continued

Business Centres

The OCOG could consider the inclusion of a Business Centre in Resident Centres. A Business Centre will provide photocopying and fax services for those teams that do not have this technology within their offices.

The OCOG must provide Business Centres with:
- Suitable building infrastructure for use of office equipment;
- Suitable office equipment and technology.

Olympic Village Resident Centres Operations Plan

The factors to consider for the Resident Centres are:
- Well trained staff;
- Strategic placement of staff with language skills and cultural understanding that correspond to the NOCs assigned to the Resident Centre;
- A system of communication on Resident issues / problems to Village functions;
- A reporting system and feedback to Residents on progress of problem resolution.

A clear issue resolution process must be put in place for:
- Identifying issue;
- Reporting to correct functions;
- Follow-up and tracking of progress;
- Feedback to NOC on work completed.

The OCOG must provide Resident Centres with the following:
- Telephones;
- Data lines;
- Lighting;
- Suitable power;
- Air conditioning for Olympic Games / heating for Olympic Winter Games;
- Televisions with Olympic feed;
- Suitable FF&E;
- Storage and shelving;
- Irons / ironing board;
- Ice machines;
- Vending machines.

Continued on next page

7.14 Olympic Village Resident Centres / Front Desk, Continued

Front Desk

Front Desk provides:

- General assistance and information;
- Language service assistance (via telephone);
- Maps and guides;
- Olympic Games information;
- Notice boards to post Olympic Village wide information or advertise Olympic Village events or functions or simply post messages for Residents;
- Issue resolution;
- Problem recording;
- Linen exchange so that Residents should be able to exchange soiled linen and towels for clean in the event they have multiple training sessions per day and require fresh linen / towels;
- Lockout and lost key resolution;
- Ironing (ironing board);
- Toilet paper;
- Work orders. It is preferable to have a central logging system for reporting maintenance and housekeeping issues however residents should be able to report problems at Resident Centres or request logistic assistance;
- Booking facilities for logistics assistance and vehicles.

Housekeeping Office

Consideration should be given to placing Housekeeping offices and storage adjacent to Resident Centres to facilitate linen exchange and housekeeping services. Requests by NOCs for additional housekeeping services are at a cost to the NOC.

Television / Lounge Areas

Some types of accommodation do not have lounge space or Olympic feed televisions. Resident Centres should cater for a number of televisions and comfortable lounge areas.

They should also provide:

- Info stations with which residents can access up to date results, start lists, weather and general information;
- Vending machines filled with water and soft drinks;
- Ice machines as NOCs will require ice for medical and therapeutic purposes;
- Public payphone station with data capabilities.

Continued on next page

7.14 Olympic Village Resident Centres / Front Desk, Continued

Laundry Facilities

Laundry facilities are an extremely important service in the Olympic Village. There are two types (Both methods are free of charge for the Residents):

- Serviced laundry: Professional staff launder the residents clothing (Olympic Games). Each resident will receive 2 bags: 1 for coloured clothes and 1 for white clothes with a suitable identification mechanism. Serviced laundry facilities will require 1 washing machine per 100 residents. Dryers also need to be provided.
- Self serviced laundry: Residents launder their own clothing (Olympic Winter Games). For self service, 1 washing machine per 50 residents. Dryers need to be provided.

The Resident Centres will provide detergent and machine operating assistance.

Laundry Facilities – Operational Specifications

The laundry requirements for the Olympic Games are:

- Industrial type washing machines;
- Approximately 160 washing machines;
- Approximately 250 dryers;
- Service washes;
- Water supply;
- Power.

The Olympic Village must provide a team laundry service to wash team practice, competition clothing and uniforms.

The minimum requirements for the Olympic Winter Games are:

- Approximately 80 self service washing machines;
- Washing powder products;
- Approximately 110 dryers;
- Water supply;
- Power.

For service washes, the following should be provided:

- Bags for clothes (one for white clothes and one for coloured clothes);
- Hand-in by residents in the morning pick-up every evening;
- Hand-in every evening pick-up next morning.

The OCOG must provide Laundry facilities with the following:

- Plumbing and waste disposal systems;
- Electrical system suitable for the number of machines;
- Ventilation;
- Clothes hanging and storage area;
- Storage room;
- Reservation and tracking system.

Continued on next page

7.14 Olympic Village Resident Centres / Front Desk, Continued

Climate Control

The OCOG must provide Resident Centres with the following:

- Air conditioning is required for Olympic Games and heating for Olympic Winter Games. The OCOG should consider the potential heat generated from laundries and equipment in Resident Centres.

Inclusions / Exclusions

Resident Centres should be located with housing / custodial services to assist with housekeeping and cleaning issues (two of the most reported services by residents). This will allow for quick response and a source to obtain fresh towels, linens and consumables for residents.

Design Specifications

Resident Centres can be in permanent existing space, modular facilities or tent structures and must be enclosed and lockable.

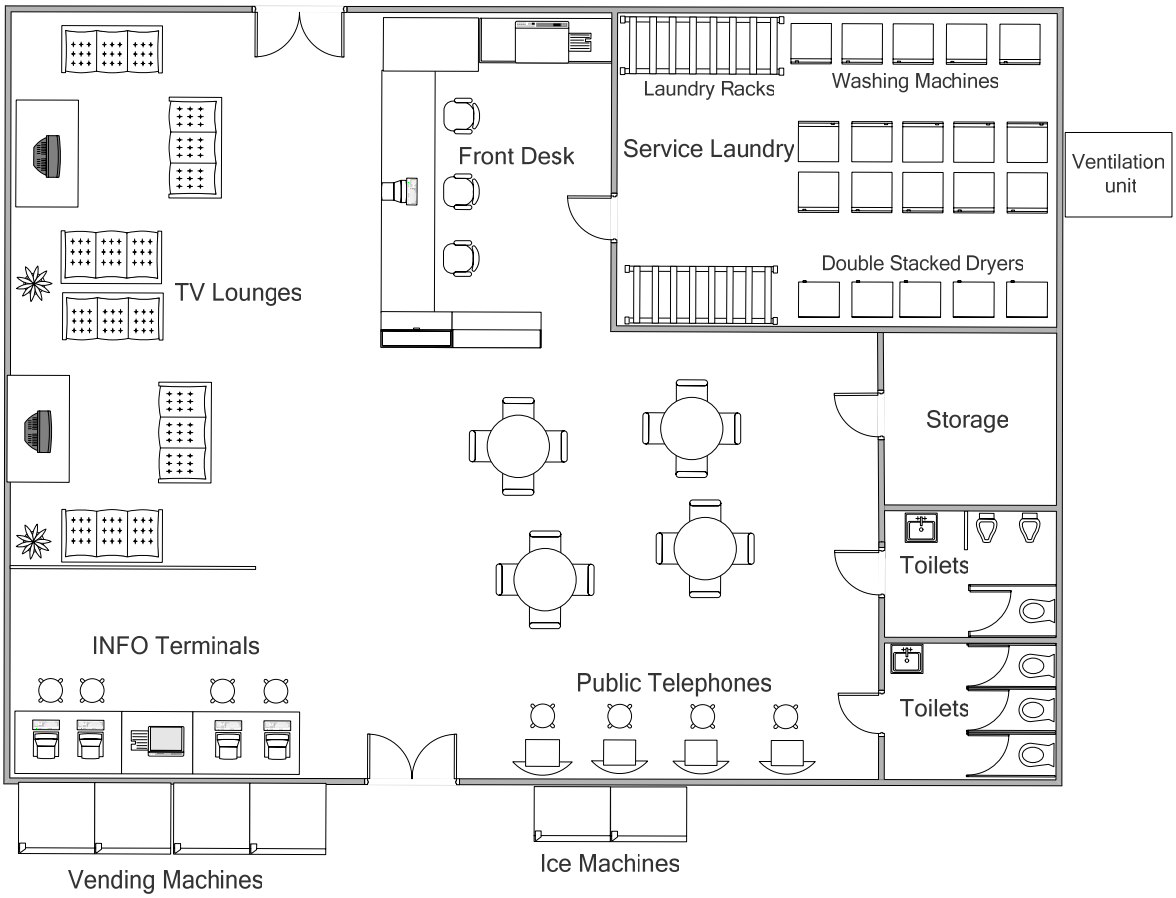
Resident Centres must be able to support at a minimum:

- Vending machines;
- Computers;
- Printers;
- Copiers;
- Laundry machines;
- Drainage (vending machines and laundries).

Continued on next page

7.14 Olympic Village Resident Centres / Front Desk, Continued

Sample Layout The drawing below is indicative of a Resident Centre for an Olympic Games.



7.15 Security Command Centre (SCC)

Overview

The Security Command Centre (SCC) will serve as the headquarters of the Olympic Village security operation located within the Village perimeter.

Security will be responsible for:
- Perimeter fence line security (internal and external);
- Access Control at perimeter and ZCPs;
- Vehicle Access Control including salle port operations;
- Goods X-ray and access into Logistics compound;
- Magnetometer and bag check monitoring;
- X-ray machine operations at ACPs;
- Village foot patrol and emergency response;
- Coordination and operations of security sweep;
- Bomb disposal unit;
- Closed Circuit Television (CCTV) operations and monitoring;
- Management and coordination of all security agencies (if required).

All security issues will be resolved through the coordination of all the agencies within the SCC.

The SCC should be located within the Olympic Village fence line and in close proximity to the Logistics compound and Logistics salle port to facilitate easy ingress / egress of emergency vehicles and personnel.

Operational Specifications

The SCC requires a large parking compound for up to 20 security vehicles Resident within the Olympic Village.

The SCC must accommodate office space for the following:
- Security Commander (Manager);
- Assistant Security Manager;
- Other Security Entities (Local Police, Bureaus, Intelligence, Armed Services etc. as required);
- CCTV control centre for a wall of multiple high definition digital CCTV monitors, monitoring servers and databases with uninterrupted power supply with up to 3 operators;
- Workspace for human resource management, report writing, equipment and fire arms management;
- Command communications centre office to monitor radio communications throughout the Olympic Village.

Continued on next page

7.15 Security Command Centre (SCC), Continued

Operational Specifications (continued)

The SCC should also contain:

- Room for equipment; radios and radio charging stations (possibly 100 radios); accreditation scanners and charging stations (depends on number of ACPs and system);
- Locker room / changing facilities for SCC staff;
- Extensive communication and data systems with direct connection to Main Olympic Command and Control with uninterrupted power supply to the systems;
- Toilet facilities;
- Meeting / briefing rooms (can be done in other Village facilities);
- Motion sensor fence line with CCTV monitoring;
- Air conditioning for Olympic Games / heating for Olympic Winter Games;
- Telecommunications (mobile and land line) for multiple communication devices (secure radio frequency);
- Data lines for computers;
- Infrastructure for CCTV for fence line and throughout the Olympic Village monitoring originating from the SCC;
- Uninterrupted power supply for all systems (CCTV, Telecom, Data);
- Armoury vault / storage to secure fire arms and other equipment;
- Adequate power for charging stations, computers, servers, CCTV monitor wall;
- Secure facility with security card entry into SCC.

Bomb Disposal Unit

Bomb disposal unit must be located adjacent to the fence line of the Olympic Village near a VCP / salle port and the furthest distance possible from Athlete accommodation. This facility will coordinate the security sweep and house bomb management equipment and resources necessary to deal with sensitive items that may be found within or adjacent to the Olympic Village. Additional specifications to be provided by the appropriate security authority.

Inclusions / Exclusions

Fire house may be included or adjacent to the SCC. If it is included additional space will be required for:

- Beds for 24 hour fire fighting staff;
- Parking space under cover for large fire engine(s).
- Additionally, office space for the fire chief and assistant fire management, with workstations for fire fighting staff.

Continued on next page

7.15 Security Command Centre (SCC), Continued

Design Specifications

The size and layout of the SCC will vary depending on the number and type of security forces operating within the Olympic Village. In addition to this space a large briefing room is required to brief and debrief each shift. This can be done in the Chefs de Mission Meeting Hall or bookable meeting room. The SCC may include the fire services offices. These two should be in close proximity to each other within the Olympic Village.

The SCC can be in a temporary, modular or permanent type facility.

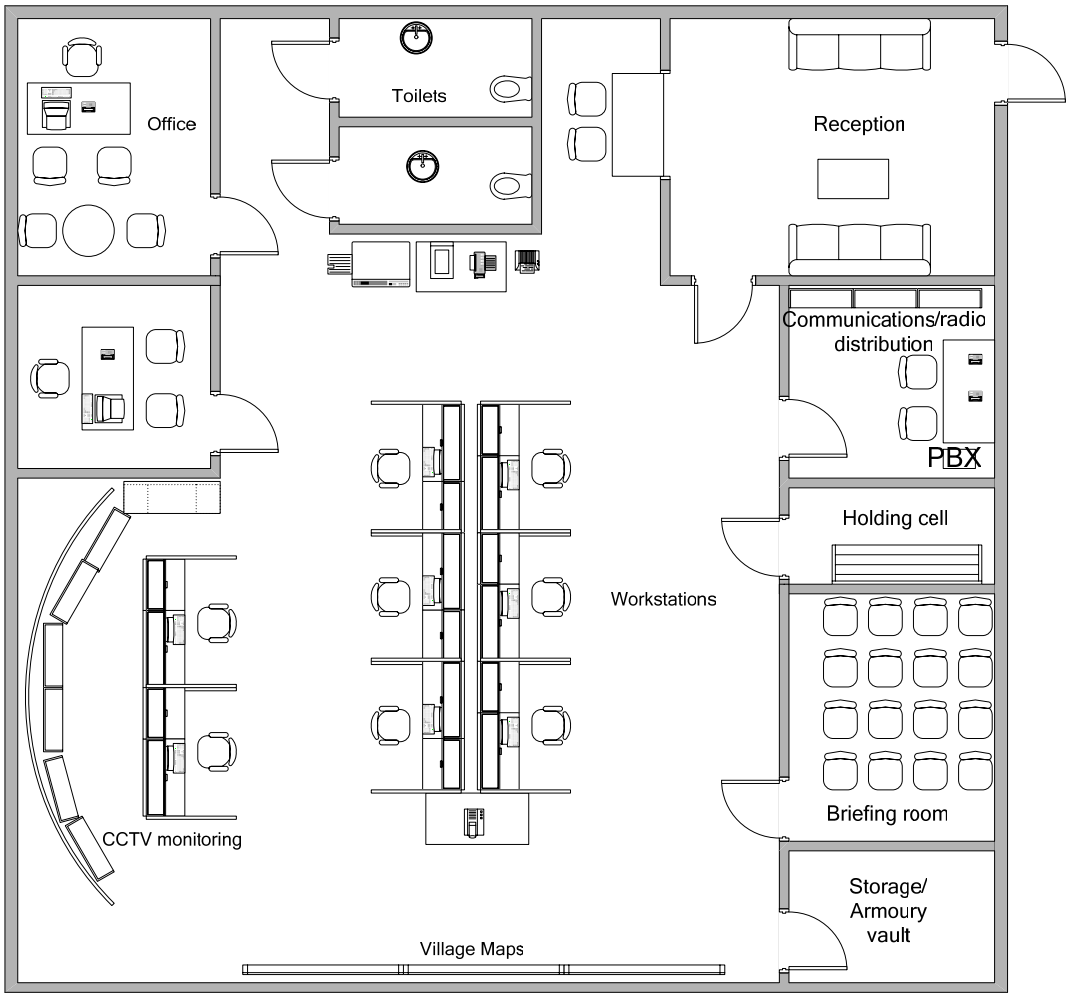
The main communications control room should be equipped with proper acoustic treatment.

Sample Layout

The drawing below is indicative of a Security Command Centre for an Olympic Games.

Continued on next page

7.15 Security Command Centre (SCC), Continued



7.16 Housekeeping

Introduction

The Housekeeping function is one of the most important and challenging operations in the Olympic Village.

The quality of the housekeeping is fundamental to the success of the Olympic Village. There is a direct contact with the Athletes and Housekeeping. The quality of the work is highly visible to the Residents. If the work is sub-standard, the impact is felt immediately and communicated in the NOC Chef de Mission Meetings. It is imperative that the housekeeping is well thought out and organised.

It is recommended that the same Housekeeping staff perform their duties for the same NOC daily. This helps to:
- Build relationships;
- Maintain standards;
- Give confidence to NOCs;
- Builds trust;
- Increase housekeeping efficiency.

Housekeeping Office

The Housekeeping office serves as the central location for the housekeeping staff and other functions in gaining assignments, passing on housekeeping issues of residents and serving as a dispatch and central command area.

Housekeeping Manager Office

The Housekeeping Manager is responsible for overseeing the Housekeeping and operations in the Olympic Village.

The Housekeeping Manager will need to conduct a tender process for:
- Housekeeping service, who will be responsible for cleaning of the residences and the changing of linen in the Olympic Village;
- Linen supplies and washing of linen for the duration of the Olympic Village operations.

The Housekeeping Manager will manage the Contractors hired to undertake the residential housekeeping and linen service provision.

The Housekeeping Manager is responsible for:
- What to clean, not to clean;
- Manage the changing of linens and cleaning of rooms, offices and facilities throughout the Village on a daily basis.

Housekeeping Supply

The residential buildings should have an assigned storage room where housekeeping equipment, linens and consumable supplies will be stored. Alternatively, Housekeeping offices in nearby Resident Centres can store supplies.

Continued on next page

7.16 Housekeeping, Continued

Staff

The Housekeeping staff will be provided by an outside Contractor. However, due to the sensitive nature of housekeeping and the direct interaction with NOCs, the Housekeeping staff must be managed and performance monitored by Olympic Village Management. Exact staffing needs provided by Contractor must be determined. A minimum ratio of 1 room attendant per 35 beds should be a guiding principle.

Obligation △

The following services should be made available:
- Linen change;
- Bins emptied;
- Cleaning of rooms;
- Towel change;
- Cleaning of bathrooms;
- Cleaning of public areas;
- Towel exchange service at Resident Centres (dirty towel in exchange for clean towel).

On a daily basis, a minimum service of:
- Bins emptied;
- Beds made;
- Toilet cleaned;
- Toilet paper restocked.

Every 2 days:
- Towels replaced.

Every 4 days:
- Linen changed;
- Dusted / vacuumed (if required).

Housekeeping Operations

Housekeeping for public areas and functions for Residents:
- Regular cleaning;
- Standard housekeeping;
- Dusting;
- Emptying bins.

Housekeeping may stock additional blankets and pillows which could be requested by residents.

7.17 Religious Centre

Overview

The Religious Centre will provide a location and suitable facilities for religious services, prayer, quiet meditation and counselling for Residents of the Olympic Village.

Olympic Village Management will liaise with the local faiths and religious groups for the Religious Centre. Local religious groups will be heavily involved in this operation.

The Religious Centre operations must be non-intrusive and reactive to Residents demands.

Operating Hours

Operating hours should be flexible and should reflect the service times of the different religions. Religious services may be booked in advance.

The OCOG should work with different religious groups to devise service schedules throughout the Games period.

The OCOG must have a list and contact details of other Religious Centres or faiths that could be contacted if requested by Residents during the Olympic Games.

The OCOG must support and take into consideration special religious days or periods which coincide with the operative period of the Olympic Village.

Obligation △

There cannot be any 'proselytising' by any religious group (i.e. no distribution of religious literature) in the Olympic Village.

Continued on next page

7.17 Religious Centre, Continued

Operational Specifications

For the Olympic Games, the OCOG should provide Religious Services for:
- Christianity;
- Judaism;
- Islam;
- Buddhism;
- Hinduism.

The OCOG should provide:
- Space for religious services and prayer for the respective religions;
- Counselling room;
- Wash area (wudu) for muslims;
- Shoe racks;
- Office area;
- Reception for booking rooms and appointments.

At Olympic Winter Games, the OCOG should provide a minimum of:
- 2 prayer rooms and bathrooms.

Prayer books will be provided:
- Bibles (Christianity);
- Torahs (Judaism);
- Korans (Islam);
- Tipi Taka (Buddhism).

Movable partitions are recommended for segregating males and females or dividing a room between religions.

Continued on next page

7.17 Religious Centre, Continued

Design Specifications

Christianity will require:
- Altar;
- Religious objects.

Special considerations need to be given to the Muslim area:
- Prayer mats / carpet. It is forbidden for a person to walk in front of prayer mats / carpet during prayer therefore doors should be positioned to the rear of prayer area;
- Women and males must be separated;
- Prayer rooms must be divided;
- Compass orientation for Mecca.

Buddhism will require:
- Shrine with Buddha image;
- Window with a decorative tree;
- Decorated religious objects;
- Shoe racks.

Hinduism will require:
- Shrine with devotional pictures;
- Religious objects;
- Shoe racks.

Religious Centre Operational Plan

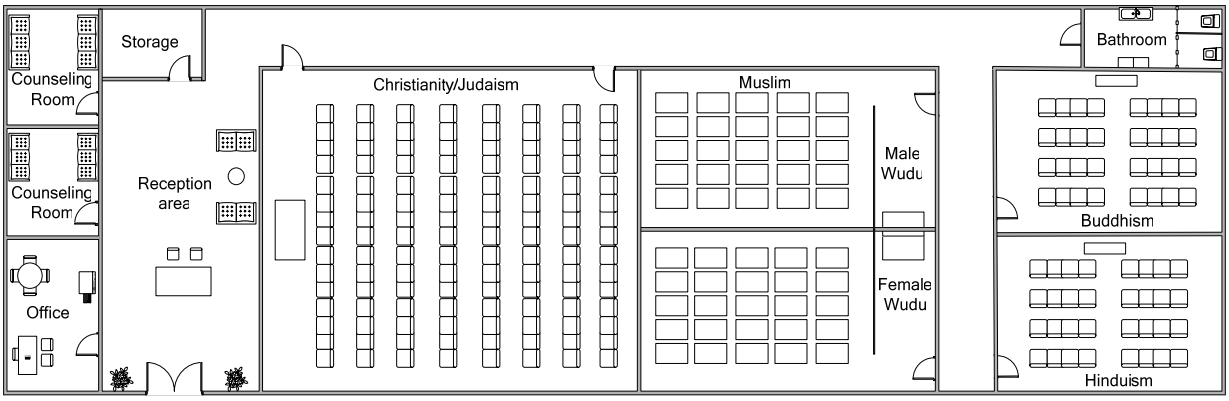
The Religious Centre reception should have a clear reporting system including:
- Visits;
- Private prayer;
- Counselling;
- Meditations;
- Religious studies.

The Religious Centre and personnel can play a role in providing counselling and support during critical incident responses or major issues impacting residents (e.g. a death).

Continued on next page

7.17 Religious Centre, Continued

Sample Layout The drawing below is indicative of a Religious Centre for an Olympic Games.



7.18 Recreational Activities

Entertainment / Social Activities - Overview

An important part of Village life for residents is appropriate relaxation and social time. Residents need time and space to escape the pressures and stress of sports competition without distraction of media, fans or even team pressures.

The basic components of an Olympic Village recreation program includes but are not limited to the following:

- A place to watch movies (e.g. DVD lounges or cinema);
- Television lounges;
- Games rooms;
- Dance Club or café type facility;
- Internet facilities;
- Special concerts / live entertainment;
- Relaxation massage (therapeutic massage).

Recreational facilities are restricted to residents of the Olympic Village and are free of charge.

Television Lounges

Television lounges will be located throughout the Olympic Villages to provide Residents a comfortable social atmosphere to watch television and interact with each other. These lounges are usually located in Resident Centres and / or residential buildings.

Movies

The OCOG should provide the following;

- A facility that plays movies throughout the day and night in multiple languages. The facility should seat between 20 to 50 people at one time. The Chef de Mission Meeting Hall can double as cinema. Sound must not interfere with adjacent operations. Projection equipment, sound equipment and video screens can be incorporated as part of the Chefs de Mission Meeting Hall or separately in a stand alone facility;
- DVD lounges throughout the Olympic Village where Athletes can choose a DVD in various languages from a library and watch at their leisure. Television / DVD lounges could be associated with Resident Centres and Front Desks can serve as a Movie / DVD library and provide technical support for the Athletes.

Continued on next page

7.18 Recreational Activities, Continued

Games Rooms

The Games rooms are very popular in the Olympic Village and form part of the recreational activities for Residents.

All games facilities are free of charge for Residents and generally operate from 8:00 a.m. to midnight every day.

Ideally, several games room locations throughout the RZ and the OVP are recommended.

This type of recreational activity can be located within one large centre or in several smaller facilities. Serious consideration must be given to infrastructure required to accommodate the power requirements for the video games. Service / storage room is required to accommodate reserve machines and a space to conduct maintenance on video machines.

The Games Rooms should consist of:
- Billiard tables;
- Air hockey;
- Football tables;
- Simulators and video games;
- Pin ball machines;
- Console games;
- Stools or chairs;
- A music sound system can be included to enhance the atmosphere.

These rooms could be associated with Resident Centres and the front desk staff can provide technical support.

The OCOG should respect the following in the games rooms:
- No shooting or war games that would in any way identify countries fighting each other;
- Playstation, Nintendo, X-Box can be considered to replace video games but must abide by the Clean Venue Policy and have no identifications visible.

The OCOG must respect the Clean Venue Policy in the Games Rooms.

Continued on next page

7.18 Recreational Activities, Continued

Design Specifications

The OCOG should consider the following:

- Size of facilities will depend on types and number of video games, pool tables, air hockey tables, football tables, simulators, console games, and pin ball machines;
- Adequate power for all video machines;
- Sound attenuation;
- Mechanical ventilation and / or air conditioning to keep room cool as machines get very hot;
- Billiard lighting;
- Storage / repair area to bring machines off-line to repair (in Facility Services Centre);
- Reception desk to monitor behaviour and ensure no misuse of the machines;
- Suitable floors for freestanding games.

Dance Club / Café

The Dance Club or café will provide a fun atmosphere for Olympic Village Residents to dance, listen to music, see live performances and participate in activities. The Dance Club or café must consider its proximity to Athlete accommodation and noise generation that could affect other Residents in the Olympic Village.

The Dance Club should have special lighting, DJ equipment, adequate acoustics and space for a small crowd to dance. The Dance Club should provide infrastructure that can accommodate a live performance requiring amplification stage, lights and other band equipment.

The Dance Club should be fit out and have appropriate look to make the Dance Club attractive and welcoming. Beverage stations or a café should be considered for the Dance Club. The Dance Club must be located within the RZ. The Dance Club should accommodate up to 400 people in Olympic Games and 200 people in Olympic Winter Games.

A café style club can be considered providing comfortable lounge space and or rooms that promote social interaction between the Village residents. Café servery must consider infrastructure for coffee machines, plumbing and waste facilities, cold and dry storage for goods (see 8.11 Café for more details).

Internet Facilities

The Internet is part of daily communications for most people world wide and is an important function in the Olympic Village (see 8.7 Cyber Café for more details).

Continued on next page

7.18 Recreational Activities, Continued

Live Entertainment

The OCOG should provide some local live musical entertainment in the form of street theatre, dance and musical performances. Live music performances can be accommodated in the Village Amphitheatre or in the Dance Club.

Amplification, lights and weather protection must be considered for outdoor concert entertainment. Special guest performances by famous artists are encouraged. Live performances are best suited during the end of the second week of competition when most Athletes have ended competition.

Therapeutic Massage (Relaxation)

The Olympic Village may choose to provide a therapeutic or recreational massage facility to Athletes and Officials.

A facility of this nature must have certified massage therapists approved by the OCOG. A massage facility for the Olympic Games should provide between 20 and 30 massage tables and 6 to 8 massage tables for the Olympic Winter Games.

Recreational Activities - Operational Specifications

The OCOG must consider noise issues, Dance Club or live entertainment must be situated some distance from residential buildings so as to not disturb Residents.

7.19 Recreational Sports Complex

Overview

The Recreational Sports Complex will provide Athletes and Officials the opportunity for recreational fitness and exercise activities within the Olympic Village.

The Recreational Sports Complex is not to be used as official training site for any sports or NOC teams.

Operational Specifications

Minimum requirements for the Olympic Games:
- Fitness centre;
- Jogging route within the Olympic Village (minimum 1Km);
- Saunas (male and female);
- Male and female changing rooms.

Requirements for Olympic Winter Games:
- Fitness centre;
- Male and female changing rooms.

The fitness centre should consist of:
- Cardiovascular area with: treadmills, stationary bikes, rowing machines / steppers;
- Weights area including a large variety of free weights, Olympic Bars and weightlifting machines;
- Aerobic area for stretching;
- Calibrated weighing scales;
- Sound system;
- Televisions.

Inclusions / Exclusions

It is optional for the OCOG to provide:
- Tennis courts;
- Basketball courts;
- Swimming pools;
- Athletic 400 m track.

Bookable Sports Facilities

For Olympic Winter Games, nearby schools or sports centres should be made available for NOCs to book courts for indoor football, volleyball and basketball at a cost to the NOC.

Continued on next page

7.19 Recreational Sports Complex, Continued

Design Specifications

The following should be considered in the Recreational Sports Complex:

- Suitable sports equipment;
- Suitable flooring material;
- Reinforced flooring where Olympic bars and free weights are used;
- Towel service for use in the Fitness Centre only;
- Fitness centre can be in a permanent or temporary modular structure;
- Regular housekeeping services.

7.20 Village Communications Centre (VCC)

Overview

The Village Communication Centre (VCC) is set up to assist in general Village communications by acting as an internal and external switchboard, assisting with general issue / problem resolution and monitoring radio traffic and channel users.

The VCC relays information to functions via landline, e-mail, mobile phone, face-to-face or radios.

The VCC is a communication tool to assist in the Olympic Village operations and is the main communication channel to the OCOGs Main Operations Centre (MOC). The VCC is the central communication centre to coordinate any emergency situation within the Olympic Village.

Ideally, it should be located close to the SCC or alternately to the Village Management Office.

VCC Responsibilities

The VCC is responsible for:

- Distribution of information to Olympic Village staff;
- Distribution of minutes from Chefs de Mission meetings;
- Switchboard and control of calls to NOCs;
- Coordination of Media response to OCOG Village issues with Village Media Manager;
- Coordination of internal communication of the Village staff functions;
- Printing phonebook (internal Olympic Village and External Village);
- Staff for Olympic Village Newspaper production can be situated in the VCC.

8.0 → Olympic Village Plaza (OVP)

Overview

Introduction

The Olympic Village Plaza (OVP) is the heart of the Olympic Village where Athletes, Officials, Guests and Media can interact. The OVP is a frequently visited and highly used area by all Residents, Broadcasters, Media, VIPs and Village Guests.

The principle activities in the OVP are:
- A meeting place for residents and their NOC Guests;
- A suitable commercial arcade for Residents and Guests to purchase essential items and souvenirs in a secure environment;
- NOC Team Welcome Ceremonies;
- A suitable media interview area.

Access to the OVP is restricted to people accredited with the Olympic Village (OV) accreditation symbol. NOC Guests and Media can obtain access through the appropriate Olympic Village Guest Pass System.

The OVP is open to Guests and Media from 09:00 a.m. to 09:00 p.m. daily. Services in the OVP may operate before 09:00 a.m. or after 09:00 p.m. for the exclusive use of the Residents of the Olympic Village.

Commercial Services

Where possible IOC Marketing Partners and OCOG Partners / Vendors should be contracted to provide the necessary OVP services. It is forbidden for companies in direct competition with IOC Marketing Partners to provide products or services in the Olympic Village (see 11.1 Overview for more details). It is important that the Clean Venue Policy for the Olympic Village is incorporated into all Partner / Vendor agreements when contracting them for the Olympic Village operations.

All services mentioned in the OVP are standard requirements.

OCOG Responsibility

The OCOG will provide the basic infrastructure in the form of permanent or temporary constructed buildings. In the case of a newly built facility the OCOG is responsible for providing base buildings with power, water, and gas supply to the walls of the space. If temporary structures are utilised in the OVP for the commercial spaces, the OCOG will provide all basic power, water and gas supply to the area.

The OVP must be equipped with dustbins and public toilets at suitable locations for Residents, Guests and Staff.

Continued on next page

Overview, Continued

Partner / Vendor Responsibility

Partners / Vendors are responsible for all costs associated with the interior fit-out and design of operation of the space. They are also responsible for payment of all operating costs including power, water, gas (if applicable) and Rate Card items such as telephones, data lines, photocopiers, fax machines, temporary infrastructure etc. At the end of the Olympic Games, all Partners / Vendors are to make good the site and return the area in its original state to the OCOG.

In some cases, the OCOG may have to construct, design and operate facilities if Partners / Vendors cannot be found.

Obligation △

Design and fit-out of the commercial facilities must be in line with the Olympic Village overlay guidelines and the Clean Venue Policy. All facilities must conform with external agency regulations (e.g. Health and Safety).

Operating Hours

Core operating hours of all shops are from 09:00 a.m. to 09:00 p.m. daily. Some services may operate different hours depending on demand and type of operation. Shop operators should cater to the needs of the residents.

Obligation △

The OCOG can add additional services to the OVP that will benefit and add value to the residents of the Olympic Village. Any changes in the service provision for the OVP need to be approved by the IOC.

Continued on next page

Overview, Continued

Contents This chapter contains the following topics:

Topic
8.1 Zone Control Points (ZCP)
8.2 Village Amphitheatre
8.3 Village General Store
8.4 Bank
8.5 Photo Store
8.6 Village Call Centre
8.7 Cyber Café
8.8 Hair Salon
8.9 Florist
8.10 Dry Cleaning
8.11 Café
8.12 Travel Agent (optional)
8.13 Post Office
8.14 Olympic Museum
8.15 WADA / Outreach Programme
8.16 Ticket Office
8.17 Information Office
8.18 First Aid Station

8.1 Zone Control Points (ZCP)

Overview

Zone Control Points (ZCP) allow access between the RZ and the OVP. RZ access is strictly limited to those people with an 'R' designation on their accreditation.

NOC Guests can obtain access to the RZ through the Olympic Village Guest Pass System.

ZCP procedures consist of a visual inspection of the person against the photo and the 'R' designation on the accreditation or the Village Guest Pass.

ZCPs are located on a fence line separating the OVP from the RZ. This fence line is within the secure outer fence line of the Olympic Village.

Obligation △

No film crew or Media are allowed to take cameras into the RZ without approval and without being escorted by an appropriately accredited staff member of the Olympic Village.

Operational Specifications

The ZCPs must be managed between 09:00 a.m. and 09:00 p.m. whilst the Guest Pass Centre and the Village Media Centre are operational. After 09:00 p.m., the ZCPs are unmanned and Olympic Village residents are free to access these zones without visual accreditation checks.

Depending on the design and layout of the OVP, several ZCPs may be required.

At peak time, ZCPs should be able to cope with 1,500 people per hour for an Olympic Games and 700 people for Olympic Winter Games.

The OCOG should provide the following:

- ZCPs must be covered areas to protect staff from the weather;
- Internal Village transport stops should be located in close proximity to ZCPs;
- ZCPs must be lockable in the event of Olympic Village lock down to minimise risk to Athletes and their teams;
- ZCPs must allow for small vehicles, bicycles and large luggage to pass through as well as to be able to accommodate two way pedestrian traffic;
- Accreditations are checked primarily upon entering the RZ from the OVP;
- ZCPs must have wall or display space available for signage and interpretation of what is allowed and not allowed into the RZ;
- ZCPs must allow for 2 people to work simultaneously within the area;
- ZCPs are usually operated by Olympic Village Staff / Volunteers to ensure correct access privileges into the RZ.

Continued on next page

8.1 Zone Control Points (ZCP), Continued

Obligation △	It is imperative that the ZCPs are managed correctly and that all accreditations are checked rigorously.

Inclusions / Exclusions

The OCOG should provide the following:
- Shade and air conditioning for Olympic Games;
- Preferably an enclosed space and heating for Olympic Winter Games.

Design Specifications

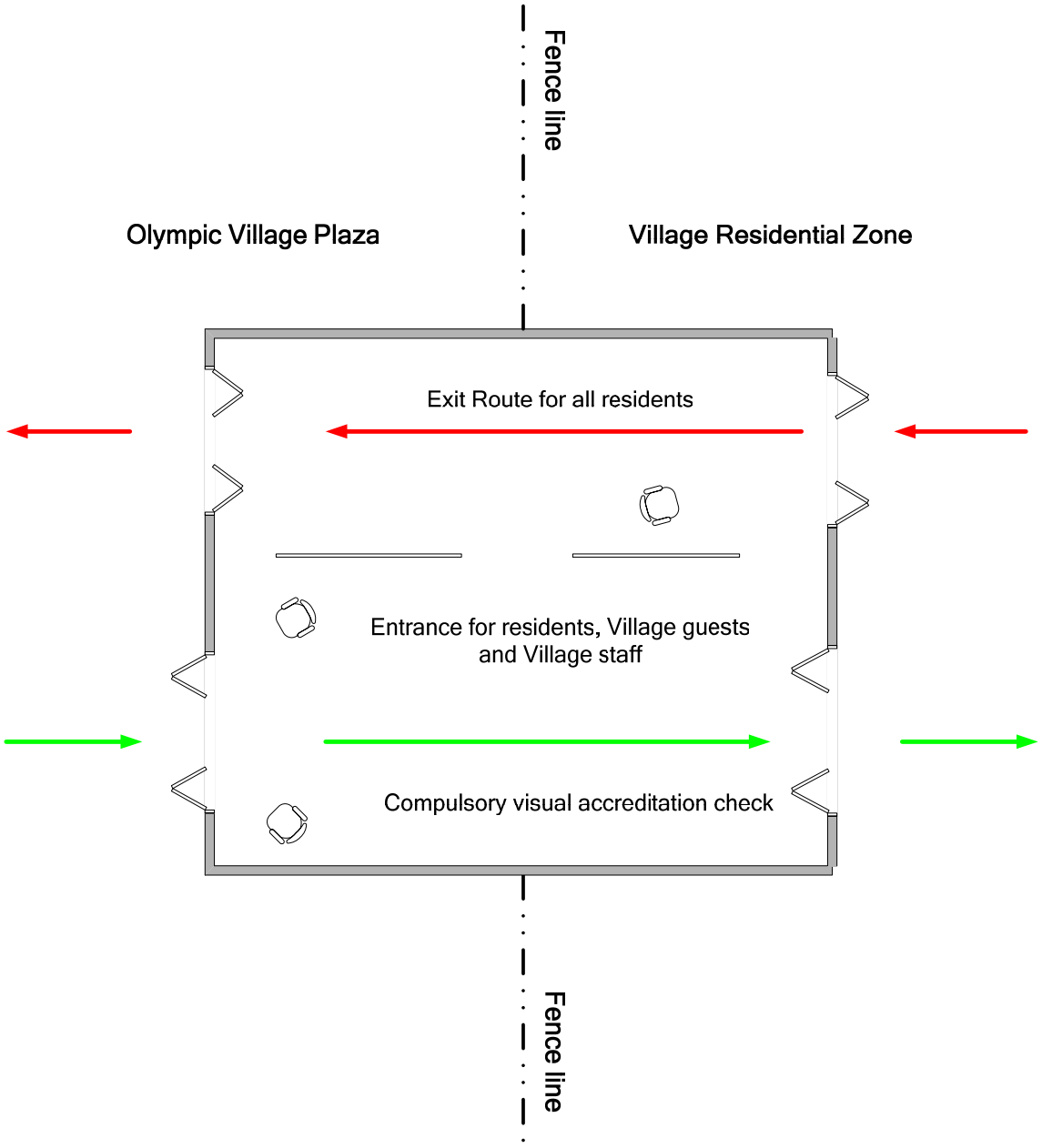
The OCOG should consider the following:
- The ZCPs can be covered areas (e.g. tents or modular structure);
- Heating or cooling system;
- Chairs must be made available;
- Lockable doors / gates (if needed);
- Lighting is required within each ZCP (Olympic Winter Games);
- Power outlets are required for radio charging units;
- Power for air conditioning (Olympic Games) and heating (Olympic Winter Games);
- Large lockable vehicle gate adjacent to ZCP for delivery vehicles into the OVP from the RZ (if needed);
- ZCPs must be operational from Olympic Village Security Lockdown;
- One way egress from RZ to OVP;
- Wheelchair accessible.

Sample Layout

The drawing below is indicative of a Zone Control Point for an Olympic Games.

Continued on next page

8.1 Zone Control Points (ZCP), Continued



8.2 Village Amphitheatre

Overview

All NOCs must officially be welcomed to the Host City and the Olympic Village by the Mayor of the Village.

The Team Welcome Ceremonies are held at the Village Amphitheatre in the OVP.

These ceremonies often attract Heads of State, dignitaries and Media from the respective countries.

Obligation △

All NOCs must hold a Team Welcome Ceremony before the Opening Ceremony of the Olympic Games.

Operational Specifications

The Team Welcome Ceremony consists of:

- A brief speech and welcome by the Mayor of the Village;
- The raising of the Olympic flag and playing of the Olympic anthem;
- The announcement of each NOC;
- The raising of the national flags and playing of national anthems;
- The display of cultural dance / music;
- Exchange of a cultural gift from the OCOG to each NOC;
- The meet and greet opportunity (e.g. children that performed can get Athletes autographs / photographs);
- Post ceremony reception (optional);
- More than one NOC can be welcomed at a ceremony (but no more than 5 at any one time)
- There will be approximately 202 ceremonies for the Olympic Games and 80 ceremonies for the Olympic Winter Games.

The Team Welcome Ceremony should not be more than 20 minutes long.

Inclusions / Exclusions

The OCOG must provide:

- An official photograph for each NOC;
- The ceremonies must be delivered in the official languages of the Olympic Games (French and English) and can be simultaneously translated into the native language of the Host Country via video display translation;
- The Village Amphitheatre should double as an entertainment site, ceremony site or act as a Media backdrop within the Olympic Village;
- NOCs will require a larger quota of Village Guest Passes for the day of their Team Welcome Ceremony.

Continued on next page

8.2 Village Amphitheatre, Continued

Obligation △	The IOC will confirm the additional number of Guest Passes.

Design Specifications

The OCOG must provide:

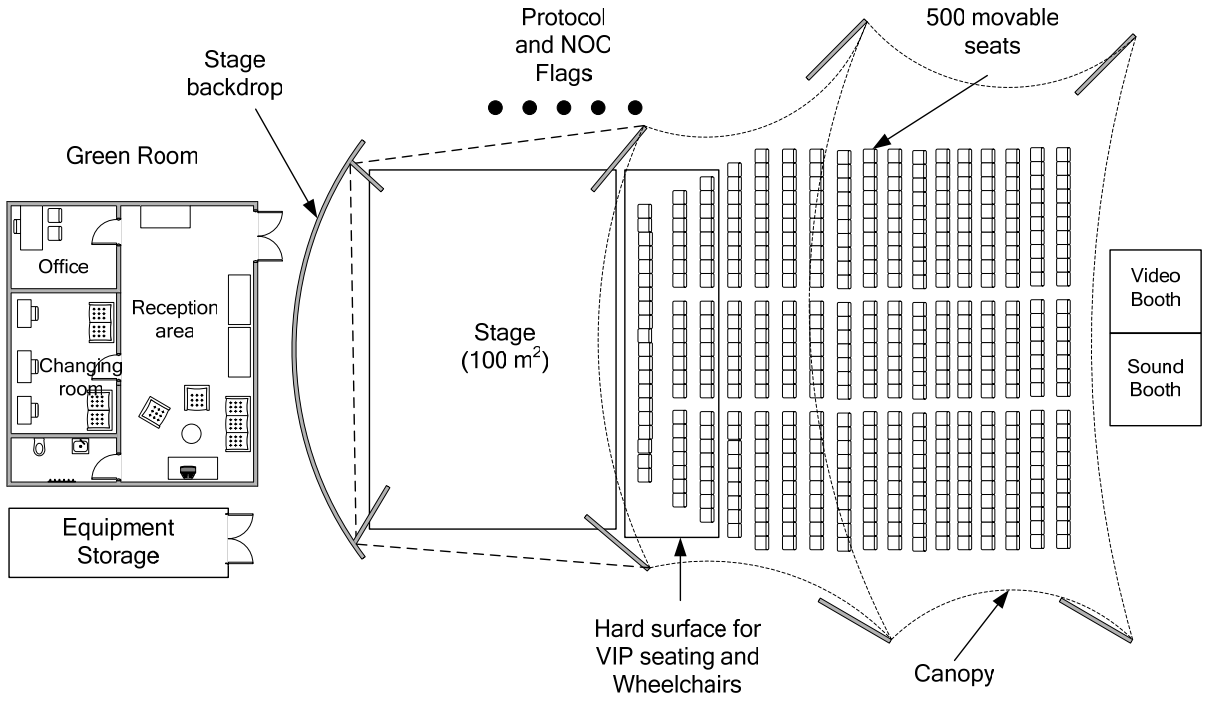
- Sound and lighting;
- Public address and music system;
- 3 phase power for production equipment (sound / lighting);
- Flag poles for the IOC and the national flags of the NOCs at the ceremony;
- Stage with appropriate look of the Games;
- Shelter from the weather;
- Seating for the Olympic Games of up to 500 seats and space for 200 people standing for Olympic Winter Games;
- Changing rooms (green room) for entertainers situated adjacent to or in close proximity to the stage (with unisex toilet);
- Weather proof storage for equipment;
- Weather proof sound and lighting facilities for ceremony production (temporary tent);
- Wheelchair access to all levels of the Village Amphitheatre;
- Reception area (optional);
- The Flag Mall should be situated in close proximity to the Village Amphitheatre.

The Flag Mall consists of all the national flags of the NOCs participating at the Olympic Games. In addition, the IOC flag, United Nations, the country and regional flag of the Host City must be present.

Continued on next page

8.2 Village Amphitheatre, Continued

Sample Layout The drawing below is indicative of a Village Amphitheatre for an Olympic Games.



8.3 Village General Store

Overview

The OCOG will be responsible for the detailed design and fit-out of the Village General Store.

The Village General Store is a convenience shop for Residents and Guests at the Olympic Village. The Village General Store will provide a limited variety of products including:

- Personal health care;
- Household products;
- Licensed and Olympic Village specific merchandise;
- Snacks;
- Beverages;
- Medical supplies;
- Office supplies;
- Small electronics;
- International newspapers;
- Books;
- Music (CDs / DVDs);
- Souvenirs.

The range of exclusive Olympic Village merchandise is always a popular seller for Residents and Guests at the Olympic Village. Special attention should be given to these souvenir items in the Village General Store.

Operational Specifications

The OCOG should provide the following:

- Anti-theft system to avoid product theft;
- Separate shop entry and exit points with wheelchair accessibility;
- Office for the Village General Store Manager with infrastructure to support telephone / data / computer requirements;
- Lockable storage room;
- The Village General Store must be adjacent to a service road to facilitate deliveries of goods and waste removal;
- Space for a safe to hold cash overnight.

Continued on next page

8.3 Village General Store, Continued

Inclusions / Exclusions

The Village General Store can provide the following:
- Dry cleaner and clothing alterations operation;
- Customer bag storage area.

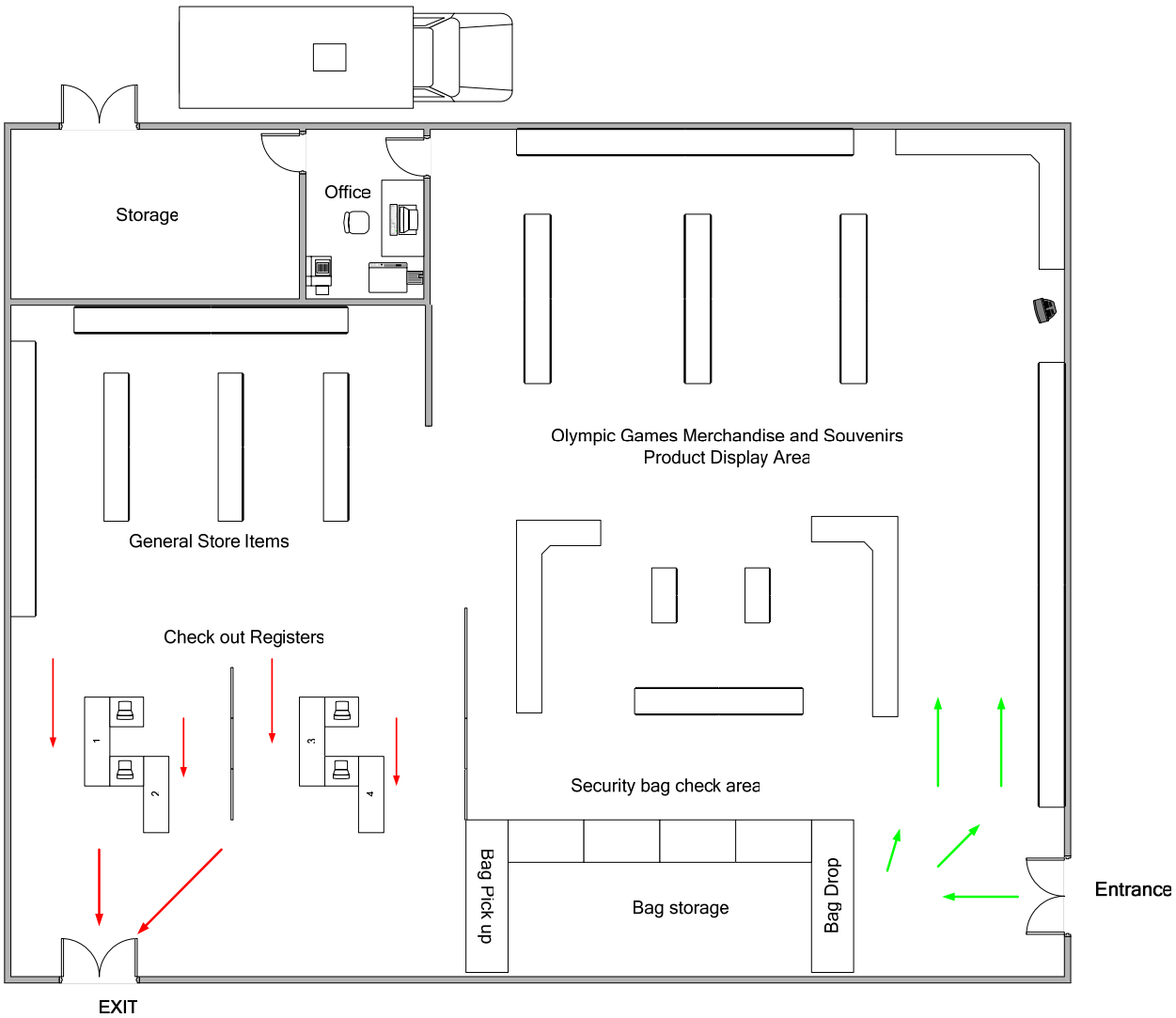
Design Specifications

The OCOG should provide the following:
- Telephone / data / point of sale infrastructure required for office, check-out counters;
- Lockable doors;
- Air conditioning for Olympic Games / heating for Olympic Winter Games;
- Store room (or adjacent storage space);
- Shop quality lighting.

Continued on next page

8.3 Village General Store, Continued

Sample Layout The drawing below is indicative of a Village General Store for an Olympic Games.



8.4 Bank

Overview

The Bank should provide the following services:

- Checking account services;
- Savings account services;
- Foreign currency exchange (very popular service);
- Cashing of travellers checks;
- Credit card cash advances;
- Domestic and international bank-to-bank services;
- Wiring services;
- Safety deposit boxes;
- Automatic teller services provided by Visa (ATM).

All services are at a charge to customer.

Operational Specifications

The Bank should take into consideration the following:

- Secure unit for storing money (e.g. vault);
- Suitable look inside of building;
- ATM for out of hours access to local currency (provided by Visa);
- NOCs must be able to open an account or have access to a bank account;
- Transport of currency in and out of the OVP out of operating hours.

Inclusions / Exclusions

The OCOG is responsible for:

- Reinforced floor area, walls and ceiling for portable vault used for safe storage of assets;
- ATM requires reinforced concrete base to secure unit into place, data cabling and telephone cabling;
- Uninterrupted power supply;
- CCTV monitoring (if required);
- Floor coverings;
- Offices;
- Back to base alarm required and wired into Village SCC;
- Immediate back of house access to service road and to vault.

Continued on next page

8.4 Bank, Continued

Design Specifications

Due to security implications, temporary fabricated tents are not appropriate for bank operations.

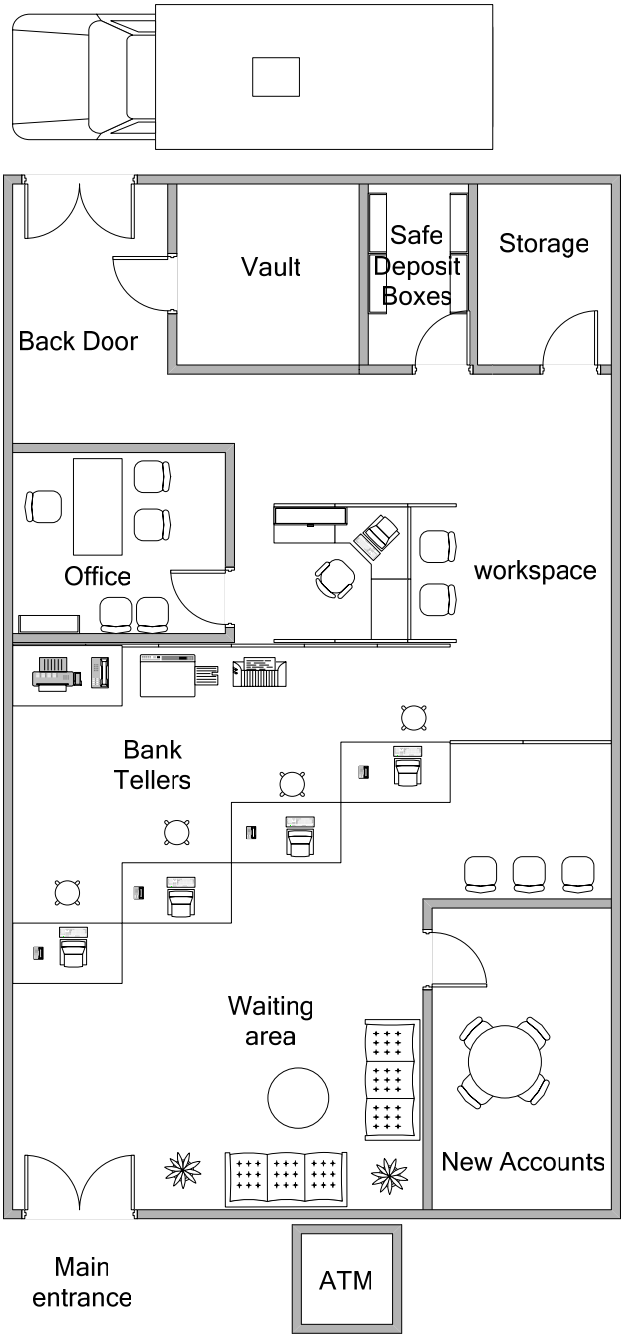
The Partner / Vendor should provide:

- Private meeting room to meet with NOCs to establish new accounts;
- Bank Manager's office;
- General workspace for bank employees;
- Bank teller stations to conduct transactions;
- Queuing space for bank patrons;
- Tables and chairs;
- Storage space for collateral bank material;
- Lockable room for safe deposit boxes;
- Data and telephone cabling at all teller points and workspaces;
- Secure and segregated back of house area from front of house operations.

Continued on next page

8.4 Bank, Continued

Sample Layout The drawing below is indicative of a Bank for an Olympic Games.



8.5 Photo Store

Overview

The Photo Store will provide a variety of services for Olympic Village Residents and Guests including:

- Film processing;
- Digital photo processing;
- Sales of cameras, video cameras, films, batteries;
- Sales of photographs from the Olympic Games;
- Sales of video tapes, CDs;
- Digital camera rental.

The Photo Store may exhibit or sell new technological products that could be of interest to the Olympic Village Residents and Guests.

All services will be at a charge to customers.

Operational Specifications

The Photo Store Partner / Vendor will be responsible for providing:

- Queuing area;
- Sales counters;
- Sales display areas;
- Cool room storage for storing sensitive photo paper and film products;
- Rapid film processing on site;
- Space for managerial administration.

Inclusions / Exclusions

Consideration should be given to:

- The rental desk for residents to hire digital cameras.

Design Specifications

The OCOG must provide the following:

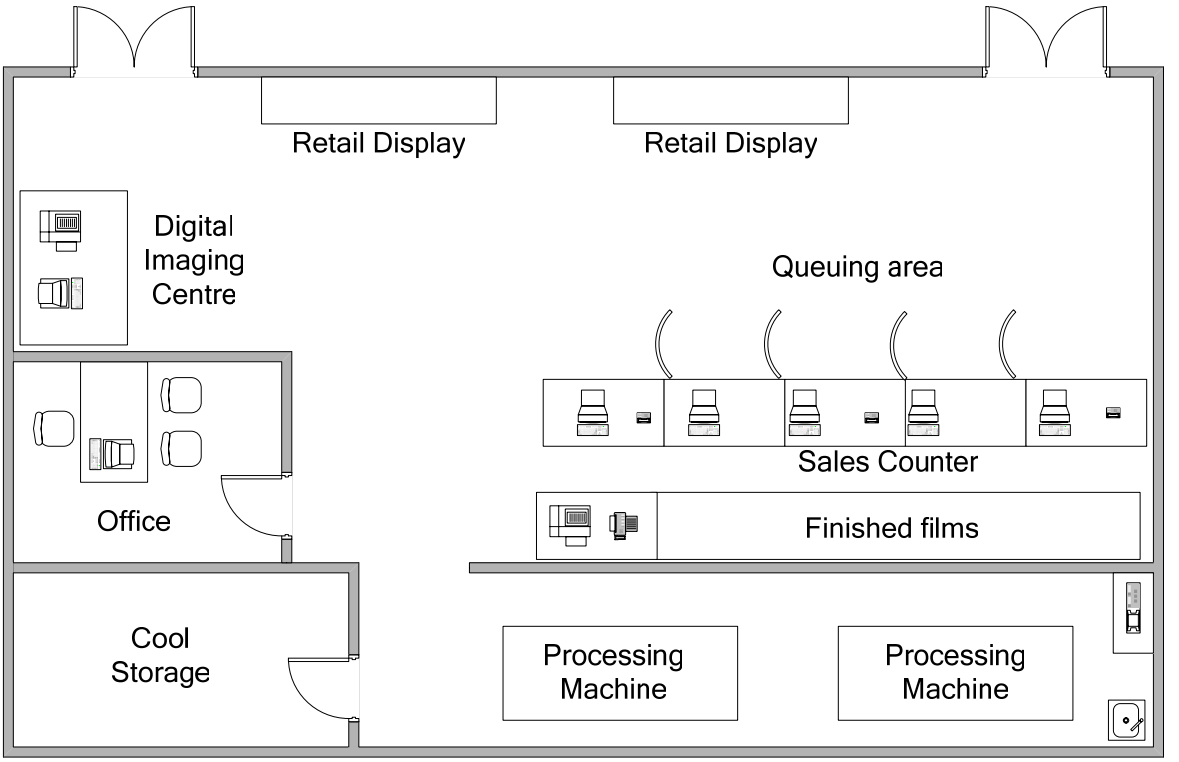
- Plumbing and sewer services to dispose of chemical waste (PVC disposal pipes). Environment Cleaning and Waste departments should be contacted for advice on appropriate chemical waste disposal;
- Mechanical exhaust to eliminate processing chemical fumes;
- Air conditioning for Olympic Games/ heating for Olympic Winter Games;
- Refrigerated / cool storage area;
- Adequate power for processing machines, digital processing and displays;
- Shop quality lighting / display lighting;
- Hot and cold water plumbing;
- Sink and workspace for film processing.

The Photo Store design must take into consideration new technology but also be aware that many NOCs may not be exposed to the latest technology. Therefore more traditional items must be made available.

Continued on next page

8.5 Photo Store, Continued

Sample Layout The drawing below is indicative of a Photo Store for an Olympic Games.



8.6 Village Call Centre

Overview

The Village Call Centre is a retail shop that provides pay phones with data ports, calling cards, mobile phone accessories and general customer service when using their products.

The Village Call Centre is a very popular retail outlet within the OVP.

The services are at a charge to customers.

Operational Specifications

The Vendor should provide the following:

- Desks and chairs;
- Assistance on how to use telephones and dialling procedures;
- Workstation units for customers to plug in their laptops;
- Semi private calling stations for Residents to make long distance telephone calls;
- Sales counter to sell products and calling cards;
- Help desk for telephone related items.

Inclusions / Exclusions

The Vendor can consider:

- Rental of mobile phones (in accordance with IOC Marketing Partners or OCOG Partners agreements).

Design Specifications

The Vendor should provide:

- Fit-out;
- Semi private booths, standing and sitting;
- Telephones with data ports for laptops;
- Sales counters and displays.

The OCOG should provide:

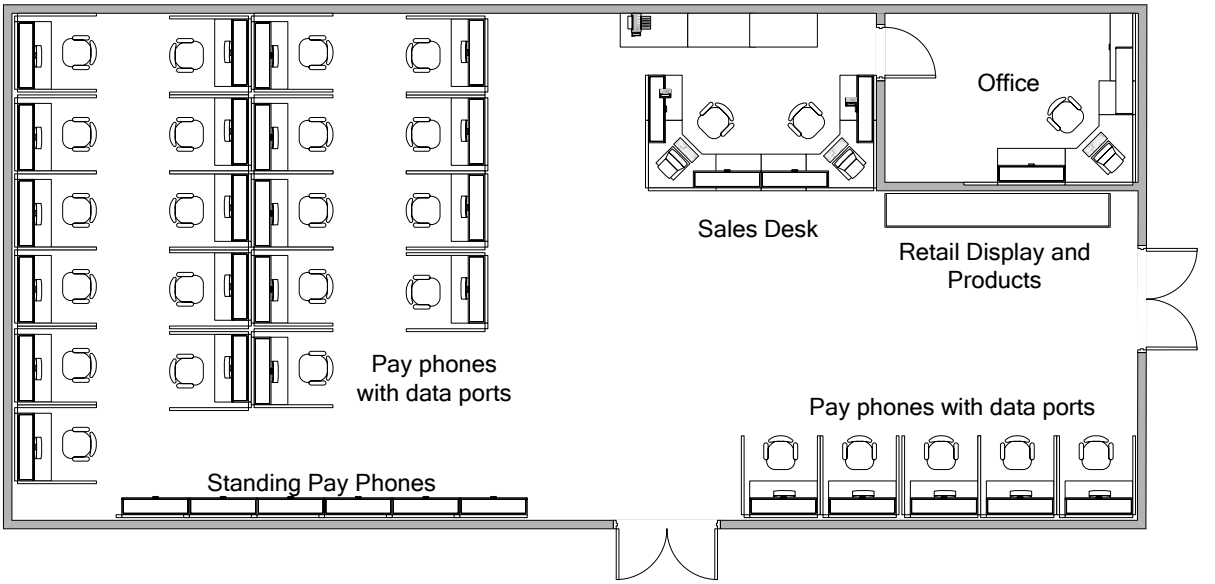
- Infrastructure to support the multiple telephone lines required for a calling centre;
- Sound attenuation between calling stations;
- Office space and storage.

Rate Card telecommunication should not be distributed or handled through this facility.

Continued on next page

8.6 Village Call Centre, Continued

Sample Layout The drawing below is indicative of a Village Call Centre for an Olympic Games.



8.7 Cyber Café

Overview

Several Cyber Cafés can be provided throughout the Olympic Village. In addition to the Residential Zone Cyber Cafés, it is likely a Sponsor will want to provide such a facility in the OVP.

The Cyber Café is a very popular area for Athletes and Officials. Cyber Cafés are restricted to use by Residents of the Olympic Village and Internet access is free of charge. Operating hours are usually from 08:00 a.m. to midnight everyday.

Operational Specifications

Generally a Partner / Vendor supplies this operation if not then the OCOG must provide this service including:

- Computers;
- The minimum number of computers are 150 for an Olympic Games and 75 for an Olympic Winter Games;
- Access to Info System;
- Computers and printers;
- Internet website of the Olympic Games;
- Email and Internet access;
- Printers (centrally located);
- Controlled access for Athletes and Officials only.

Design Specifications

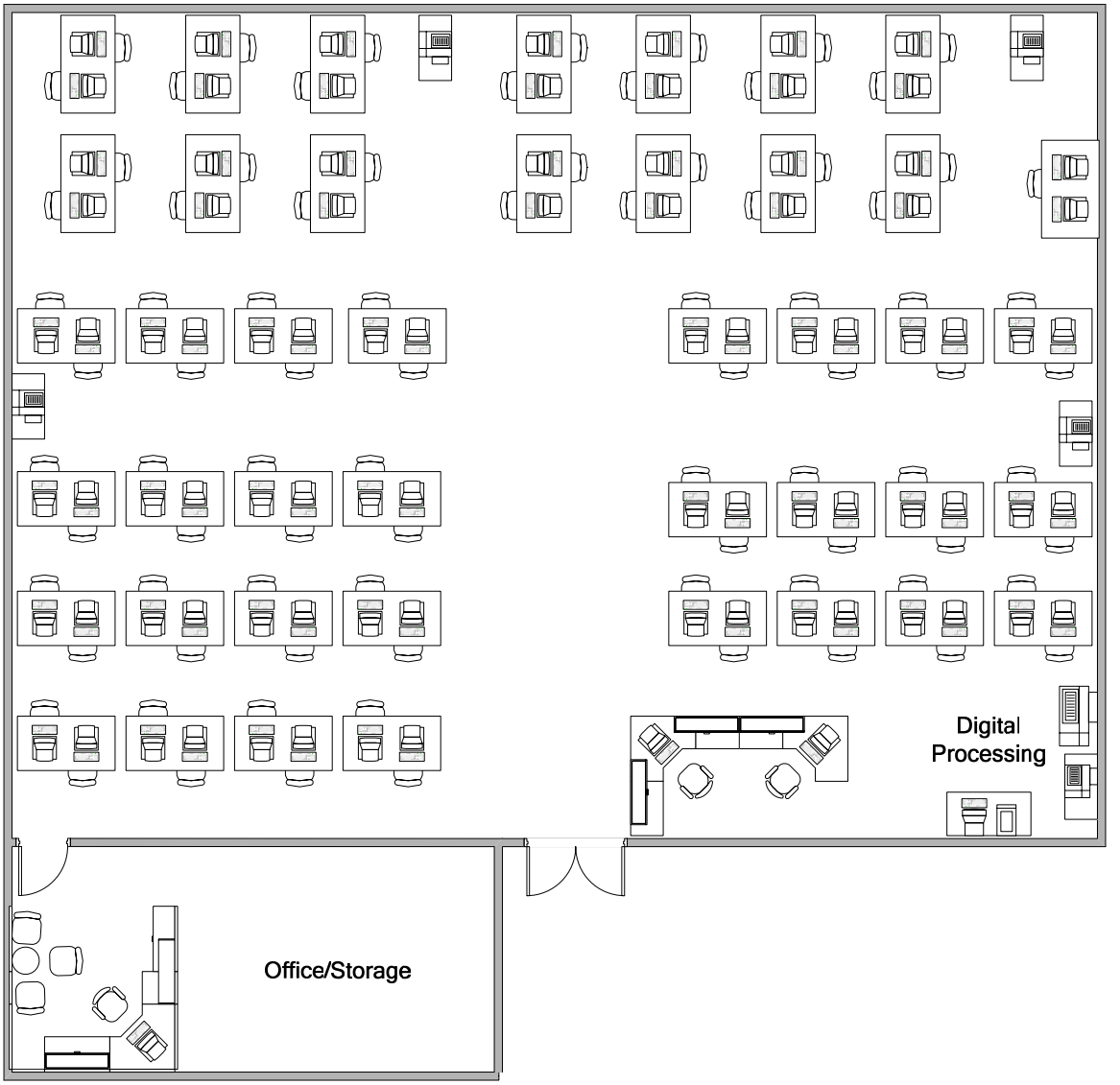
The Vendor or the OCOG must provide the following:

- Facility with on line computers:
- Infrastructure for multiple data lines;
- Air conditioning for Olympic Games / heating for Olympic Winter Games;
- Semi private workspace areas;
- Management office for monitoring of computer use;
- The Cyber Café can be divided into smaller units and located in different residential areas of the Olympic Village and the OVP;
- Wheelchair accessibility.

Continued on next page

8.7 Cyber Café, Continued

Sample Layout The drawing below is indicative of a Village Cyber Café for an Olympic Games.



8.8 Hair Salon

Overview

The Hair Salon is one of the most popular shops within the OVP. The Hair Salon will provide a variety of services including but not limited to:

- Haircuts;
- Styling;
- Colouring;
- Perms;
- Manicures;
- Facials.

The Hair Salon may also sell hair care products if the Village General Store does not stock these items and subject to IOC Marketing Partners or OCOG partners contracts. These items include:

- Shampoo;
- Conditioner;
- Temporary hair colour, etc.

Basic haircuts should be free of charge for Athletes. All other services provided are at the charge to customers.

Operational Specifications

The OCOG may need to fit out the Hair Salon due to the specific equipment needed. The OCOG will need to determine what facilities, infrastructure and equipment are required to be provided to the Hair Salon Partner / Vendor.

The OCOG should provide the following:

- Waiting lounge;
- Hair washing stations;
- Hair cutting / styling stations;
- Space for manicure / pedicure;
- Reception for staff taking appointments, selling products and conducting transactions simultaneously;
- Circulation space and some cutting stations to accommodate wheelchairs.

Inclusions / Exclusions

The OCOG should consider the following;

- Manager office;
- Storage room;
- Music system;
- Specialised FF&E (e.g. salon chairs, sinks, mirrors etc.).

Continued on next page

8.8 Hair Salon, Continued

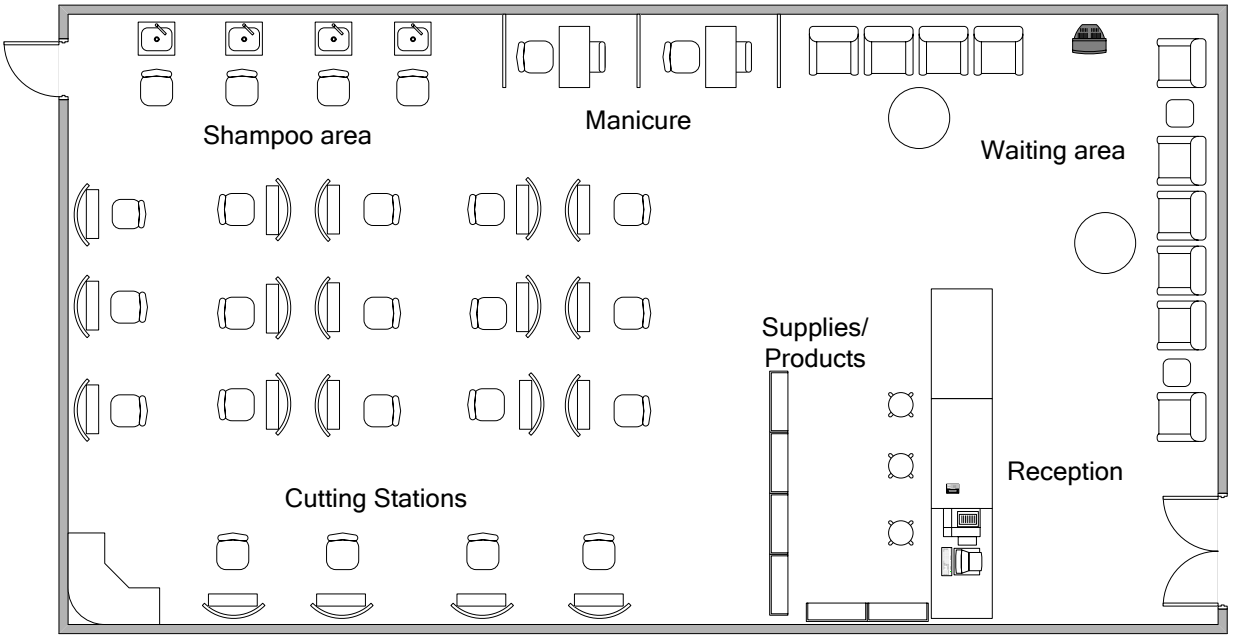
Design Specifications

The OCOG should provide the following:

- Hot and cold water for hair washing stations;
- Mechanical ventilation (exhaust) for fumes from hair colouring or acrylic arts;
- Power outlets at each station for equipment (e.g. clippers, blow driers and heating lamps);
- Telephone and data line for point of sales;
- Small storage or in shop shelving for display and sales of salon products;
- Hair Salon lighting;
- Non porous flooring or sealed floor cover (linoleum, tile or sealed concrete).

Sample Layout

The drawing below is indicative of a Hair Salon for an Olympic Games.



8.9 Florist

Overview

The Florist should provide a range of flowers and gifts for customers in the Olympic Village. The Florist can also sell greeting cards.

The Florist will provide:
- Floral arrangements;
- Plants;
- Telephone order service from around the world for delivery to residents in the Olympic Village;
- Balloon rental service (optional);
- Greeting cards (optional).

All the services are at a charge to customers.

Operational Specifications

An operational plan must be drafted on how the flowers will be distributed to the Residents. The Florist must deliver to the NOC office locations. NOCs will be responsible for deliveries to their Athletes.

The Florist should provide the following services:
- The Florist must be able to receive outside calls for orders to residents within the Olympic Village;
- Customers must be able to purchase pre made floral arrangements or order special arrangements from the shop directly.

Inclusions / Exclusions

The Florist may decide to have a catalogue and delivery service for the Olympic Winter Games. Alternatively, a floral refrigerator can be provided within the General Store with a limited range of floral arrangements for sale.

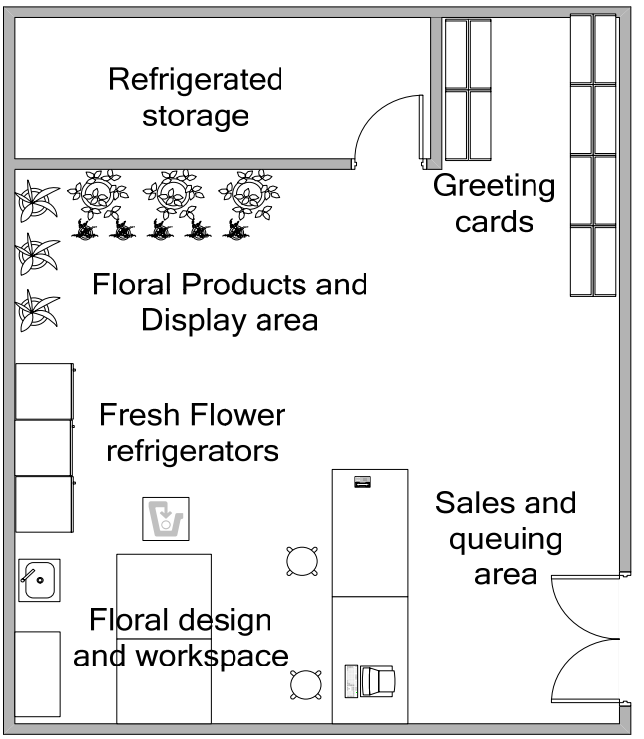
Design Specifications

The OCOG should provide the following:
- Water outlet with hot and cold water;
- Refrigerated space (could be refrigerated container);
- Telephone / data lines for point of sale;
- Linoleum floors;
- Workspace for making floral arrangements;
- Space for greeting cards.

Continued on next page

8.9 Florist, Continued

Sample Layout The drawing below is indicative of a Florist for an Olympic Games.



8.10 Dry Cleaning

Overview

The OCOG will be responsible for detailed design and fit-out of the Dry Cleaning service for residents.

The Dry Cleaning service is primarily used by NOCs and Residents to clean and press their Opening and Closing Ceremonies uniforms. A tailoring service must be made available for Athletes and Officials to adjust clothing.

The laundry and dry cleaning is collected, taken off site to be cleaned and then delivered to the Olympic Village the next day.

All services are at a charge to the customers.

Operational Specifications

The Vendor should provide the following:

- Dry cleaning to be taken from the Olympic Village and cleaned off site;
- Workspace for alterations operation (alterations can be done off site);
- Space for hanging clothes;
- Order and tracking number mechanism;
- Dry Cleaning can be amalgamated with other services (e.g. Florist / Village General Store).

Design Specifications

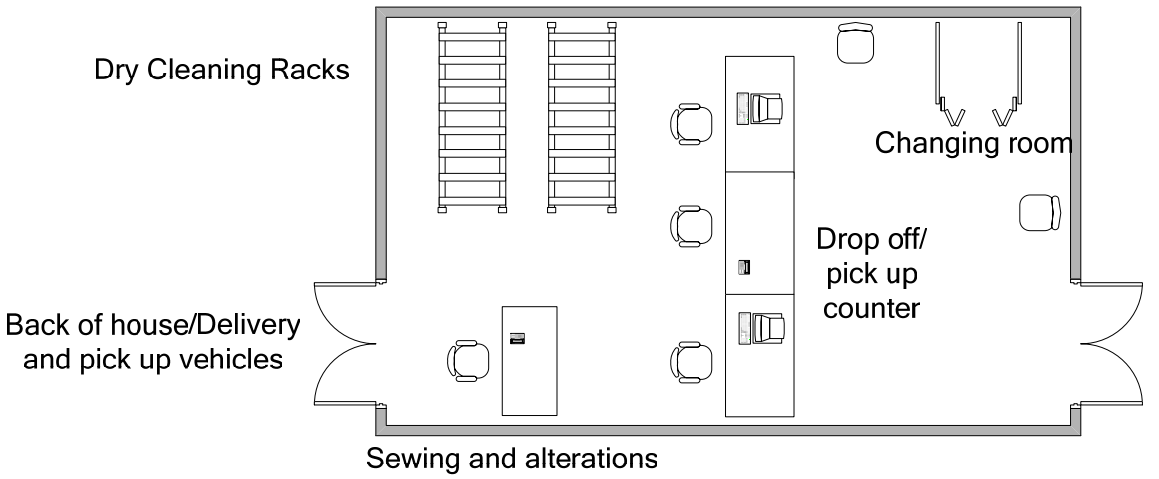
The OCOG should provide the following:

- Power for sewing machines;
- Telephone / data lines for point of sales systems;
- Access to service road for delivery vehicles;
- Lockable doors;
- Changing room;
- Plan for pick-up and deliveries daily.

Continued on next page

8.10 Dry Cleaning, Continued

Sample Layout The drawing below is indicative of a Dry Cleaning shop for an Olympic Games.



8.11 Café

Overview

The Café will serve as a primary gathering place to relax in a comfortable atmosphere. The Café is often used for informal meetings by Guests and Volunteers. Residents can enjoy light snacks, hot and cold beverages. Drinks must be Sponsor products.

All services are at a charge to customers.

Operational Specifications

The OCOG should provide the following:

- Lounge areas (Olympic Winter Games);
- Outdoor seating (Olympic Games);
- Board games (chess, backgammon);
- Take away type service (not table service);
- Sale of light meals, sandwiches, pastries, biscuits, soft drinks, coffee, hot chocolate;
- At Olympic Winter Games, hot drinks must be made available.

The Café provides a good location for live entertainment to small audiences.

Design Specifications

The OCOG usually defines design and completes fit-out taking into consideration, local cultures, trends and use of the look of the Games.

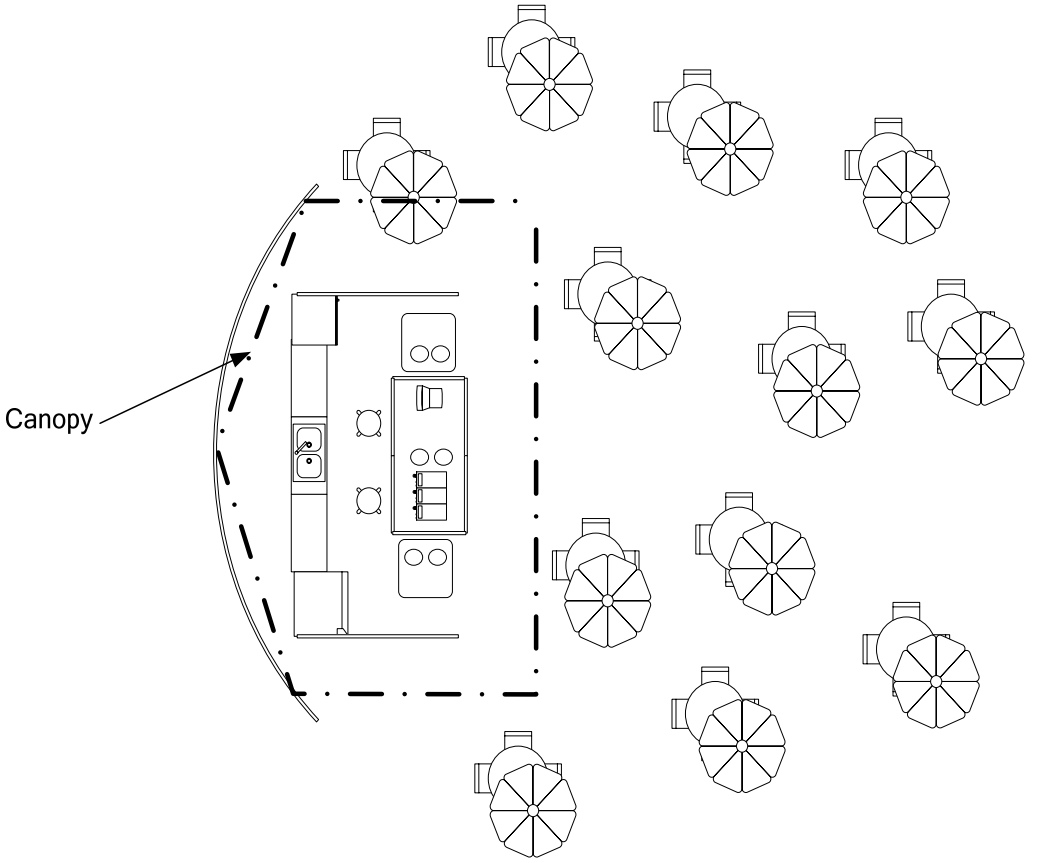
The OCOG should provide the following:

- The seating capacity of the Café should be no more than 100 persons;
- Power for entertainment equipment (e.g. electric piano, lighting and public address system);
- Hot and cold water with plumbing for servery / kitchen preparation and coffee making area;
- Refrigeration equipment and storage;
- Lockable facility;
- The Café can be a temporary tent, modular or permanent type facility.

Continued on next page

8.11 Café, Continued

Sample Layout The drawing below is indicative of a Café for an Olympic Games.



8.12 Travel Agent

Overview

The Travel Agent will provide:
- Flight bookings;
- Flight information;
- Change airline ticket process;
- Booking holiday vacations for post Olympic holidays;
- Promotions on holidays or local destinations
- Booking local tourist excursions.

Operational Specifications

The OCOG should provide the following:
- Lounge / waiting area;
- ISDN lines to connect to airline database.

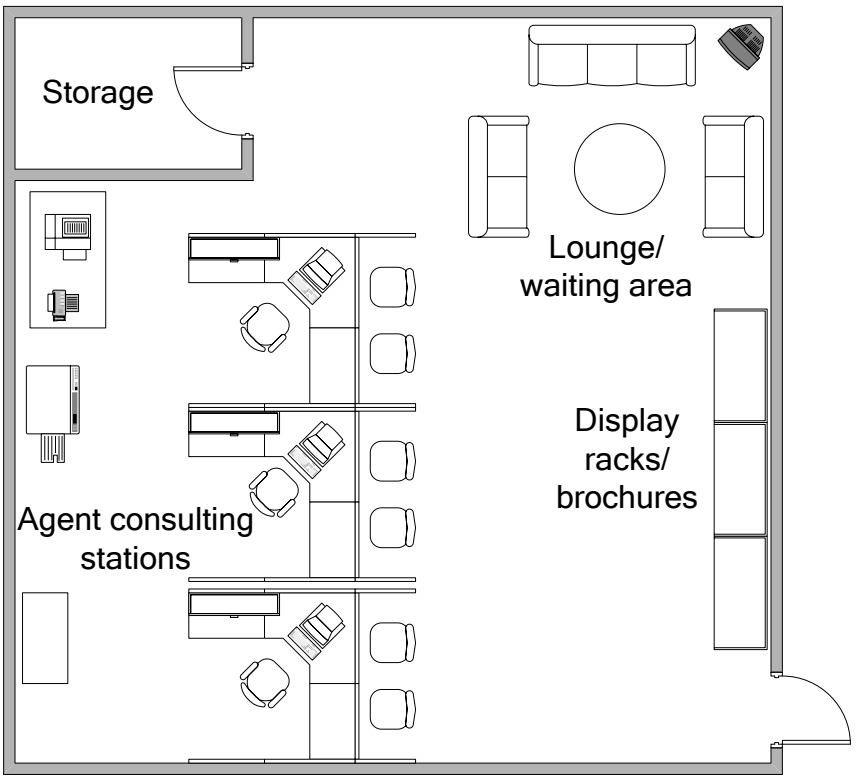
Design Specifications

The Travel Agent should provide:
- Brochures and tourist information;
- Flight ticketing;
- Sales desks.

Continued on next page

8.12 Travel Agent, Continued

Sample Layout The drawing below is indicative of a Travel Agent for an Olympic Games.



8.13 Post Office

Overview

The Post Office will provide a full range of mailing services at the Olympic Village. Services will include:

- Commemorative Olympic stamps;
- Franking (including a specific Olympic Village mark and Olympic Games mark);
- First day covers (e.g. Olympic Games);
- Domestic mail service;
- International mail service;
- Registered, issued and certified mail service;
- Stamps, postcards, standard stationery materials for post and parcels;
- Possible packaging and courier service.

All the services are at a cost to the customers.

Operational Specifications

The Vendor should provide the following:

- Retail product display areas within the Post Office;
- Point of sales;
- Ensure deliveries of mail and parcels to NOC offices;
- Set up post codes for each NOC;
- Workspace for customers to pack parcels;
- Post box and franking service.

Inclusions / Exclusions

The OCOG can consider providing an internal Olympic venue courier service.

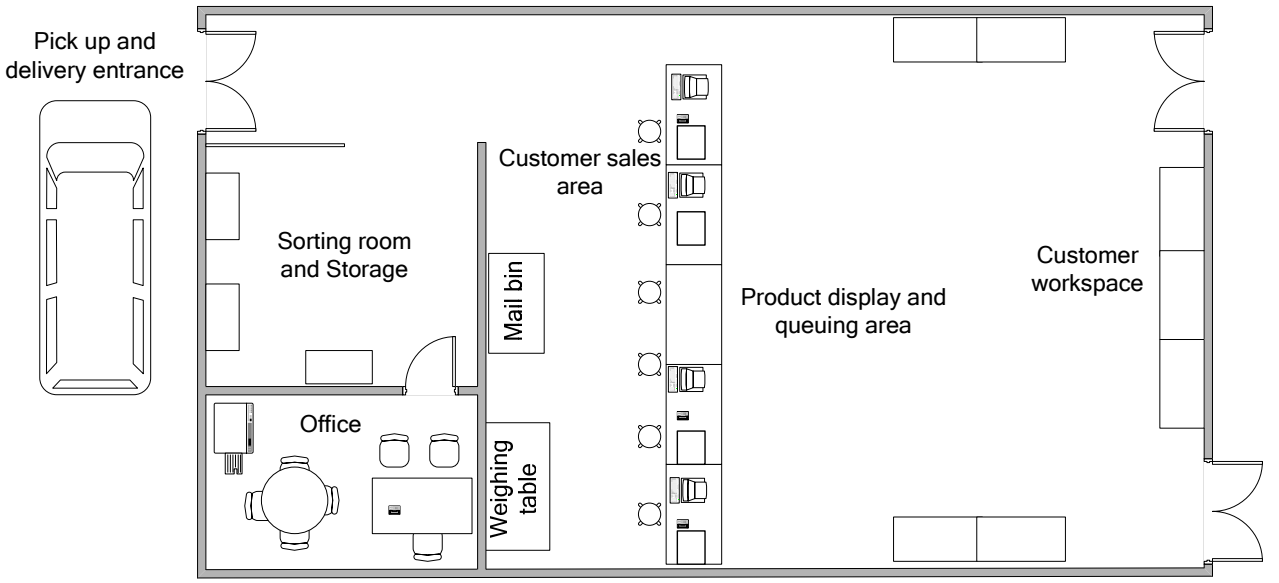
Design Specifications

The OCOG should provide the following:
Sorting room for mail;
Telephones / data lines;
Managers office space;
Counter / point of sales space;
Workspace for customers;
Access to service road in OVP with access into the sorting room of the Post Office;
Increased packaging and courier service surface area for storage and sorting room if required.

Continued on next page

8.13 Post Office, Continued

Sample Layout The drawing below is indicative of a Post Office for an Olympic Games.



8.14 Olympic Museum

Overview

The location of the Olympic Museum must be prominent in the OVP.

The Olympic Museum will have an office and a display area.

Operational Specifications

The office and display area must be clearly divided.

The OCOG should provide the following:

- Office working space for a minimum of 2 people;
- Photo / fax / copier;
- Tables and chairs;
- Tables for assembly of collateral materials;
- Space for meeting with Athletes and Officials;
- Storage for gift items for those Athletes that donate items to the Olympic Museum;
- Space for 20 m shipping container (for items collected to be shipped back to the IOC post Olympic Games);
- Storage of 20 m^2 for collected materials close to the office / exhibition area;
- Office space and display space of minimum 50 m^2 (Olympic Games) and 40 m^2 (Olympic Winter Games);
- Power for interactive displays;
- Adequate lighting for display cabinets and wall displays;
- Lockable doors;
- Info System.

Inclusions / Exclusions

The Olympic Museum can also be located with the IOC Athletes Commission Voting.

If more than one Olympic Village, the Olympic Museum will indicate to the OCOG their needs for additional spaces in the other Olympic Villages.

Design Specifications

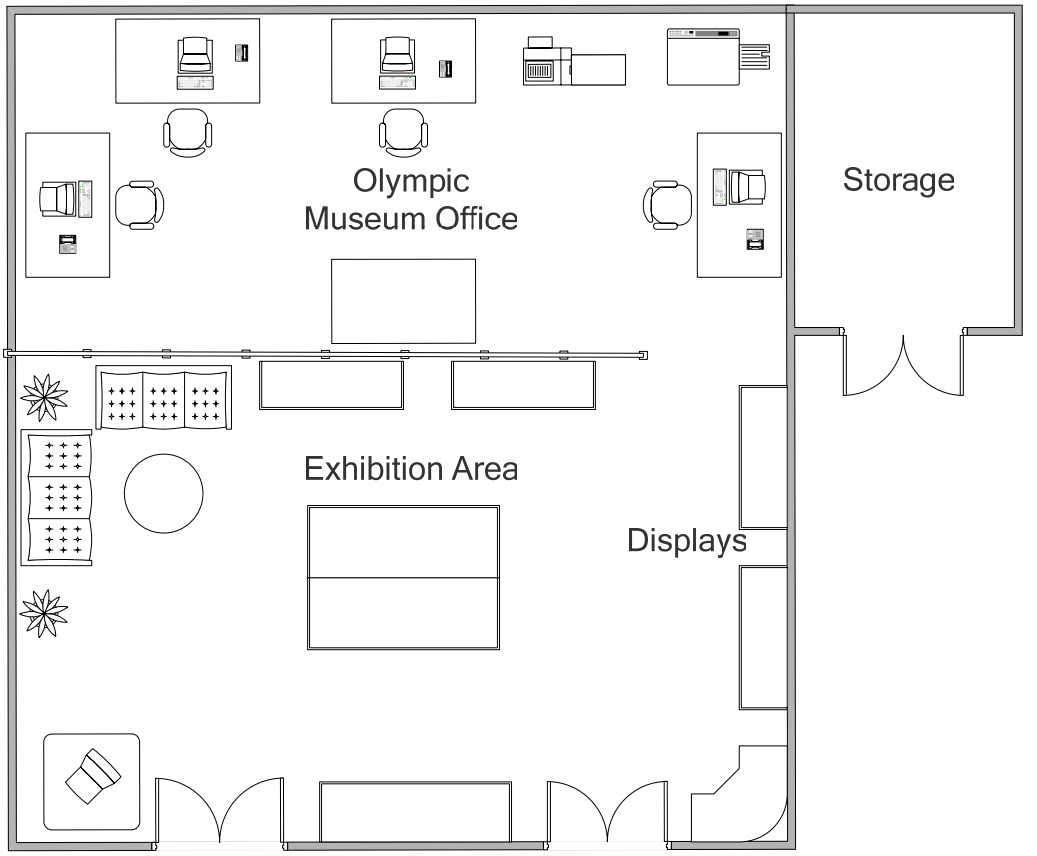
The OCOG can provide out of hours display windows (optional). The Olympic Museum will take responsibility for all fit-out and look of this space.

The Olympic Museum must be accessible for setting up and dismantling exhibitions.

Continued on next page

8.14 Olympic Museum, Continued

Layout Samples The drawing below is indicative of the Olympic Museum space in the Olympic Village.



8.15 WADA's Athlete Outreach Programme

Overview

WADA's Athlete Outreach Programme was created to raise awareness about anti-doping and to allow face-to-face interaction with Athletes at major sporting events worldwide. It is one of the most effective vehicles for educating Athletes and their support personnel about the dangers and consequences of doping.

- Anti-doping experts and retired Athletes are recruited from around the world to staff the Athlete Outreach Programme to discuss anti-doping issues with Athletes.
- The WADA's Outreach location should be located in a high-visibility area that receives a great deal of Athlete foot traffic throughout the Olympic Games.
- Cross promotions should be encouraged with other programmes in the Olympic Village (e.g. IOC Athlete Commission election, Olympic Museum) and distribution of promotional materials including publicity in the Village and Athlete guide.

Operational Specifications

The OCOG will provide the basic infrastructure in the form of permanent or temporary constructed buildings and will provide all basic power, water and gas supply to the area.

The OCOG should consider the following:
- Lockable space when not in use;
- Windows;
- Office and meeting area for Athletes and Officials;
- A storage area;
- Telephone line with international connection at cost to WADA;
- Large storage cabinets;
- Folding tables;
- Stackable chairs;
- Couches.

WADA will provide:
- Computers;
- Internet access;
- Modem router;
- Television with Olympic feed and a television stand (Rate Card).

Inclusions / Exclusions

WADA will conduct the same services for the Paralympic Games.

Continued on next page

8.15 WADA's Athlete Outreach Programme, Continued

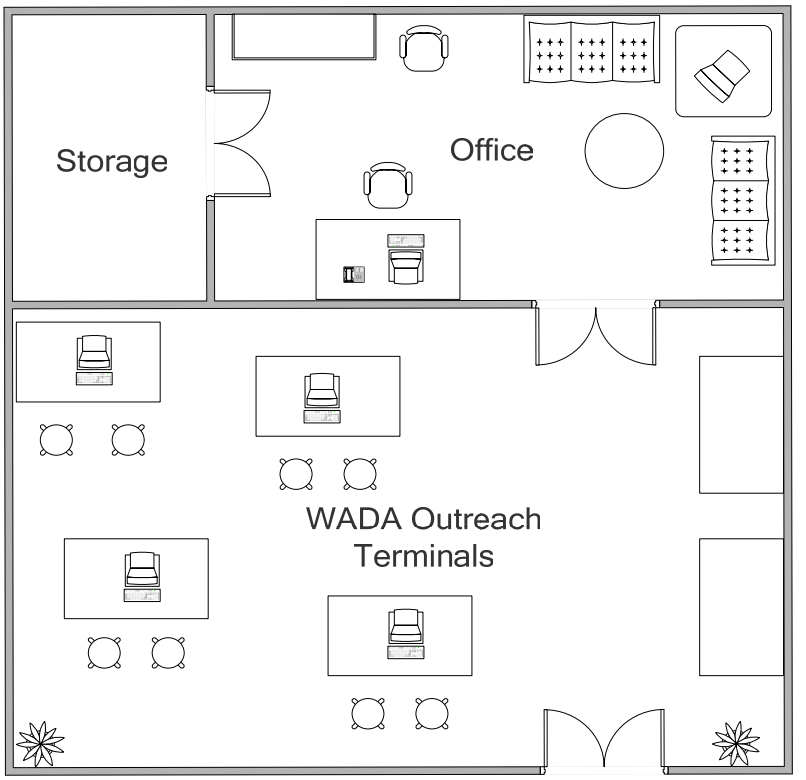
Design Specifications

WADA is responsible for:

- Look and feel of the space of the Outreach Programme;
- Staffing;
- Publications;
- Software.

Sample Layout

The drawing below is indicative of the WADA's Athlete Outreach Programme for an Olympic Games.



8.16 Ticket Office

Overview

The OCOG will be responsible for detailed design and fit-out of the Ticket Office.

The Ticket Office will provide an outlet for Athletes, Officials, Olympic Village Guests and OCOG Workforce to obtain tickets to the Olympic Games sporting events, the cultural events and provide general information on events in the Host City.

All services are at a charge to customers.

Operational Specifications

The Ticket Office is run by the OCOG Ticketing Department.

The Ticket Office should provide the following:
- On-line booking and printing services;
- Computer and ticket printer available on site;
- Safes are required to lock up ticket stock and money after hours.

Inclusions / Exclusions

The OCOG can produce and distribute the Athletes complimentary tickets at this location (optional).

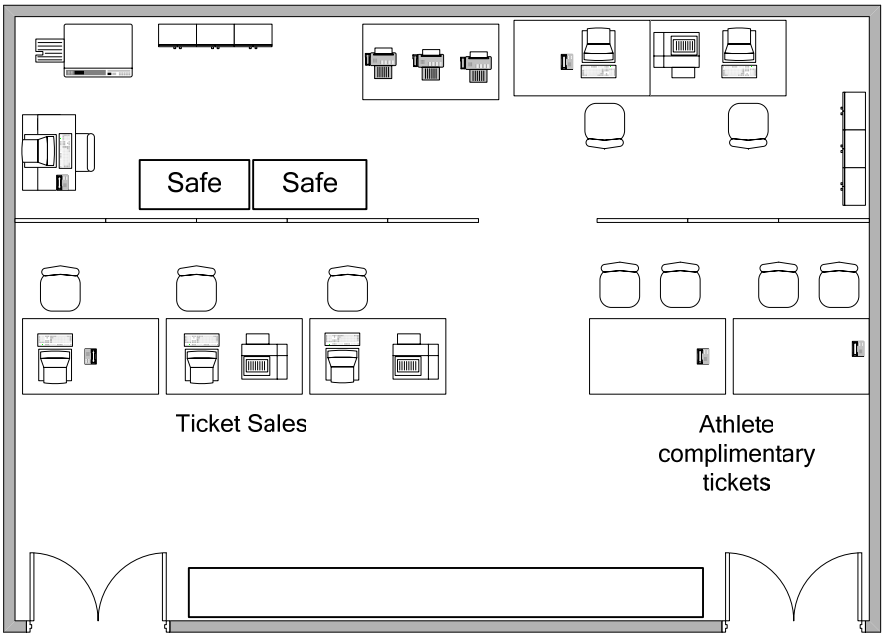
Design Specifications

The OCOG should provide the following:
- Lockable and secure doors;
- Power, telephone and data lines required for Olympic network telephones, external faxes and copy machines;
- Point of sale for on-line ticket ordering by customers;
- Workspace for sorting of tickets;
- Separate distribution area (if needed);
- Access to ticket network system.

Continued on next page

8.16 Ticket Office, Continued

Sample Layout The drawing below is indicative of a Ticket Office for an Olympic Games.



8.17 Information Office

Overview

The OVP Information Office is a Resident and Guest service help desk. This operation provides general Village and relevant Olympic Games information. It can also act as a meeting point for Olympic Village Residents and Guests.

The Information Office can serve as a satellite workstation for the Olympic Village Newspaper staff.

The OCOG will be responsible for the detailed design and fit-out of the Information Office.

Operational Specifications

The Information Office will provide to Residents and Guests of the Olympic Village:

- General Games information;
- General Games maps;
- Olympic Village maps;
- General Olympic Village information;
- Local attractions information;
- Tours and guides of local area;
- General assistance for queries;
- Ordering taxis;
- Info System access including Athletes biographies, results and statistic information.

The Information Office must be staffed by volunteers from the OCOG.

Inclusions / Exclusions

The OCOG should provide the following:

- Printing station to print off results from Info terminals;
- Olympic Village Newspaper distribution point;
- Lost and found central collection and storage point.

Continued on next page

8.17 Information Office, Continued

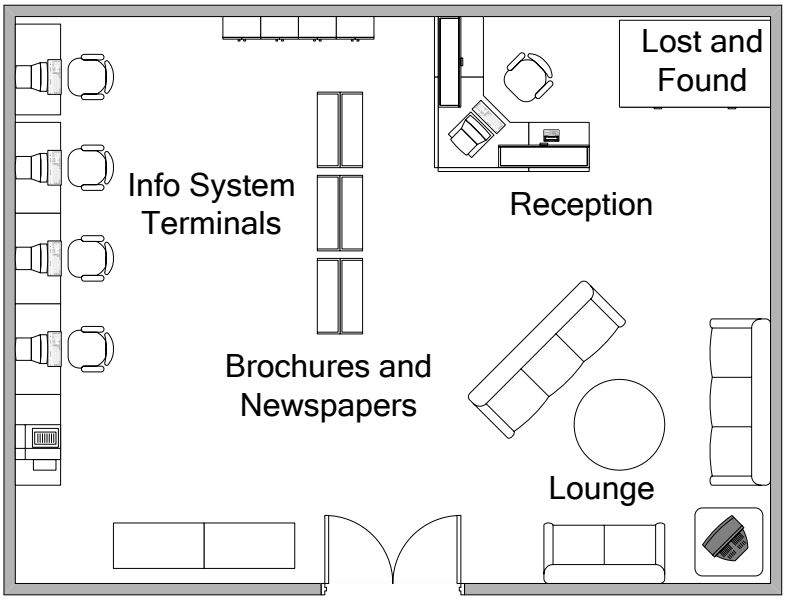
Design Specifications

The OCOG should provide the following:

- Power, telephone and data lines for Info terminals and telephone services;
- Lockable facility;
- Air conditioning for Olympic Games/ heating for Olympic Winter Games;
- Storage space for lost and found items as well as copies of the Olympic Village Newspaper.

Sample layout

The drawing below is indicative of an Information Office for an Olympic Games.



8.18 First Aid Station

Overview

The First Aid Station is the medical resource in the OVP. The First Aid Station mainly deals with minor accidents and unexpected illnesses (such as heat stroke, dehydration).

The facility is intended for treating:
- Residents;
- Guests;
- Media;
- Staff;
- Volunteers.

Operational Specifications

The First Aid Station will require:
- Suitable lighting for medical examinations;
- Power for Cardio Pulmonary Resuscitation (CPR) paddles;
- Storage for medical supplies (lockable);
- Observation tables / beds;
- Desk / office area.

If the illness / accident is serious, the patient should be transferred to the Polyclinic or the nearest Olympic Family hospital. An operational plan for moving patients from the First Aid Station to the Polyclinic and / or hospital needs to be defined.

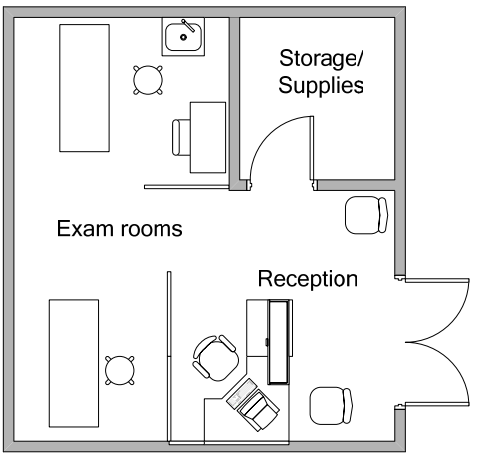
Design Specifications

The OCOG will be responsible for the design, fit-out and operation of the First Aid Station.

Continued on next page

8.18 First Aid Station, Continued

Sample Layout The drawing below is indicative of a First Aid Station.



9.0 → Operational Zone (OZ)

Overview

Introduction The Operational Zone consists of all the functions that are required in order that the Olympic Village can operate effectively.

Contents This chapter contains the following topics:

Topic
9.1 Main Entry
9.2 Access Control Points (ACP)
9.3 Vehicle Control Point (VCP)
9.4 Guest Pass Centre
9.5 Welcome Centre
9.6 Village Media Centre
9.7 Transport Mall / Transport
9.8 Olympic Village Internal Transport System
9.9 NOC Dedicated Vehicle Parking
9.10 Village Motor Pool
9.11 Facility Services Centre (FSC)
9.12 Village Management Offices (VMO)
9.13 Staff Centre
9.14 Rifle Storage Centre (RSC)

9.1 Main Entry

Overview

The Main Entry of the Olympic Village includes buildings and access points designed to facilitate entry into the Olympic Village by properly accredited Village Residents, NOC Guests and accredited Media.

The Main Entry serves as the pick-up and drop-off location for Olympic Family, Media, Guests and VIPs including Heads of State.

The Main Entry must be located immediately adjacent to the OVP. The Main Entry is usually the first impression visitors have of the Olympic Village and therefore must be appropriate in its design and have suitable look of the Games elements.

Operational Specifications

The Main Entry should consist of:

- Guest Pass Centre;
- Village Media Centre;
- Village Mayor Office;
- A Transport Fleet Desk that manages Main Entry transport issues and T3 fleet for the Olympic Village;
- A small drivers lounge (consisting of a room with chairs, tables and beverages);
- A Vehicle Control Point (VCP). If the Olympic Village is close to a city or general public area, the fence line and VCP will have to be situated some distance from the Main Entry due to security reasons;
- Public toilet facilities;
- An ACP between the Main Entry and the OVP.

The minimum number of car park positions for an Olympic Games is:

- 100 car park positions for T1 – T3 cars;
- 10 car park places for Media;
- 5 park places for bus.
- In addition, the drop off and load zone must accommodate:
- 10 cars;
- 2 buses (Media shuttle and Guest Pass shuttle);
- Space for a minimum of 10 T3 pool cars to park.

The minimum number of car parks for an Olympic Winter Games is:

- 30 car park positions for T1 – T3 cars;
- 5 car parking places for Media;
- 2 park places for bus.

In addition, the drop off zone and load zone must accommodate:

- 4 cars;
- 2 park places for buses (Guest and Media shuttle buses);
- 4 park places for T3 cars.

An operational plan needs to be defined for all the pick-up and drop-off locations and client groups.

Continued on next page

9.1 Main Entry, Continued

Inclusions / Exclusions

The Flag Mall can be located adjacent to Main Entry if no suitable location near the Village Amphitheatre can be found.

A large Olympic flag can be flown over the Main Entry.

Design Specifications

The Main Entry can consist of:

- Permanent or temporary structures;
- Look of the Games for the Main Entry.

9.2 Access Control Point (ACP)

Overview

Access Control Points (ACP) are the pedestrian entrances to the Olympic Village for Residents, Guests and Workforce.

An ACP consists of:
- An accreditation check performed by the OCOG;
- Magnetometer and X-ray checks of personal items which are performed by Law Enforcement / Security. ACPs must be operational from date of the Olympic Village Security Lockdown until Olympic Village closure.

The Olympic Village is one of the most secure areas for the Olympic Games and therefore all entry points must be efficient with staff being vigilant at all times when admitting people into the Olympic Village.

All persons entering the Village must possess the appropriate access entitlements to the Olympic Village and enter through an ACP for security screening.

Generally the OCOG enforces OCOG policy and procedures for access whilst Law Enforcement / Security enforces the law including what can and cannot be allowed into the Olympic Village.

The ACPs must be efficient and effective in their screening operation. Queues and waiting times must be limited without compromising the security operations.

Accreditation and Guest Pass Privileges

Accreditation and Guest Pass privileges to the Olympic Village:
- The infinity symbol on the accreditation card does not grant Olympic Village access;
- A person with an OV symbol on the accreditation can only enter the OVP and is restricted to Village Guest visiting hours;
- To enter the RZ, an 'R' must be printed on the accreditation pass of the individual. On an accreditation, 'R' access is granted only to residents of the Olympic Village and Workforce with specific daily operational needs;
- Persons with Olympic Village Guest Passes and Olympic Village Media Day Passes only gives access to the OVP unaccompanied;
- Olympic Village Guest Pass bearers can enter the RZ only if accompanied by a properly accredited member of an NOC who is a Resident of the Olympic Village.

Obligation △

A Guest must be accompanied at all times in the RZ by a properly accredited member of an NOC who is a Resident of the Olympic Village who is solely responsible for the conduct of the Guest while in the Olympic Village.

Continued on next page

9.2 Access Control Point (ACP), Continued

Related Document

For any additional information on access entitlements, refer to the Accreditation and Entries at the Olympic Games – User's Guide.

Operational Specifications

There are different stakeholders that require Olympic Village entrances consisting of:

- Athletes / Officials;
- NOC Guests;
- Media;
- Staff;
- Dignitary visits;
- Delivery / service.

A person entering the Olympic Village with the correct 'R' accreditation entitlement should be able to enter any ACP on the perimeter of the Olympic Village. Any person that does not have an 'R' privilege on their accreditation must obtain a Village Guest Pass to enter the Olympic Village RZ.

All residents, NOC Guests, Media and Workforce must enter through an ACP, pass through a magnetometer and all personal items must be X-rayed.

The ACP should have suitable capacity to handle pedestrian flows into the Olympic Village and also provide for pedestrians exiting the Village. In the interest of asset protection and security, all persons exiting the Olympic Village do so through an ACP which the OCOG can control.

During the fit-out / load-in, pre-opening, transition and load-out periods, selected ACPs with lockable doors can be closed without having to provide staff to secure the area.

The Olympic Village operates 24 hours a day and some ACPs will need to operate 24 hours. Non essential ACPs may be closed overnight.

Inclusions / Exclusions

The OCOG should consider the inclusion of CCTV in ACPs and other sensitive security areas.

Continued on next page

9.2 Access Control Point (ACP), Continued

Design Specifications

ACP design specifications will vary depending on several factors:
- Proximity to RZ in the Olympic Village;
- Proximity to transport and parking areas;
- Proximity to Olympic Village services (e.g. Dining Hall, OVP);
- Security considerations.

The following should be considered when determining the size of an ACP:
- Client use (e.g. bicycles, wheelchairs, luggage, sleds, Media cameras);
- Peak pedestrian flow;
- Special event consideration (e.g. Opening and Closing Ceremonies, dignitary visits);
- Off peak periods and operating hours;
- Weather conditions;
- Required equipment (X-ray machines, magnetometers, gates);
- One way exit route for patrons leaving the Olympic Village perimeter allowing for the egress of large packages, bicycles, sleds, skis and / or wheelchairs etc.;
- Lockable gates enabling security integrity to be maintained, doors can be tent flaps or proper doors.

The OCOG must provide adequate power for:
- X-ray machines;
- Magnetometers;
- Lighting;
- Air conditioning for Olympic Games / heating for Olympic Winter Games.

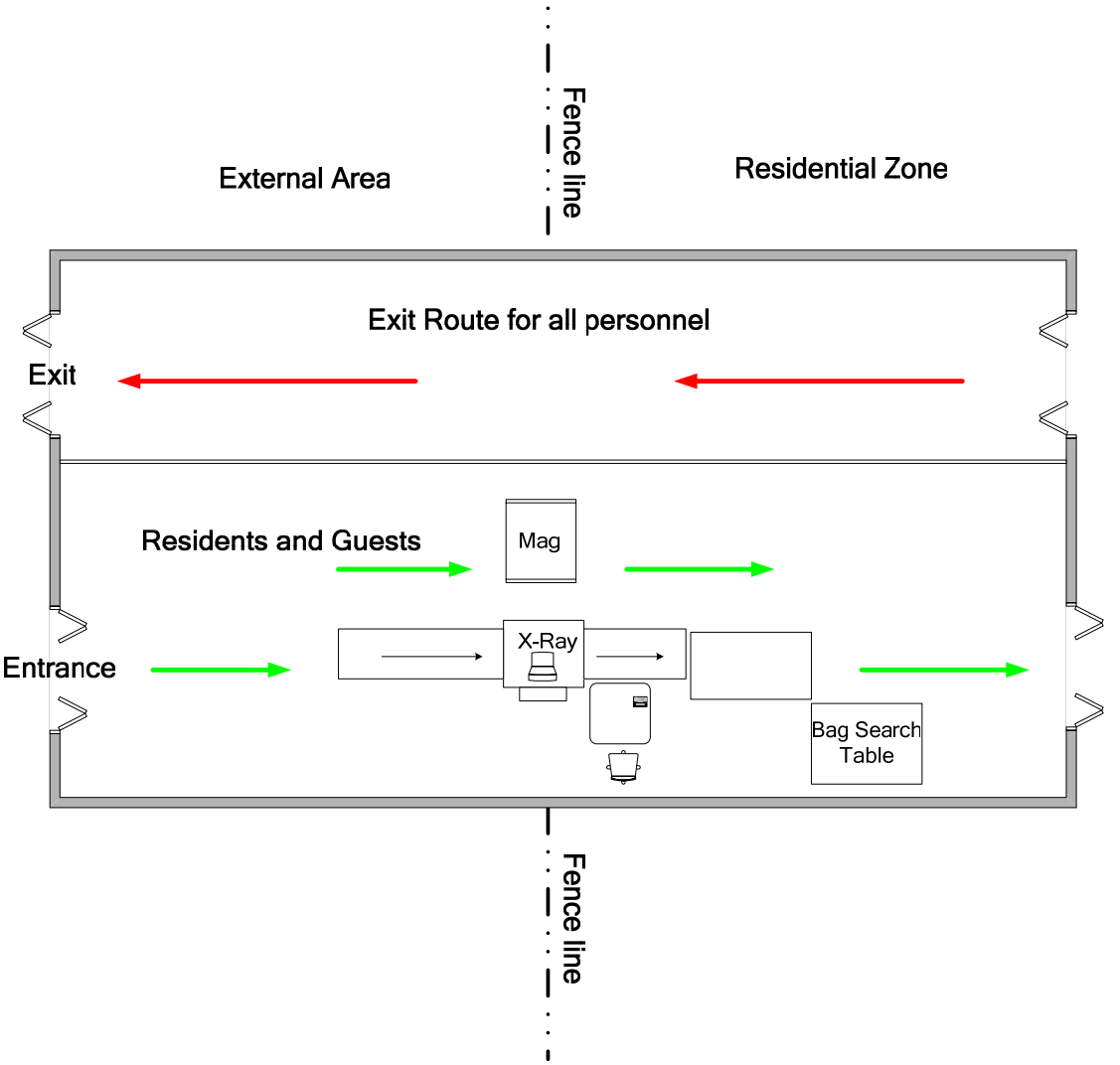
ACPs can be fit out in permanent or temporary structures. If the ACP is a temporary structure, magnetometers may not function properly unless placed on a floor unaffected by vibration. The majority of magnetometers require placement directly on the ground or a solid surface such as concrete or bitumen. In addition, X-ray machines require a floor surface that can support a minimum weight of 1,400 Kg.

The OCOG must consider that X-ray machines will only function in specific ambient temperatures.

Continued on next page

9.2 Access Control Point (ACP), Continued

Sample Layout The drawing below is indicative of an Access Control Point for an Olympic Games.



9.3 Vehicle Control Point (VCP)

Overview

Vehicles that can access the Olympic Village are:
- Athletes Transport System vehicles;
- NOC vehicles;
- Emergency vehicles;
- Logistics / deliveries;
- Law Enforcement and Security vehicles;
- Dignitary visitors;
- Support services (e.g. housekeeping).

Responsibility

Generally:
- The OCOG personnel checks the vehicle permits and accreditations;
- The OCOG Logistics manages the Master Delivery Schedule (MDS) for deliveries;
- Security conducts the vehicle security inspection.

Level of Search

The level of search of a vehicle for the Olympic Village must be of a high standard and is determined by:
- The discretion of Law Enforcement;
- The proximity of residential housing or heavily populated areas.

Athlete System Vehicles

Most Athlete Transport System vehicles moving between the Olympic Village and 'clean' venues are subject to:
- Driver questioning (e.g. has the vehicle stopped, picked up anyone or anything on the route);
- Vehicle permit check;
- Driver accreditation check;
- Visual and physical inspection of the vehicle wheel wells and under carriage.

Olympic Village Vehicles

Typically, a permitted vehicle entering the operational perimeter of the Olympic Village requires:
- Driver questioning as deemed appropriate by Law Enforcement;
- Vehicle permit check;
- Accreditation check of the driver and occupants;
- Visual and physical inspection of the vehicle wheel wells and under carriage;
- Visual inspection of the engine compartment and trunk area, including inspection of large bags or boxes;
- Cabin inspection (if required) before entering the Olympic Village.

Once the vehicle is searched, the occupants will need to pass through an ACP and have all personal items security checked before entering the Olympic Village.

Continued on next page

9.3 Vehicle Control Point (VCP), Continued

Logistics Vehicles

Logistics and delivery vehicles can enter the Olympic Village if listed on the MDS and that the vehicle is correctly locked and sealed originating from a certified and secure location. If not on the MDS and / or not correctly sealed all materials within the vehicle and the vehicle itself must be searched and screened usually through the Material Transfer Area (MTA) or otherwise the delivery can be rejected and will not be allowed access to the Olympic Village.

Operating Hours

Heavily utilised VCPs must operate 24 hours with 2 teams to screen vehicles and have 2 park places operational at all times. The anticipated traffic flow will determine the number of screening park places required at the VCP. Some VCPs will be required to be operational during the fit-out phase of the Olympic Village due to asset tracking and security. All VCPs must be operational from date of Olympic Village Security Lockdown until after closure. Some VCPs will be required for the tear down and load-out phase of the Olympic Village.

Operational Specifications

VCPs must consist of:

- A visual Vehicle Permit Check (VPC);
- Vehicle Screening Area (VSA);
- Lighting
- Portable toilets (depending on proximity of VCP to Olympic Village toilets);
- Road barriers or boom gates to control the ingress and egress of vehicles (optional);
- Radios;
- Radio charging (optional);
- Power generators;
- Up to 6 personnel working at a check point depending on the volume of the traffic;
- Mirrors, torches, day maker lights.

Location of VCP

When planning a VCP location, the OCOG should consider:

- Traffic flow and patterns in the area;
- Turning circles;
- Queue area;
- Client use and vehicle type;
- Pedestrian flows;
- Peak traffic and off peak traffic;
- Proximity to key areas of the Olympic Village (e.g. Main Entry, RZ, NOC Car Parking, Logistics warehouse).

Continued on next page

9.3 Vehicle Control Point (VCP), Continued

Inclusions / Exclusions

The OCOG could consider the following:

- Air conditioning or ventilation, if required, for the Olympic Games;
- Heating requirements for the Olympic Winter Games.

Design Specifications

The OCOG should provide:

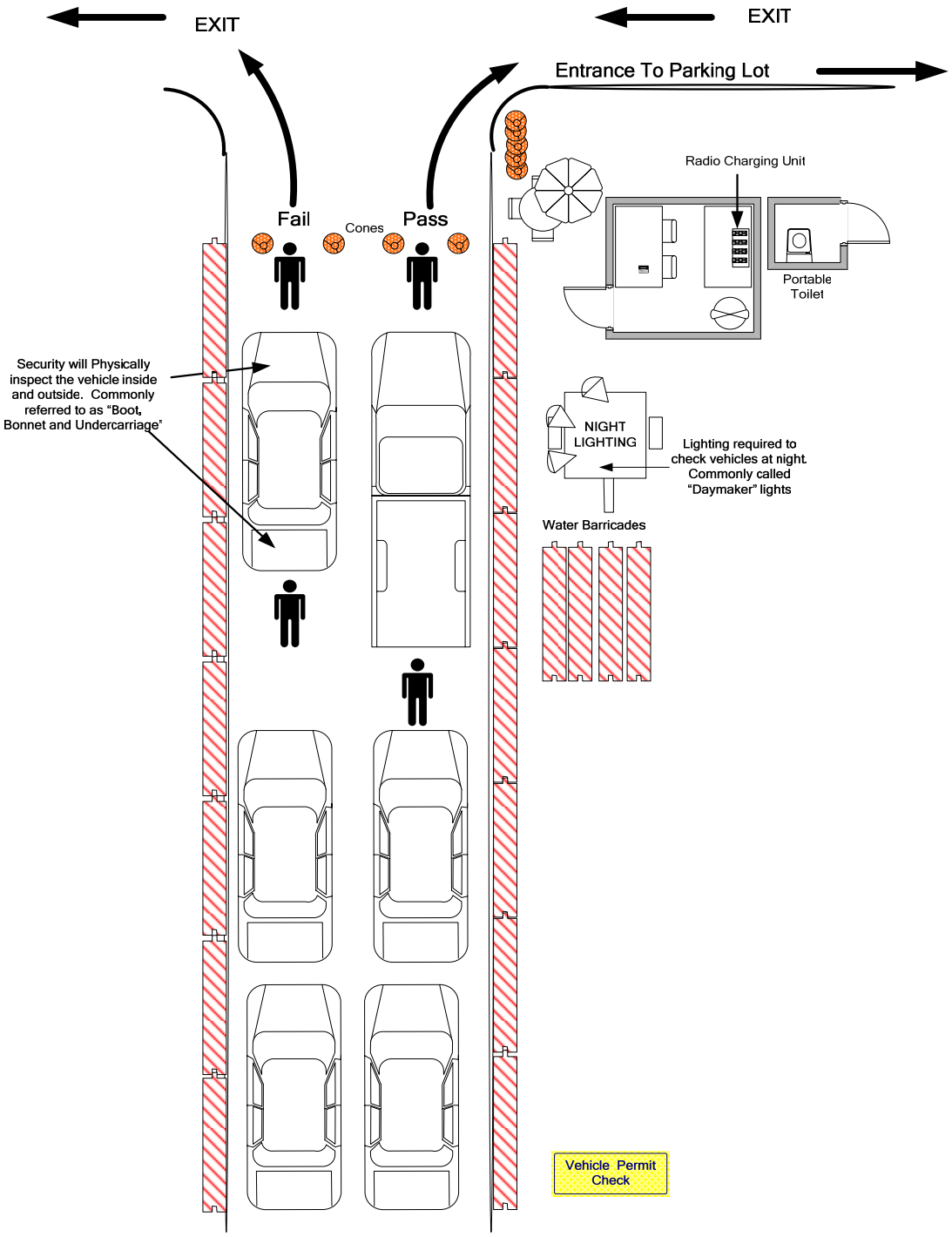
- Shelter for VCP personnel.

VCPs can be of a tent structure or rigid roof shelter.

Continued on next page

9.3 Vehicle Control Point (VCP), Continued

Sample Layout The drawing below is indicative of a Vehicle Control Point for an Olympic Games.



9.4 Guest Pass Centre

Guest Centre - Overview

The Guest Pass Centre is where NOC Guests can obtain a pass that allows him / her into the Olympic Village.

Village Guests can arrive by:
- Accredited vehicles;
- Public transport;
- Pedestrian walkway;
- Designated Guest Pass shuttle (if public transport is not within walking distance);
- Taxi.

Signage and information at pick-up / drop-off points, train stations, bus stops must be clearly marked and easy to find for Guests arriving at the Olympic Village.

Guest Pass Operating Hours

Guest access into the Olympic Village is between the hours of 09:00 a.m. and 09:00 p.m. Guest Passes are non-transferable and non-rotational: each may be used only once per day and only by the Guest to whom it was assigned.

Guest Pass Procedure

The Guest Pass Centre will verify that the individual is on the Guest list for the day. Guests are required to provide a valid passport or OCOG accreditation in exchange for the Village Guest Pass. The ID is returned to the Guest upon completion of the visit and return of the pass.

Use of a Guest Pass requires the Chef de Mission or NOC designee to submit a request to the Guest Pass Centre by 06:00 p.m. the evening prior to the visit in order that the OCOG can complete a security check of the visitor and process the request.

Generally there are 1,700 Guest Passes used per day for an Olympic Games and 1,000 per day for an Olympic Winter Games.

A Guest Pass allows the Guest to enter the OVP unaccompanied. However, to enter the RZ the Guest must be accompanied by a Resident of the Olympic Village at all times.

NOCs can issue Guest Passes to national Media representatives. However, no broadcasting or filming is allowed in the RZ. Media cameras are not allowed in the RZ of the Olympic Village.

Continued on next page

9.4 Guest Pass Centre, Continued

Obligation △	The OCOG must submit the Guest Pass Policy to the IOC for approval.

Obligation △	A Guest must be accompanied at all times in the RZ by a properly accredited member of an NOC who is a resident of the Olympic Village and is solely responsible for the conduct of the Guest while in the Olympic Village.

Obligation △	Media are forbidden to film in the RZ of the Olympic Village. NOCs can request from the IOC the right to install static cameras within the delegations private buildings.

Operational Specifications

The Guest Pass Centre should be located adjacent to the Main Entry and the dedicated ACP that provides entry into the OVP.

The Guest Pass Centre should be large enough to facilitate a constant movement of Guests into the Olympic Village without experiencing any major delay. There should be sufficient area for queuing and waiting in the Guest Pass Centre.

Components of the Guest Pass Centre are:
- Guest Pass distribution area;
- Waiting area / lounge including television with Olympic Games feed;
- Guest Pass issue desks;
- Guest Pass request processing workspace;
- Guest Pass return desk;
- Office space;
- Passport / Accreditation storage area (cabinets and boxes);
- Guest Pass storage areas (cabinets and boxes);
- Fax / photocopier / printer;
- Computers;
- Telephone with Olympic network;
- Public toilets according to relevant building codes.

The Guest Pass system is not for workforce or Olympic Village Staff.

Continued on next page

9.4 Guest Pass Centre, Continued

NOC Guest Passes Quota

No NOC will receive fewer than six Guest Passes per day. Where there is more than 1 Olympic Village, the OCOG will need to increase the total number of daily Guest quotas for the NOCs.

The table below indicates the number of daily Guest Passes for NOCs in relation to the NOC Delegation size as calculated by Rule 39 of the Olympic Charter:

Delegation Size	Number of Guests
1 – 30	6
31 – 35	7
36 - 40	8
41 - 45	9
46 - 50	10
51 - 60	11
61 - 70	12
71 - 80	13
81 - 90	14
91 - 100	15
101 - 110	16
111 - 120	17
121 - 130	18
131 - 140	19
141 - 148	20
149 - 156	21
157 - 164	22
165 - 172	23
173 - 180	24
181 - 188	25
189 - 196	26
197 - 204	27
205 - 212	28

Delegation Size	Number of Guests
213 - 220	29
221 - 228	30
229 - 236	31
237 - 244	32
245 - 252	33
253 - 260	34
261 - 268	35
269 - 276	36
277 - 284	37
285 - 292	38
293 - 300	39
301 - 308	40
309 - 316	41
317 - 324	42
325 - 332	43
333 - 340	44
341 - 348	45
349 - 356	46
357 - 364	47
365 - 372	48
373 - 380	49
381 - 388	50
389 - 396	51

Continued on next page

9.4 Guest Pass Centre, Continued

NOC Guest Passes Quota (continued)

Delegation Size	Number of Guests
397 - 404	52
405 - 412	53
413 - 420	54
421 - 428	55
429 - 436	56
437 - 444	57
445 - 452	58
453 - 460	59
461 - 468	60
469 - 476	61
477 - 484	62
485 - 492	63

Delegation Size	Number of Guests
493 - 500	64
501 - 510	65
511 - 520	66
521 - 530	67
531 - 540	68
541 - 550	69
551 - 560	70
561 - 570	71
571 - 580	72
581 - 590	73
591 - 600	74
600+	75

Inclusions / Exclusions

Adjacent to the Guest Pass Centre, the OCOG can consider to include:

- The Village Mayor office;
- A protocol lounge area;
- An Olympic Family Fleet office and desk to manage Olympic Family pool and T3 vehicles;
- The distribution of Media Passes.

An ACP must be operational between the Guest Pass Centre and the OVP to ensure only correctly accredited or Guest Pass holders enter the Olympic Village.

Design Specifications

The Guest Pass Centre is a 'front of house' operation and as such should be fit out with look and furnishings to suit.

The OCOG should provide the following:

- Fit-out in permanent or temporary structures. It should be enclosed and lockable to ensure the integrity of the Olympic Village perimeter when not operating;
- A comfortable temperature should be maintained in the Guest Pass Centre for the benefit of the Guests and Volunteers;
- The Guest Pass Centre must be able to support a minimum of computers, television, printers, copiers, telephones and at least 2 fax machines;
- Info System terminal for the use of waiting Guests.

Continued on next page

9.4 Guest Pass Centre, Continued

Village Mayor's Office

The Olympic Village Mayor is a protocol role. The appointed Village Mayor is usually a well respected and well known person from the Host Country / Host City.

The role of the Village Mayor is to welcome the delegations at the Team Welcome Ceremonies and welcome any very Important Guests to the Olympic Village.

The Olympic Village Mayor's Office can be situated here, the OCOG should provide the following:

- Workstation including desk for computer, telephone with seating for 2 people directly in front of desk;
- Space for round table with up to 4 seats or a lounge area with coffee table to entertain Guests.

Design Specifications

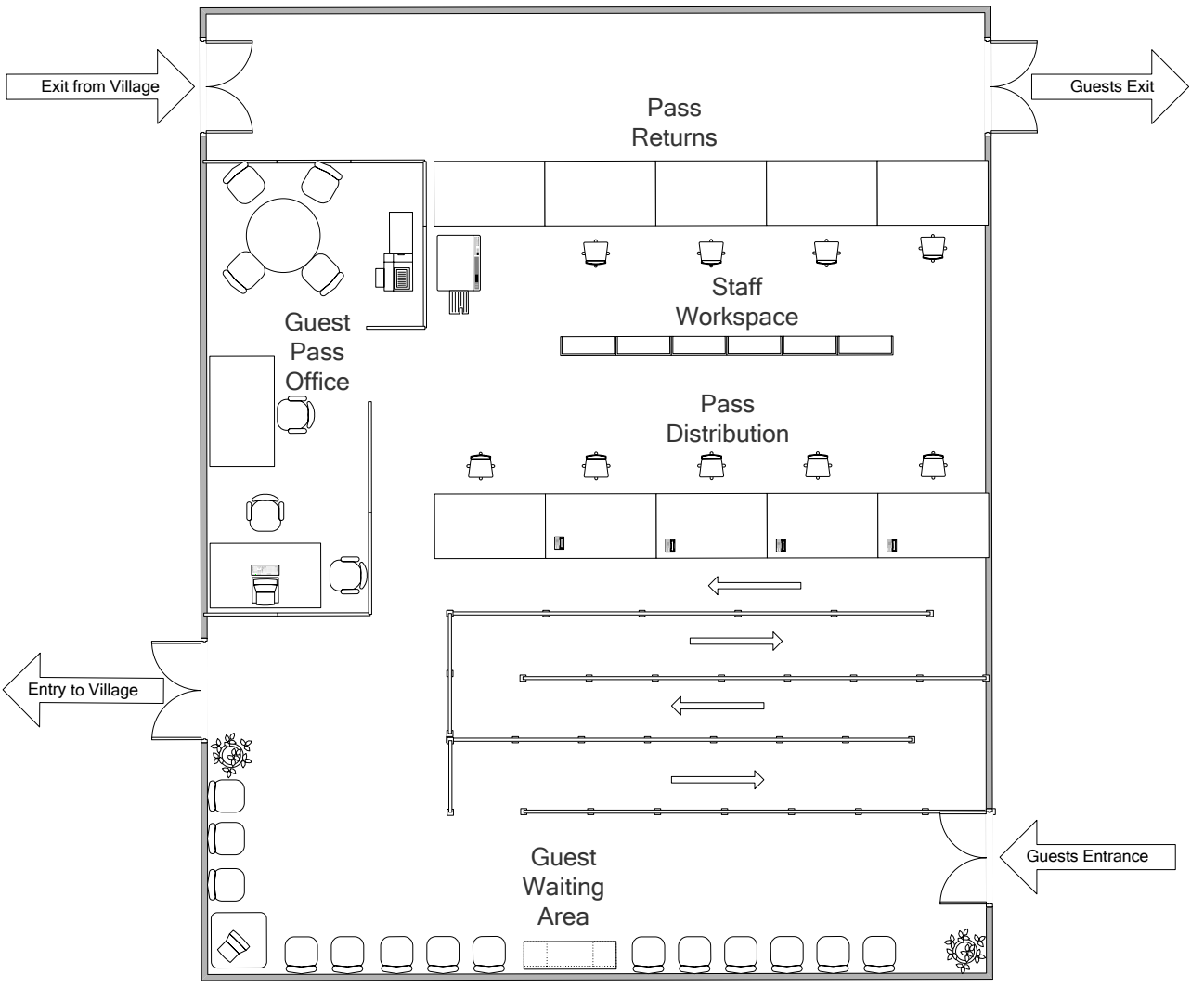
The Village Mayor's Office should be suitably fitted out for receiving Guests and visits to the Olympic Village.

This facility can be accommodated in a permanent, temporary or tented facility.

Continued on next page

9.4 Guest Pass Centre, Continued

Sample Layout The drawing below is indicative of a Guest Pass Centre.



9.5 Welcome Centre

Overview

The Village Welcome Centre is the initial arrival point for all Athletes and Officials residing in the Olympic Village. The Welcome Centre should be located on the perimeter of the Olympic Village fence line adjacent to the RZ.

The Welcome Centre should have a Manager to coordinate:

- Logistics;
- Transport;
- NOC / NPC Services;
- Accreditation;
- Arrivals and Departures;
- Food Service for Delegation Registration Meetings (DRMs);
- Security to assure the smooth and timely entrance of the Athletes and Officials in and out of the Olympic Village;
- ZCP into the RZ.

To ensure the smooth arrival of residents, the Delegation Registration Meetings (DRM) Coordinator from NOC Services Department must collaborate and work closely with the Welcome Centre Manager and the various Olympic Village functions.

Obligation △

Athletes and Officials cannot be accredited for the Olympic Games nor be accredited to the Olympic Village until the DRM has been completed by the NOC Chef de Mission.

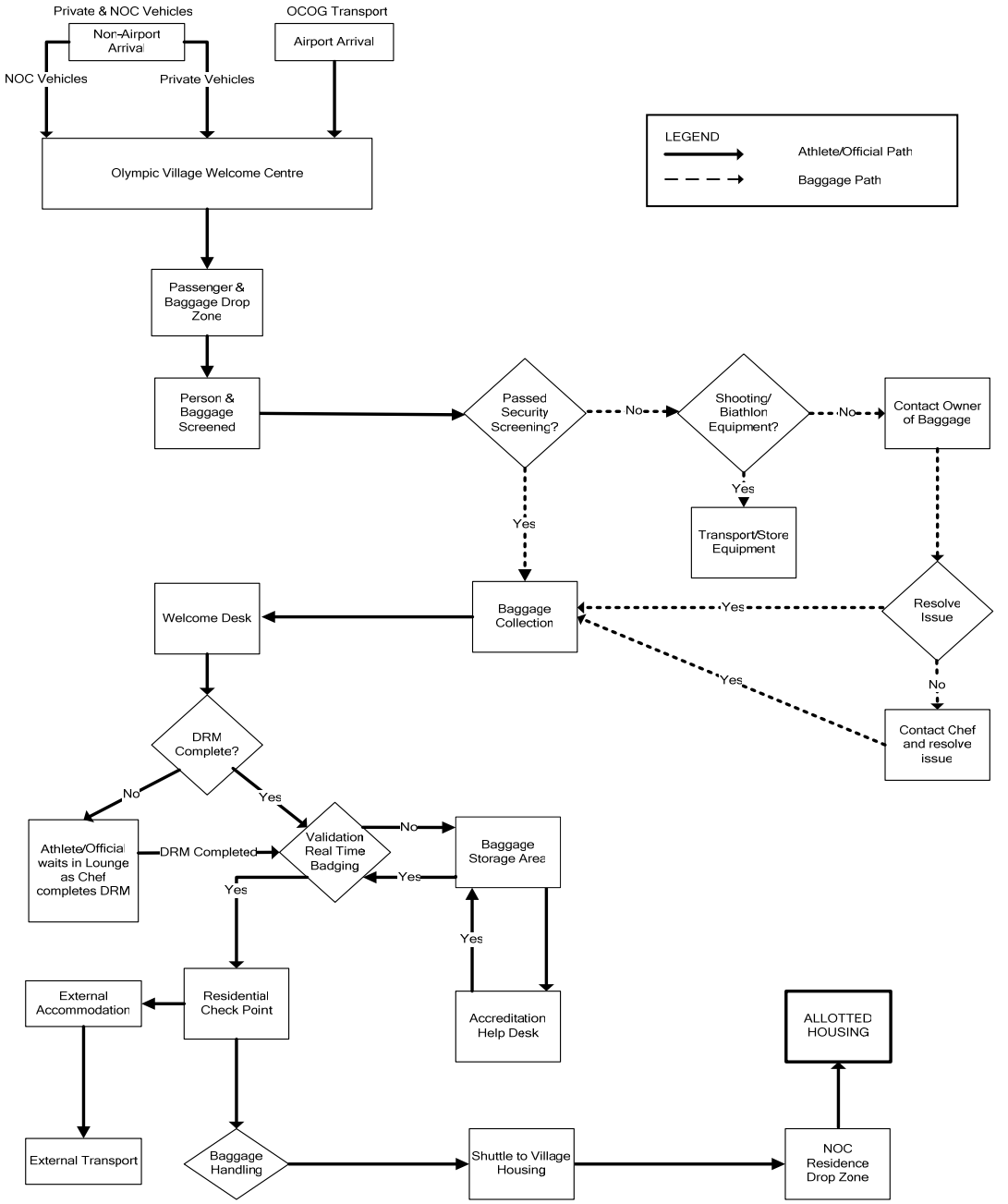
Related Document ✕

For any additional information on DRMs procedures, refer to the Technical Manual on NOC Services.

Continued on next page

9.5 Welcome Centre, Continued

General Arrivals Flow The following table outlines the general flow for an arriving delegation member.



Continued on next page

9.5 Welcome Centre, Continued

Delegation Registration Meetings (DRMs)

The DRM is the official registration of all Athletes and Officials to attend the Olympic Games. The OCOG and NOC agree on all names and entitlements of Athletes and Officials and in which sports the Athletes have qualified. NOC Services Department is responsible for the DRM management.

During the DRM, the Olympic Village Management is responsible for:
- NOC allotment allocation (beds, office, medical and storage);
- Logistics and assistance in movement of luggage;
- Rate Card (confirmation and installation);
- Technology (confirmation and installation).

Once the DRM is complete, a Resident can enter the Olympic Village.

Athletes and Officials will undergo the following at the Welcome Centre:
- Security screening of himself / herself and personal belongings;
- Become accredited;
- Be transported with baggage to correct residence location in the Olympic Village.

Welcome Centre Process Completed

An Athlete or Official who has successfully been screened and accredited through the Welcome Centre process is transported with their luggage to a pre-determined drop-off point in the Village near the NOCs' accommodation. The OCOG needs to provide a dedicated transport system for this operation including baggage vehicles.

Related Document

For any additional information on NOC Services and procedures during the DRM, refer to the Technical Manual on NOC Services.

Continued on next page

9.5 Welcome Centre, Continued

Operational Specifications

The Welcome Centre should be located adjacent to the Olympic Village.

The Welcome Centre consists of:

- NOC DRM rooms (minimum 6 rooms for an Olympic Games, 3 rooms for an Olympic Winter Games);
- DRM reception;
- Sport Entries office;
- Village Accreditation Centre including accreditation, sport entries problem resolution area, accreditation data processing area, accreditation check in area, validation desks and real time badging area, issue resolution desks, accreditation offices;
- Village Allotment Office;
- Person and baggage security screening;
- Firearms capture (e.g. Rifle Storage Centre);
- Athlete waiting area ;
- Load / drop-off area;
- Luggage storage area (inside and outside the Olympic Village);
- Transport arrival (dirty zone);
- Clean Transport area in RZ;
- Staff break room;
- ZCP;
- Security operations.

Obligation △

Any firearm / ammunition must be handed in to the OCOG and the Rifle Storage Centre (RSC) before Residents are allowed into the Olympic Village.

Design Specifications

The OCOG must:

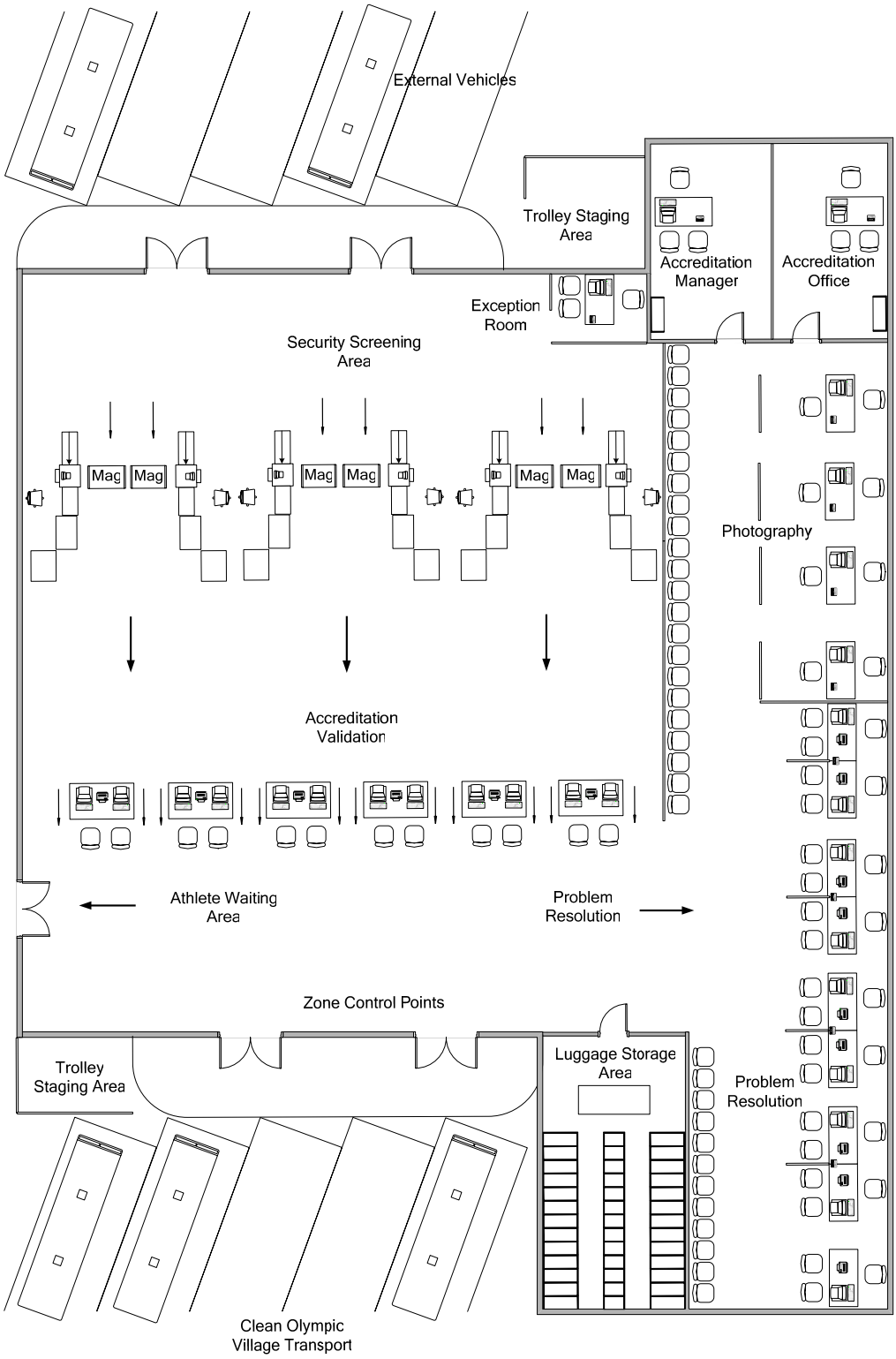
- Provide a large space for waiting Athletes and security screening;
- Provide simple refreshments and television in lounge areas.
- Power for all of the machines (a minimum of 6 magnetometers and X-ray machines for an Olympic Games and 2 magnetometer and X-ray machines for an Olympic Winter Games).

Sample Layout

The drawings below are indicative of a Welcome Centre for an Olympic Games.

Continued on next page

9.5 Welcome Centre, Continued



Continued on next page

9.5 Welcome Centre, Continued

9.6 Village Media Centre

Overview

The Media need to have access to the NOCs and their Athletes and have appropriate facilities to fulfil their work obligations at the Olympic Village. Accredited Media will have access to the Olympic Village consisting of the Olympic Village Media Centre and the OVP.

The Village Media Centre serves as the hub of Media operations in the Olympic Village. Press Operations will be on site to facilitate the administration of Media Guest Passes, assist in scheduling press conferences and interview spaces for accredited Media at the Olympic Village and provide Media with general assistance.

The Village Media Centre will be managed by the Village Media Manager appointed by Press Operations. Assistance to Media will be provided by paid Staff and Volunteers from Press Operations.

The OCOG should organise a regularly scheduled shuttle bus from the Main Press Centre (MPC) to the Olympic Village for Media personnel. A limited number of car park spaces can be used by Media at the Main Entry (e.g. For example, 10 for Olympic Games and 5 for Olympic Winter Games).

The Media Guest Passes should be distributed daily from the Village Media Centre or through the Guest Pass Centre for properly accredited Media.

Village Management should develop the Media Guest Pass policy for the Olympic Village in cooperation with Press Operations and the OBO. The number of passes is restricted to 400 passes per day for all accredited Media for an Olympic Games and 200 passes per day for all accredited Media for an Olympic Winter Games.

Obligation △

The OCOG must provide a Village Media Centre to allow Media a working area at the Olympic Village.

Continued on next page

9.6 Village Media Centre, Continued

Obligation △	The quota for Media Guest Passes is as follows: **Olympic Games** 400 passes for Media and Broadcasters **Olympic Winter Games** 200 passes for Media and Broadcasters **Paralympic Games** 400 passes for Media and Broadcasters **Paralympic Winter Games** 200 passes for Media and Broadcasters The OCOG must submit the Media Guest Pass Policy to the IOC for approval.
Operating Hours	The Village Media Centre will be open from 08:00 a.m. until 09:00 p.m. and is closed on the days of the Opening and Closing Ceremonies.
Location of the Village Media Centre	The Village Media Centre should be on the perimeter of the OVP and be accessible without having to enter the Olympic Village.
Cameras and Television Cameras	Properly accredited photographers may bring cameras into the OVP. Rights holding broadcasters may bring television cameras into the OVP. Non rights-holding broadcasters are not allowed to bring or use any type of recording devices into any part of the Olympic Village. All Media interviews must be conducted in the OVP or Village Media Centre. Static, remote interview cameras can be installed by an NOC with the consent of the IOC, OBO and Olympic Village Management.
Obligation △	No recording devices of the Media of any kind are permitted into the Residential Zone.

Continued on next page

9.6 Village Media Centre, Continued

Press Conferences and Interviews

The interview and press conference rooms in the OVP can be used by NOCs for press conferences, both with national and international Media. It is recommended that for major press conferences NOCs conduct them at the MPC, where larger and more complete press facilities can be found.

In addition, the stage at the Village Amphitheatre should be used as a backdrop for interviews in the OVP.

Operational Specifications

The Village Media Centre size and services will be influenced by the distance of the Olympic Village from the MPC. If the MPC is not near the Olympic Village it is likely that Press will want to file from the Village Media Centre.

Equipment and services at the Village Media Centre will correspond to those provided at Media Centres at OCOG venues.

The OCOG should provide the following services:
- Press and photo workstations with access to power and telephones;
- Computers;
- Info System terminals with printers;
- Fax machines and copiers;
- Internet access;
- Chairs and desks;
- Scheduling of Village interview rooms;
- Distribution of Media Guest Passes;
- Distribution of a Village press kit;
- Reception and help desk;
- Village Media Manager's office.

Bookable Media Rooms

The OCOG should provide, in the immediate vicinity adjacent to the OVP, bookable interview rooms for use upon request by the Media or NOCs.

Press Conference Rooms

The OCOG should provide the following Press Conference Rooms:
- 1 interview room that can accommodate up 200 persons for press conferences;
- Interview rooms that can accommodate between 5 and 50 persons.

The distance from the Olympic Village to the MPC will determine the number of Media workstations as well as the size and number of Press Conference interview rooms.

Continued on next page

9.6 Village Media Centre, Continued

Media Tours

Media tours will be organised by the OCOG for Media to visit pre-determined locations in the Olympic Village Residential Zone prior to the Olympic Games.

The organisation of the Media tours will be approved by the IOC.

Media do not have access to the Dining Halls in the Olympic Village.

Media are not permitted to film or photograph within the RZ with the exception made for official Media Tours.

Olympic Village Communications

The Village Media Manager will be responsible for all Media stories, requests, and questions concerning the Olympic Village as well as all Media activities at the Olympic Village.

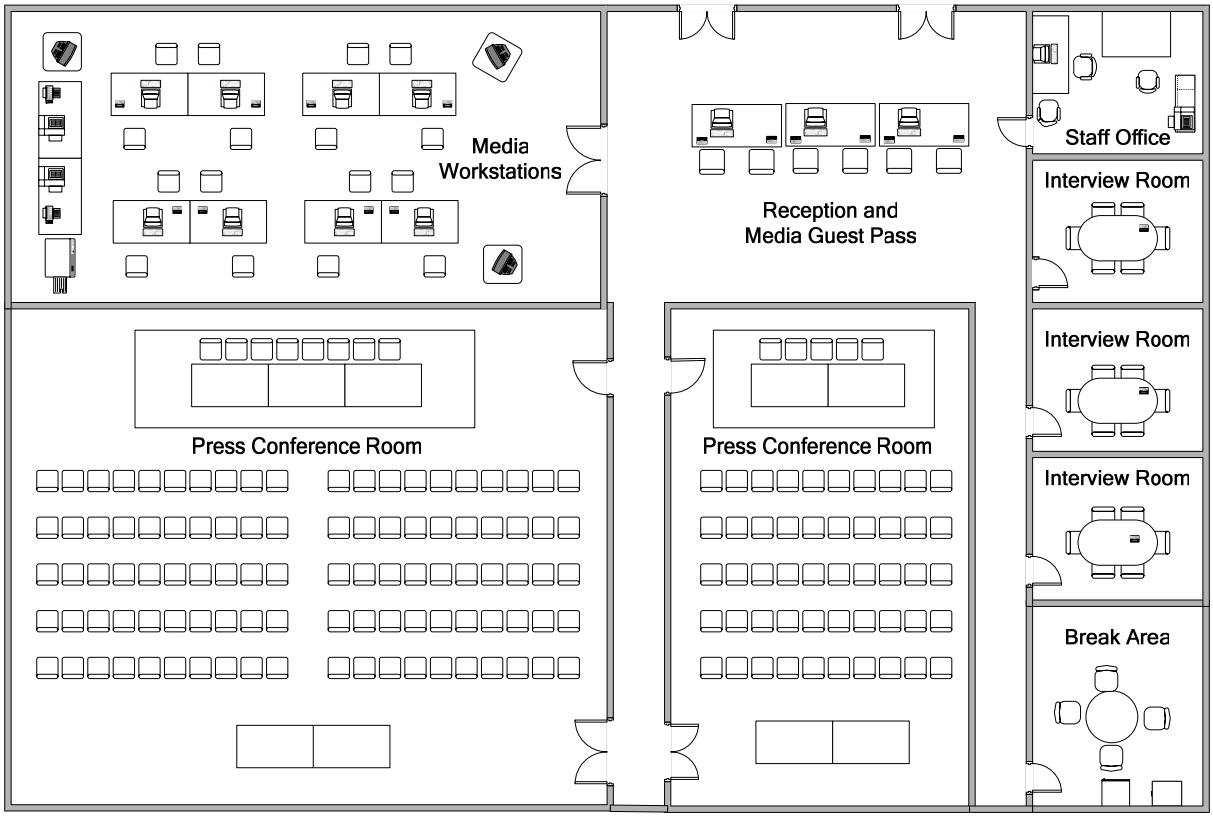
Related Document

For any additional information on Media, refer to the Technical Manual on Media.

Continued on next page

9.6 Village Media Centre, Continued

Sample Layout The drawing below is indicative of a Village Media Centre for an Olympic Games.



9.7 Transport Mall / Transport

Overview

The Transport Mall is a secure area to load and unload Athletes that are being transported to and from competition, training venues, airport and city centre by OCOG provided vehicles.

The Transport Mall is one of the most significant operations of the Olympic Village. The Transport Mall must function effectively and efficiently to ensure the timely and safe movement of Athletes and coaches to their destinations. The operations of the Transport Mall must in all cases guarantee the successful movement of Athletes and Officials.

Dedicated Village Transport is provided for Athletes and Officials to and from:

- All competition venues;
- All training venues;
- Airport;
- City centre;
- Additional Officials accommodation.

The Transport Mall must provide sufficient area for the number of bus movements required and to allow loading and unloading to occur effectively for all sports and non-competition travel destinations.

Transport Mall Users

Athletes and Officials that are residents of the Olympic Village and possess an 'R' on their accreditations are allowed to use the Athlete Transport System. Guest Pass holders cannot enter the Transport Mall or use the Athlete Transport System.

The OCOG should consider private NOC functions and how private buses will be loaded and unloaded at the Olympic Village (load zone could be located at the Main Entry).

Transport Bus Manager

The Transport Mall is generally run by a Transport Manager, who controls bus movements, fleet and bus issues.

Continued on next page

9.7 Transport Mall / Transport, Continued

Transport Mall Operational Plan

The OCOG should consider the Transport Mall operations in conjunction with Bus Operations contracted for the Olympic Games. The Transport Mall operations must be integrated with the Olympic Games Transport Plan including:

- Venue ingress;
- Venue egress;
- Circulation plans;
- Route plans;
- City transport plans;
- Airport transport operations.

The Transport Plan must take into account the needs of security and risk factors (e.g. the use of security escort vehicles).

A VCP at the entrance to the Transport Mall must be operated 24 hours with suitable high level security screening of vehicles to ensure the integrity of the Transport Mall.

A Transport Model for operating the Athlete transport timetable must be completed. The Transport Model must consider:

- The competition and training schedules;
- The anticipated number of Athletes per session;
- Time of arrival and departure at stadiums;
- Distance to and from the Olympic Village to venues;
- An assumed capacity of Athletes per vehicle;
- High and low peak demands;
- The number of spectating Athletes and Officials;
- The number of buses required at peak and low peak times;
- Venue operating times.

All buses / vans must have the appropriate access and permits for the Transport Mall and venues.

All pedestrians must be kept separate at all times from the transport movement.

Continued on next page

9.7 Transport Mall / Transport, Continued

Transport Mall Operational Specifications

The requirements for the Transport Mall are:

- A VCP for controlling buses and vans entering the Transport Mall;
- Ample turning radius for large buses / vehicles and ease of vehicle movement within the Transport Mall;
- Transport Mall maps or plan indicating signage for all venues and sports, and the corresponding bus stop locations;
- Bus stop indicators. Multiple sports can share the same bus stop taking into consideration training and competition times;
- Secure fence line;
- Gate access into RZ for transport needed for special circumstances (e.g. loading for Ceremonies and emergency service vehicles);
- Covered waiting areas for pedestrians;
- Bench seating;
- A Transport Office which will manage all aspects of the Transport Mall such as checking driver schedules, vehicle call up and all vehicle issues;
- Storage for safety equipment including emergency spill kits (e.g. oil or fuel clean-up);
- Exit area from RZ to Transport Mall;
- Look of the Games;
- Street lighting ;
- Signage;
- Parking area for contingency vehicles, security and tow vehicle;
- Power for ACPs, X-rays, street lighting, Public Address system;
- An ACP for Athletes and Officials to enter the RZ. ACP must be able to handle 3,000 people per hour at peak times for the Olympic Games and 900 people per hour at peak times for the Olympic Winter Games;
- Minimum of 6 magnetometers for Olympic Games and 2 for Olympic Winter Games.

The ACP into the RZ must be large, effective and efficient and have the capacity facilities to cater for large quantities of bags and oversized equipment (e.g. bikes, pole vaults).

An exception room must be in place should any sensitive problems arise during the security screening where materials or persons can be screened in private.

Marshalling of pedestrians must include:

- Effective people management;
- Crowd barriers;
- Signage for each sport and each bus stop;
- Secure fenced area for the bus drop-off area separate from pick-up areas located close to the ACP into the RZ;
- Temporary bus shelters.

Continued on next page

9.7 Transport Mall / Transport, Continued

Transport Mall Type of Vehicles

The OCOG must consider the mix of vehicles for Olympic Winter Games, these could vary from an 8 seater to a 45 seater vehicle depending on type of sports, individual events and team sizes. Olympic Games generally requires 45-50 bus stops and 25-30 van / bus stops for Olympic Winter Games.

Vehicles must be able to carry large sporting items (e.g. pole vaults, bicycles, skeletons, skis etc.).

Football, Ice Hockey, Curling and Cycling

The OCOG must provide vehicles in line with needs of the sports as follows:

- Equipment vans for football and Ice hockey teams;
- Vehicles for curling teams;
- Specialised vehicles for cycling. cycling vehicles must have access to appropriate workshop areas in the Olympic Village.

Athlete Transport System Priority

Competitors for that day's competition must be given priority on the Athlete Transport System over spectating Athletes and Officials.

Design Specifications

The layout and design of the Transport Mall will be determined by:

- The size of land;
- The proximity of the Main Dining Hall;
- Number of competition and non-competition venues;
- Type of vehicles;
- The need for a reinforced road surface for constant use by heavy vehicles;
- Proximity to residential buildings which could result in sound attenuation walls needed for the Transport Mall;
- Security implications (must be completely secure);
- The need to be in close proximity to the RZ;
- Storm water run off, drains and filtration system to capture oils and other contaminates.

The design of the Transport Mall can be:

- A nose to tail bus parking style – Buses enter mall and stands are arranged parallel to the kerbside in a nose to tail pattern. Each bus has sufficient room to arrive and depart independently of any other vehicle utilising the mall.
- This layout is simple for drivers to use in terms of bus movements and minimal traffic management required as well as user friendly for pedestrians, however it does require large amounts of land on which to operate.
- Step pattern bus parking with reversing - Buses park nose to kerb and reverse out into the road. This layout requires less land then the nose to tail system and is user friendly for pedestrians. However, marshals will be required to control bus movements and reversing manoeuvres.

Continued on next page

9.7 Transport Mall / Transport, Continued

Design Specifications (continued)

Considerations must be given to:

- Entry and exit patterns;
- Large turning area at entrance and exit;
- Pedestrian route must not cross traffic;
- Taller Athletes (e.g. rowing, basketball, volleyball) require additional seating leg space than the average sized person which could affect vehicle type and configuration;
- Consider storage compartments capabilities for sports equipment and bags in vehicles;
- Transport office facility can be permanent modular or tent structure;
- A lockable gate is needed from the Transport Mall into RZ.

Obligation △

Only essential Olympic Village vehicles including the Internal Village Transport system are allowed in the Olympic Village once it is operating.

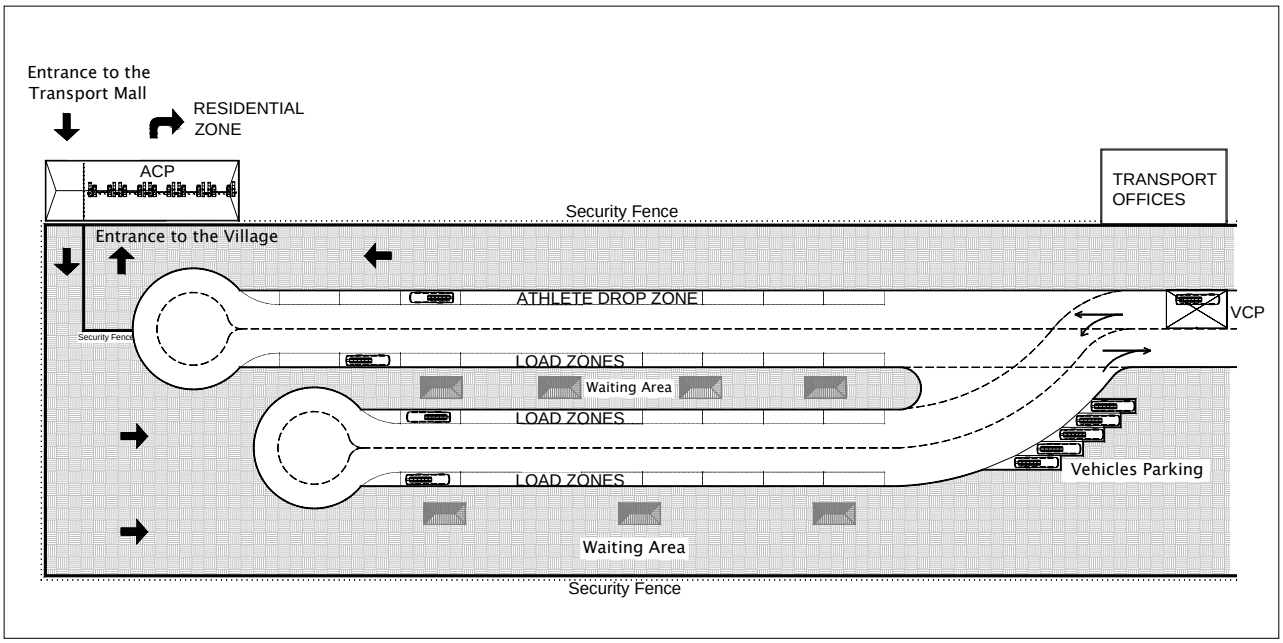
Related Document ✕

For any additional information on Transport, refer to the Technical Manual on Transport.

Continued on next page

9.7 Transport Mall / Transport, Continued

Sample Layout The drawing below is indicative of a Transport Mall for an Olympic Games.



9.8 Olympic Village Internal Transport System

Overview

The Olympic Village requires an internal transport system to move Residents around the RZ of the Olympic Village. Vehicles used for the Olympic Village Internal Transport System should be of a 'non-polluting type with low noise pollution'. This is the main form of transport in the Olympic Village.

Operational Specifications

Bus stops must be no further then 300 metres apart. Internal Bus routes must stop adjacent to:

- All residences (within 100 m walk);
- Main Dining Hall and Casual Dining;
- Transport Mall;
- Polyclinic;
- OVP;
- Super Residents centres (If applicable);
- Welcome Centre;
- NOC Service Centre;
- Recreational Sports Complex;
- ACPs near NOC Car Parking Area(s).

The bus frequency should be:

- Peak – 1 Bus every 2 minutes;
- Off Peak - 1 Bus every 5 to 10 minutes;
- Night – 1 Bus every 10 to 15 minutes.

Internal Olympic Village Type of Vehicles

The Transport must be:

- Quiet;
- Environmentally Friendly;
- Have large capacity for standing room;
- Have seating spaces and baggage space;
- Buses must be wheelchair accessible.

9.9 NOC Dedicated Vehicle Parking

Overview

Specific parking lots at the Olympic Village are provided for NOC dedicated and Rate Card vehicles. These vehicles must have unique Vehicle Parking Passes (VAPPs) to allow them access into the NOC dedicated vehicle parking lots at the Olympic Village.

The dedicated vehicle parking must be a secure area adjacent to the RZ or within a reasonable walking distance to the RZ.

Operational Specifications

The OCOG should consider the following:

- The NOC dedicated car parks should be: 1,000 car park spaces for Olympic Games and 300 car park spaces for Olympic Winter Games;
- Secure fence line (2 meters high);
- Motion detectors;
- A VCP on access to the car park;
- An ACP on access to the Residential Zone from the car park for pedestrians;
- Power for magnetometer and X-ray operations at ACPs;
- Vehicle traffic flow;
- Ingress and egress;
- Parking area size;
- Number of vehicle parking in each car park;
- Loading and unloading areas.

Direct vehicle access into RZ from the car parks is not allowed.

Obligation △

All cars that use the NOC Dedicated Vehicle Parking must have the appropriate vehicle NOC parking permit for the Olympic Village.

Inclusions / Exclusions

Rate Card vehicles should be located with dedicated cars. If not possible due to space restrictions, the Rate Card car park must be provided with a user's shuttle for residents to and from the Olympic Village.

The OCOG should provide the following:

- Car parking spaces painted and numbered for ease of use;
- A hard parking surface (e.g. bitumen);
- Drainage and snow removal;
- Gritting for ice.

Taxi Pick Up and Drop Off

There should be an area near the Olympic Village that does not require vehicle accreditation whilst not compromising the Olympic Village security that will allow for public and private vehicles (e.g. taxis, Athletes families, etc.) to drop off and pick up Village Residents.

9.10 Village Motor Pool

Overview

The Village Motor Pool is a large area for staging vehicles and drivers near to the Olympic Village to provide buses and shuttles to the Transport Mall.

A Village Motor Pool, managed by Transport, will be located off site but in close proximity to the Olympic Village and available to authorised users.

Operational Specifications

The Village Motor Pool should consist of:

- Vehicle parking and storage;
- Vehicle maintenance;
- Vehicle cleaning;
- Refuelling;
- Driver lounge;
- T3 holding area;
- Athlete System Vehicle holding area;
- Security escort vehicle holding area.

Motor Pool should be staging area for Transport Mall vehicles and T3 system vehicles. The time from call up to arrival at Transport Mall and Main Entry must be minimal.

9.11 Facility Services Centre (FSC)

Overview

The Facility Services Centre (FSC) provides a central point for all Village logistics and associated operations to occur within a safe environment. The FSC is one of the most important functions within the Olympic Village and is vital in ensuring the Olympic Village operates efficiently and effectively 24 hours per day.

Location of Facility Services Centre

The FSC must be strategically located on the Olympic Village perimeter and in close proximity to major public roads allowing large vehicle movements to facilitate deliveries.

The FSC should be strategically located as far away from the Olympic Village accommodation as possible to minimise the noise disturbance throughout the 24 hours operations. An active logistics compound will involve:

- Large vehicle movements (deliveries);
- Fork lift truck operations;
- Waste transfer area and odour emissions;
- Other vehicular emissions associated with a compound of this size and nature.

The FSC should be in close proximity to the back of house operations of the Main Dining Hall.

Composition of Facility Services Centre

The FCS operational areas can operate in isolation, but should be coordinated centrally to ensure the general operation is effective. There are 3 operational areas for the FSC, which includes:

- External Compound Area Functions;
- Olympic Village Perimeter Functions;
- Residential Zone Functions.

External Compound Area Functions

The External Compound Area Functions include:

- Vehicle checkpoint commonly located on an access road from the main road leading into the logistics compound;
- Vehicle staging and parking area for large trucks and other associated logistics vehicles to coordinate deliveries and for use by Contractors;
- Contractors Pass Facility for non Olympic Village accredited delivery drivers or Contractors to obtain access into the Olympic Village.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Olympic Village Perimeter Functions

The Olympic Village Perimeter Functions include:

- Salle port – a weather protected facility on the fence line of the Olympic Village for deliveries by an accredited and securely sealed vehicle on the MDS. Vehicles and passengers are security screened and if cleared may enter the RZ of the Olympic Village;
- Material Transfer Area (MTA) – a weather protected facility on the fence perimeter that accommodates a loading dock and industrial pallet sized X-ray machines capable of security screening incoming deliveries from non secured vehicles and storing them directly into a holding warehouse for dispatch into the Olympic Village. This area will also load vehicles from the Village for transportation out of the Olympic Village;
- Access Control Points – one associated with the salle port and one in close proximity to the contractor pass facility;
- Waste Transfer Station for removal of Olympic Village waste and the replenishment of waste collection bins.

Residential Zone Functions

The RZ Functions include:

- Warehouses;
- Logistics freight and supplies warehouse attached to the MTA;
- Furniture warehouse for FF&E supplies that can be ordered by Olympic Village staff or an NOC;
- Linen warehouse and linen operations management office responsible for the daily delivery and removal of linens for the Olympic Village;
- Maintenance warehouse for supplies and equipment associated with Olympic Village maintenance (e.g. plumbing, carpenters, electricians, horticulture, snow removal etc.);
- Logistics offices including help desk and dispatch, customs, freight forwarding, maintenance, key management, space planning and FF&E asset tracking, staff break area and meeting rooms;
- Technology offices including management offices, help desk and dispatch, Info System technicians, product suppliers and associated mechanics and engineer offices;
- Technology warehouse for Olympic Village technological equipment, spare computers, Rate Card and maintenance equipment associated with technology and paper storage for photocopiers, printers and fax machines;
- Telecommunications offices including technology equipment room, data and local area network management office and associated storage;
- Waste management office;
- Bomb management office and workshop to manage the security lockdown procedures and address any issues relating to and disposing of suspicious devices in or adjacent to the Olympic Village (will work closely with SCC.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Vehicles Area

The Vehicle Area should include:

- VCP to allow properly accredited vehicles or vehicles on the MDS to enter the FSC;
- Parking spaces for up to 20 cars and 10 truck bays;
- Circulation space external to the Olympic Village perimeter for trucks to manoeuvre into position to off load or load materials to and from the Olympic Village MTA;
- Internal vehicle and truck parking for up to 20 service vehicles (e.g. motor bikes, vans, cars, lift-gate trucks etc.) in close proximity to the FSC;
- Internal refuelling station (diesel / petrol) so vehicles do not need to leave the Olympic Village;
- Large vehicle access to warehouses from inside the Olympic Village.

Facilities – Operational Specifications

The facilities should include:

- Weather protected warehouses to store incoming materials, excess furniture and supplies. Areas within the warehouse must be lockable for high priced items and for items being delivered for an NOC that cannot pick up their goods immediately;
- FSC offices, meeting rooms, staff break rooms to accommodate the various department of the FSC (technology, logistics, customs, freight forwarding, linen, help desks, waste management and maintenance);
- Storage facilities;
- Reinforced surfaces for a standard warehouse operations;
- Facility Support offices for staff working and processing information on computer workstations;
- Separate workspaces for key management, maintenance, space planning, logistics and maintenance dispatch, staging areas and meeting rooms. Spaces will vary in size depending on the number of staff required per area;
- Offices to accommodate external and internal telephone and data access to track items and call respective delivery and logistic agents;
- Air conditioning for Olympic Games / heating for Olympic Winter Games;
- Data, television, fax machine and photocopy facilities throughout the FSC;
- Male and female toilets.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Additional Operational Specifications

The OCOG must include the following:

- Waste Transfer Station to clean waste bins and transfer waste out of the Olympic Village in a secured environment;
- Well lit area for night time operations;
- CCTV (optional);
- Circulation space for pedestrians and vehicles throughout the FSC;
- Technological systems linked to Resident Centres, logistics offices and to the various help desks in order to facilitate work orders, deliveries and communication between the Olympic Village Resident Centres and FSC staff and logistics compound;
- ACPs;
- Contractor Pass facility for non accredited delivery people to obtain passes to enter the Olympic Village if necessary;
- Power for workstations and office, lighting;
- External high powered night lighting in transfer areas and salle port.

Inclusions / Exclusions

The OCOG could consider the following:

- SCC can be located in this area;
- Main Dining Hall back of house should be located in / or in close proximity to this area and should be easily accessible;
- Fire station compound can be located in this area.

Design Specifications

The OCOG should consider the following:

- Permanent, temporary or modular office facilities;
- Reinforced surfaces in warehouses and delivery points to accommodate heavy transport vehicles and equipment (e.g. semi trailers, trucks, fork lifts and x-ray machines etc.);
- High ceiling temporary or permanent purpose built warehouse facilities to accommodate standard warehousing configuration;
- Appropriate drainage to accommodate surface run-off of a large surface area of hazardous materials;
- Maintenance tools and equipment;
- – Hand carts and trolleys;
- Fork lift trucks.

Facility Services Operational Plan

The OCOG should consider the number of staff for Olympic Games and Olympic Winter Games for logistics and technology.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Work Orders

Work orders will be requested from NOCs and Olympic Village staff for logistics, maintenance and technology issues.

Work orders will be assigned one of two priorities. Priority one work orders will generally be responded to within 30 minutes. Priority two work orders will generally be responded to within 2 hours. It is imperative any issues that arise from the NOCs are handled in an expeditious manner. If work order is not completed the NOC must be informed why the work is incomplete and when the work will be completed.

Process for work orders includes the:
- Management;
- Tracking and logging of the work order;
- Monitoring the response time.

Help desk support operations and dispatch will be required to monitor and communicate work orders. Resident Centres staff can help in giving updates and feedback to the NOCs on the current situation of work orders.

Material Transfer Area (MTA) - Overview

The MTA is a facility that allows for oversized materials deliveries, people and vehicles to be screened before entering the Olympic Village.

Olympic Village Operations could coordinate vehicle and material access into the Olympic Village in coordination with Security and Logistics. Logistics can develop the vehicle and material access policies and procedures for entrance into the Villages in coordination with Olympic Village Management and Security functions.
Logistics must schedule and manage all deliveries on the MDS. Logistics will assist with the handling of cargo from the delivery vehicle, through the X-ray machine, to the interior of the Olympic Village.

The MTA consists of the following:
- MDS check point;
- Parking area for vehicles resolving MDS issues;
- Full delivery screening area managed by Logistics with staff providing operational support (e.g. fork lift truck operator);
- Full screening area staffed by Security;
- Holding area for vehicle waiting to be screened;
- Parking area for vehicle with drivers waiting to be issued Olympic Village Contractors Passes;
- Storage area or access to the Logistics warehouse;
- Magnetometers operations and X-rays staffed by security.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Material Transfer Area Operational Plan

All vehicles entering the Olympic Village must pass through the Vehicle Screening Area (VSA). The entire vehicle will be searched inside and out, including the cargo. A cargo hold may be secured with an OCOG approved seal, as part of a security programme this cargo may be assumed clean and may not undergo a security screening process before entering the Olympic Village. However, Security should reserve the right to search all cargo regardless of seal status. The driver and any passengers in the vehicles must possess either a valid accreditation or Olympic Village Contractor Pass as well as undergo a full security screening process.

All material entering the Olympic Village not in an OCOG approved sealed vehicle must be screened by Security personnel either visually or through an X-ray machine.

Obligation △

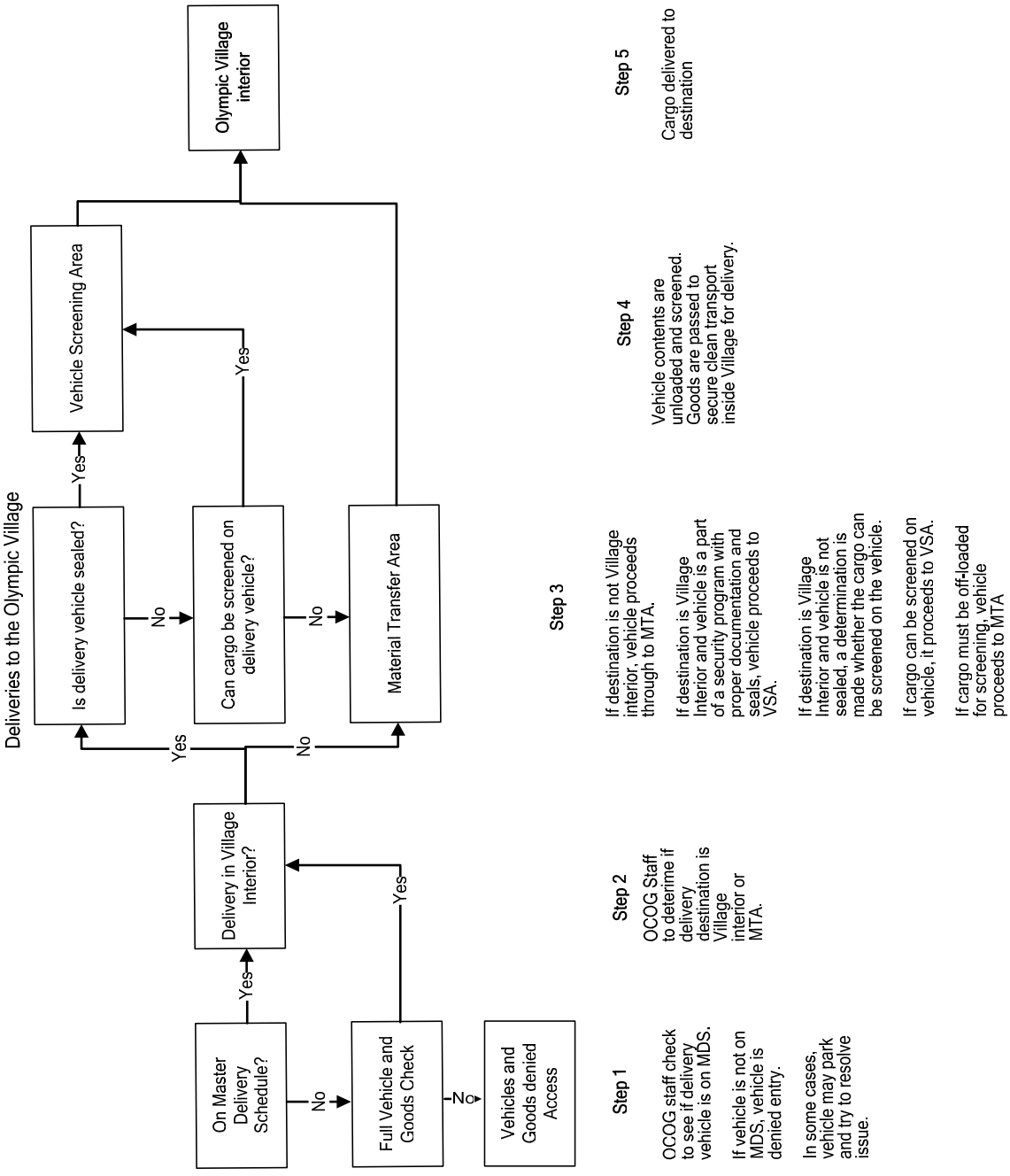
All items entering the Olympic Village must be screened.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Material Transfer Area - Delivery Procedures

The following diagram describes the procedure for deliveries to the Olympic Village:



Continued on next page

9.11 Facility Services Centre (FSC), Continued

Logistics Responsibilities

Logistics responsibilities in the Olympic Village include:

- Coordinate delivery of FF&E and is responsible for distribution inside the Olympic Village;
- Develop access procedures for personnel, materials and vehicles into the Village at the MTA in coordination with Olympic Village Management and Security;
- Maintain the Village MDS;
- Management and operation of the MTA and VSA;
- Management and operation of the Village warehouses;
- Provide personnel and material moving equipment at the Village MTA and in the Village warehouses;
- Transport materials from OCOG central logistics warehouse to Village warehouses;
- Transport materials from Village warehouses / MTA to the required Village locations;
- Security of logistics equipment and stores.

At MTA and salle port, Security will:

- Conduct magnetometers operations;
- Conduct vehicle screening operations;
- Operate the X-ray machine.

Facility Services Centre Operational Specifications

The OCOG should provide the FSC with the following:

- Key management office;
- Maintenance office and storage;
- Freight forwarding office;
- Logistics workspace;
- Space planning;
- Support operations dispatch;
- Meeting rooms.

Grounds and Maintenance Compound

Within the Logistics Compound, Grounds and Maintenance operations should be present. Grounds and Maintenance are responsible for landscaping and water pipe provision. It should include:

- Landscaping;
- Planting;
- Grass and tree upkeep;
- General maintenance of landscape.

For Olympic Winter Games, Grounds and Maintenance will be responsible for snow removal, gritting of paths / roads to prevent ice build up. Equipment used for snow removal and grounds maintenance will be parked in the FSC area.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Waste Removal

The Olympic Village should be environmentally friendly as possible. The OCOG should define suitable operations to remove waste from site without compromising security (i.e. transfer internally to externally).

The OCOG should consider the use of compactors on site.

Rate Card Operational Specifications

An excellent coordination and communication is needed between Rate Card function and FSC.

The OCOG must provide:
- Storage space for Rate Card items in Logistics Warehouse;
- Tracking system for inventory of Rate Card items;
- Planning and tracking of installation of Rate Card items;
- Asset tracking of returned Rate Card items at the end of the Olympic Games.

Key Management Offices

It is important to track keys for all buildings in the Olympic Village. Several duplicate sets will be needed for:
- Housekeeping;
- Security;
- Olympic Village Management;
- Lost and stolen keys.

A system needs to be devised for NOCs and Olympic Village staff to return keys before departure from the Olympic Village.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Technology Support Operational Specifications

Technology support services to the Olympic Village functions and NOCs are very important.

Installation and set-up prior to the Olympic Village being operational will reduce the amount of work needed once NOCs arrive. Technology work orders are a very popular request when NOCs are setting up their offices and medical spaces.

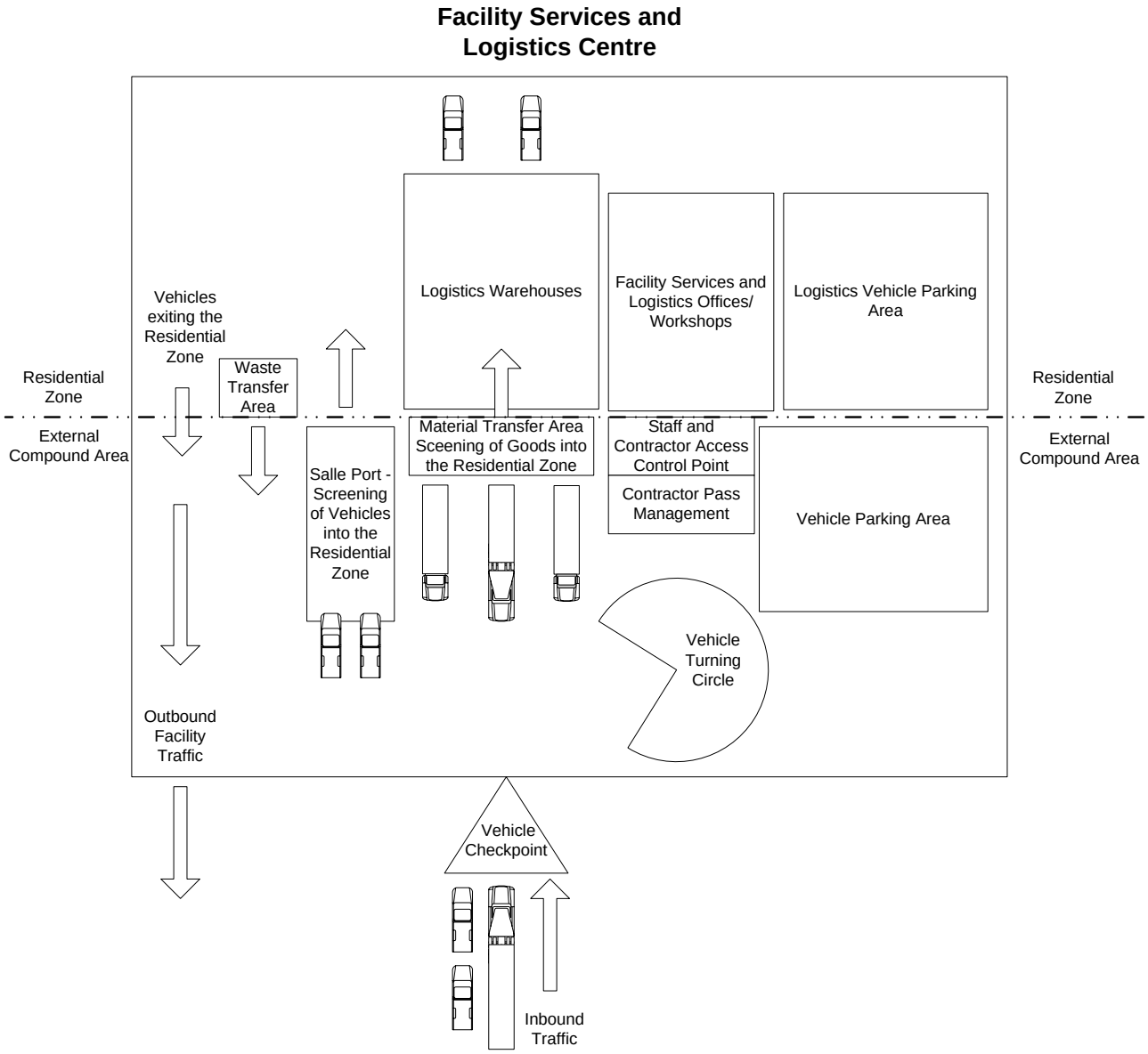
The OCOG should provide:

- A telecommunications help desk;
- Cabling constructor team and office;
- Copier and fax team and office;
- Info System technicians;
- Technology management;
- Technology help desk;
- Telecommunication storage;
- Technology storage;
- Paper storage;
- Computer equipment storage;
- Data and local area network office;
- Data and local area network storage.

Continued on next page

9.11 Facility Services Centre (FSC), Continued

Sample Layout The drawing below is indicative of a Facility Services Centre for an Olympic Games.



9.12 Village Management Offices (VMO)

Overview

The Village Management Office (VMO) is the hub for all Olympic Village Management.

Operational Specifications

The Olympic Village Management Office consists of:

- Village Meeting Room;
- Security;
- Food services;
- Transport;
- Village Services (entertainment, recreation, retail etc.);
- Village Pass System.

Design Specifications

The Olympic Village Management Office will have offices for the main areas:

- Olympic Village administration;
- Olympic Village operations;
- Olympic Village services ;
- Special projects / Paralympics.

Olympic Village facility services are likely to be situated in the Facility Services Centre and Logistic Centre.

The Village Communication Centre can be located with Olympic Village Management offices.

The Olympic Village Management Office can be located in the OVP or the Residential Zone. However, the area must be central in the Olympic Village. The VMO is a back of house operation.

9.13 Staff Centre

Overview

The Staff Centre houses the staff administration, human resources and staff check-in area.

Meal tickets will be distributed to staff upon check-in. Management of the staff retention programme may be administered here.

The Staff Centre is responsible for:
- Staff check-in;
- Staff check-out;
- Staff meal ticket distribution;
- Control of staff retention programme;
- Staff information;
- Problem resolution;
- Staff accreditation resolution.

Location of Staff Centre

When planning the Staff Centre, the OCOG should consider the:
- Proximity to the staff transport system;
- Proximity to public transport;
- Proximity to staff ACPs.

Operational Specifications

The size of the Staff Centre will depend on the:
- Check-in requirements;
- Number of Workforce per shift;
- Number of desks and chairs;
- Time control mechanism;
- Location of staff accreditation desk in the Olympic Village.

The OCOG should provide the Staff Centre with:
- Staff break area;
- Notice boards;
- Changing rooms / toilets;
- Small meeting room;
- Fax, photocopier and telephones.

The OCOG can consider having the staff check-in with their direct supervisor or function Manager.

For the protection of Olympic Village assets, it is not recommended for staff to:
- Have lockers;
- Carry large bags into the Olympic Village (only uniform and essential personal items).

Continued on next page

9.13 Staff Centre, Continued

Staff Accreditation

The OCOG will need to consider how staff will be accredited and where they go once the Olympic Village is open for accreditation issues. This area could be included in the Staff Centre or in the Welcome Centre.

9.14 Rifle Storage Centre (RSC)

Overview

No firearms of Residents or Staff are permitted in the Olympic Village. All firearms will be retained within the Rifle Storage Centre (RSC).

The RSC will be located within the perimeter of the Olympic Village but outside the RZ (e.g. Welcome Centre or NOC Car Parking). The RSC will also function as a practice facility where Athletes can dry fire their firearms as part of their training programme.

No ammunition will be stored at the RSC. All ammunition must be stored at the venue where the weapon will be used.

Operational Specifications

When planning the RSC, the OCOG should consider the:

- Proximity to Transport Mall / NOC Vehicle parking;
- Proximity to Welcome Centre;
- Security considerations;
- Proximity to Olympic Village resident areas;
- National and local laws pertaining to the storage and use of firearms.

The size of the RSC is dependent on:

- Number of Athletes requiring firearms;
- Proximity to competition venues;
- Arrivals and Departure pattern of Athletes;
- Services offered (e.g. lockers, dry fire area).

Firearms Procedure

The OCOG must have procedure at all ACPs of what to do with firearms if encountered and how to transport them to the RSC and give the Athlete or Official a receipt.

Design Specifications

The OCOG should consider the following:

- RSC can be in a permanent or temporary construction;
- RSC must be secure and lockable.

Part III → Village Operations

Overview

Introduction To operate the Olympic Village, interaction with a number of OCOG functions is required. Interaction and close cooperation will facilitate Olympic Village operations across the different Functions.

Contents This part contains the following topics:

Topic
10.0 Function Interaction
11.0 Policies and Procedures
12.0 Furniture, Fixtures and Equipment
13.0 Olympic Village Housing Allocation
14.0 Other Athletes and Officials Accommodation

10.0 → Function Interaction

Overview

Introduction

The success of the Olympic Village requires excellent collaboration with a large number of functions within the OCOG. Olympic Village Management is ultimately responsible for the functions within the Olympic Village.

The listed functions should form part of the integral Olympic Village team. The group formed must meet together regularly and discuss policies and issues regarding the Olympic Village.

Contents

This chapter contains the following topics:

Topic
10.1 Accreditation
10.2 Food Services
10.3 Human Resources
10.4 Logistics
10.5 Media
10.6 Medical
10.7 NOC Services
10.8 Protocol
10.9 Entertainment or Recreational Activities
10.10 Security
10.11 Sport
10.12 Technology (including Telecom)
10.13 Transport
10.14 Waste and Cleaning
10.15 Ceremonies
10.16 Additional Function Interaction

10.1 Accreditation

Overview

Access policies to the Olympic Village should be determined in close cooperation with Accreditation, Security and NOC Services. Access to the Olympic Games Accreditation system and the cancellation and production of accreditations is essential in the Olympic Village.

The Olympic Village administration should coordinate access privileges for all Workforce (Staff, Volunteers, Contractors, Suppliers, Sponsors, etc.) with Accreditation.

Access policy and procedures must be devised for:
- NOC Guest Passes;
- Specific dignitary Village;
- Constructors;
- Sponsors / Suppliers;
- Emergency;
- Reprinting of Athletes and Officials accreditations (e.g. lost, stolen).

The Olympic Village Management is responsible for the Guest Pass system whilst Accreditation manages the Accreditation Centre in the Welcome Centre. Accreditation will assist in the development and design for all access passes for the Olympic Village (e.g. Olympic Village Management passes, Media passes, fit-out / load-in passes).

Critical Operations

Critical operations that require coordination between Olympic Village Management and Accreditation are:
- Temporary access control passes for fit-out / load-in, Paralympic transition and load-out periods;
- Access privileges for Workforce;
- Access control systems;
- Staff day pass systems;
- Guest Pass systems;
- Accreditation pass production for Staff and Residents.

Critical location that requires coordination between Olympic Village Management and Accreditation is the Welcome Centre.

The Olympic Village Management usually has the ultimate decision in granting access rights to the Olympic Village.

10.2 Food Services

Overview

The objective of the Olympic Village food services programme is to ensure Residents and Staff are provided with the highest quality food service covering all basic dietary and nutritional needs within the available resources.

The Food Services Manager of the Olympic Village will manage the food services contract and other food and beverages services in the Olympic Village. The OCOG Catering Function will cooperate over tender requirements and ensure Sponsor requirements of the OCOG are respected in the Olympic Village food services contract.

Food Services Areas

Olympic Village Management should coordinate with Food Services and the appointed caterer(s) in the design and construction of the food service areas in the Olympic Village. Food Services need to develop a meal programme for:

- Athletes;
- Officials;
- Guest;
- Staff and Volunteers.

Meal voucher policies for Olympic Village Guests and Workforce will need to be developed in cooperation with Food Services and NOC Services.

Critical Operations

Critical operations that require coordination between Olympic Village Food Services Manager and OCOG Food Services are:

- Layout of Dining Halls;
- Beverage distribution (e.g. Coca Cola integration);
- Food stuff ordering;
- Catering;
- Food production and preparation;
- Food stuff deliveries;
- Food Services for Athletes at the Olympic Village;
- Food Services for Athletes at training and competition venues;
- Food Services for workforce in the Olympic Village;
- Meal Voucher system;
- McDonald's integration;
- Staff Break areas.

Critical locations that require coordination between Olympic Village Management and Food Service are:

- Main Dining Hall;
- Casual Dining;
- Staff Dining;
- OVP Café;
- Welcome Centre and DRM meetings;
- Training and competition venue meals.

10.3 Human Resources

Overview

The recruitment, training and managing of Staff and Volunteers for the Olympic Village should be according to Olympic Village function specific needs. Olympic Village Human Resources Manager should work with the OCOG Human Resources to develop these programmes.

The Olympic Village begins operations well in advance of most venues, therefore, job training for the Village is usually required on an accelerated time schedule. As the Olympic Village can employ up to 10,000 people and 5,000 people for Olympic Winter Games, a dedicated Human Resources team for the Olympic Village is required to liaise with the OCOG Human Resources Department to ensure the Olympic Village staff are hired appropriately, timely and according to the OCOG policy and procedures.

Critical Operations

Critical operations that require coordination between Olympic Village Management and Human Resources are:

- Job training;
- Retention programmes;
- Staff check-in;
- Staff policies and procedures;
- Staffing;
- Volunteers;
- Ordering and distribution of uniforms;
- Staff counselling.

Critical locations that require coordination between Olympic Village Management and Human Resources are:

- Staff check-in;
- Staff Break Areas.

Required Workforce

Olympic Games
The workforce is approximately 11,000 people in all, working three eight-hour shifts (24 hours a day).

Olympic Winter Games
The workforce is approximately 5,000 people in all, working three eight-hour shifts (24 hours a day).

Paralympic Games
The workforce is approximately 5,000 people in all, working three eight-hour shifts (24 hours a day).

Paralympic Winter Games
The workforce is approximately 2,500 people in all, working three eight-hour shifts (24 hours a day).

10.4 Logistics

Overview

Logistics plays a critical role in Olympic Village operations. Logistics is usually responsible for a wide range of activities. The importance and the scope of work required of Olympic Village logistics cannot be understated.

Coordination is required to enable the transfer of incoming goods, including but not limited to furnishings, cargo and mail, from the Material Transfer Area. Specific levels of support for NOCs regarding Athlete luggage movement, material handling and the provision of FF&E will be determined by Village Management, in cooperation with NOC Services, procurement, Logistics, Transport and Village Allotment.

All deliveries into the Olympic Village must be scheduled on the MDS. In the past Olympic Games Villages, Logistics have managed the MDS at the Olympic Village.

Critical Operations

Critical operations that require coordination between Olympic Village Logistics and the OCOG Logistics are:

- Asset management (including tracking and recovery);
- NOC arrivals;
- NOC departures;
- NOC equipment management;
- NOC luggage movement;
- Consumables re-supply;
- FF&E load-in;
- FF&E re-supply;
- Paralympic transition load-in
- FF&E reviews;
- FF&E load-out;
- Technology installation (by FA).

Critical locations that require coordination between Olympic Village Management and Logistics are:

- FSC;
- Logistics vehicle storage yard;
- Logistics warehouse;
- Linen storage area (if on site);
- MTA;
- Health and Safety issues;
- Site management.

Continued on next page

10.4 Logistics, Continued

Critical Operations (continued)

Critical equipment and vehicles that may be used in the Olympic Village by Logistics are as follows:

Material Handling Equipment

- Furniture dollies;
- Hand trucks;
- Pallet jacks.

Utility Vehicles

- All terrain vehicles (ATVs) with snow plough attachments for winter environments;
- Golf carts;
- Workhorses (small vehicles used for moving equipment).

Vehicles:

- Fork lift truck;
- Box trucks;
- Cargo vans;
- Flat bed trucks;
- Pick-up trucks;
- Sport utility vehicles.

Vehicles will be provided by the OCOG Transport but in cases where a specialised vehicle is required, Olympic Village Logistics may have to lease the appropriate vehicle.

10.5 Media

Principles

Olympic Village Management should work closely with the Press and Broadcast functions to devise:

- Media communication plans;
- Olympic Village press kits;
- Village Media Centre design;
- Access procedures for all Media at the Olympic Village.

Critical Operations

Critical operations that require coordination between Olympic Village Media Manager and the OCOG Media are:

- Media Guest Pass Policy and procedures;
- Village Media Centre operations;
- Olympic Village communication strategies;
- Production of the Olympic Village Newspaper;
- Language and interpretation support for interviews and press conferences.

Critical locations that require coordination between Olympic Village Media Manager and the OCOG Media are:

- Village Media Centre;
- Interview Rooms;
- OVP.

10.6 Medical

Overview

The Olympic Village Medical Officer will coordinate with the OCOG Medical regarding:

- The Polyclinic;
- The First Aid Station;
- The emergency medical procedures in the Olympic Village;
- Recreational therapeutic massage service (if provided).

Critical Operations

Critical operations that require coordination between the Olympic Village Medical Officer and OCOG Medical are:

- Emergency response within the Village;
- Policies and procedures of medical related issues;
- Contingency planning for major incidents.

The critical location that requires coordination between Olympic Village Management and Medical is the Polyclinic.

Services Provided

The OCOG must provide a multi-specialty Polyclinic providing medical services to the Residents of the Olympic Village as well as other accredited members of the Olympic Family, 24 hours a day.

This Polyclinic will offer a number of medical services including primary care, orthopaedics, dental, ophthalmology, internal medicine, urgent care and other specialty medical services as needed.

10.7 NOC Services

Overview

Olympic Village Management will coordinate with NOC Services to provide optimum administrative services for the NOCs and their Athletes and Officials residing in the Olympic Village.

Critical Operations

Critical operations that require coordination between Olympic Village Management and NOC Services are:

- Information provision for the Chef de Mission Dossier and Manual;
- NOC allocation and allotment procedures;
- Delegation Registration Meetings;
- Ceremonies;
- Food Service (Meal Vouchers);
- Guest Pass policies;
- Rate Card operations;
- Village Services (retail and recreation, transport, logistics, etc.);
- Chefs de Mission meetings;
- Support Grant issues;
- NOC visits to the Olympic Village;
- Day to day problems.

Critical locations that require coordination between Olympic Village Management and NOC Services are:

- NOC Service Centre
- Welcome Centre;
- Chefs de Mission Meeting Hall.

10.8 Protocol

Overview

Protocol issues will be coordinated with the Protocol function to facilitate VIP and dignitary visits to the Olympic Village, the Olympic Village Mayor's programme and potential protocol involvement with Team Welcome Ceremonies.

Critical Operations

Critical operations that require coordination between Protocol Office and OCOG Protocol are:

- Dignitary visits;
- Olympic Village Mayor's program and activities;
- Participation medals and diplomas;
- Flags and anthems;
- Athlete medal boxes and diplomas;
- Team Welcome Ceremonies.

Critical locations that require coordination between Olympic Village Management and Protocol are:

- Protocol office;
- Flags of nations display;
- Team Welcome Ceremony stage.

10.9 Entertainment or Recreational Activities

Overview

The OCOG must provide certain retail and recreational services in the Olympic Village for the comfort and enjoyment of the Athletes and Officials.

Obligation △

The OCOG must provide a suitable commercial area for Residents in the Olympic Village.

Entertainment – Recreational Activities Operations

Other services to enhance the Residents experience in the Olympic Village must include:

- Live acts;
- Cyber Café;
- Games rooms;
- Recreational Sports Complex;
- DVD rooms / cinema;
- Club / Disco / Café;
- Recreational therapeutic massage service.

Olympic Village Publications

The following publications should be made available to NOCs and Olympic Village residents:

- Telephone directories including key OCOG staff, Olympic Village numbers, Venue numbers, functions (e.g. Transport);
- Athlete Handbook;
- Maps;
- Olympic Village Newspaper.

The Olympic Village Newspaper publication must start from the official Opening to the Closing of the Olympic Village.

Continued on next page

10.9 Entertainment or Recreational Activities, Continued

Gift Bags

NOC Gift Bags are given to each Athlete and Official of the NOC. They contain small gifts, generally from Olympic Games Sponsors. Gift Bags should contain useful products for Athletes: sun cream, personal products, recreational products, Sponsor products etc.

Generally, some official Olympic Games merchandise items are provided by the OCOG as presents to Athletes and Officials for the Olympic Games.

Alcohol is forbidden to be given as part of the Gift Bags.

A large amount of secure storage space will be required when assembling the items and for packing the Gift Bags. This can be located in the FSC warehouse or other suitable lockable storage area in the Olympic Village.

Obligation △	Gift Bags contents need to be approved by the IOC.

10.10 Security

Overview

The Olympic Village must be able to provide the Athletes and Officials with conditions of optimum security and therefore consideration of the necessary security measures must be incorporated into both logistical and financial planning.

The Olympic Village must be fenced and patrolled to avoid intruders.

The Olympic Village is one of the most critical locations of the overall security arrangements for the Olympic Games, but security operations must be implemented without creating an oppressive atmosphere for the Residents.

Planning must be done in full coordination with the relevant authorities and include consideration of factors including distances between venues, changes to traffic systems, geographical elements such as water fronts, etc.

Security Responsibilities

Security will establish the physical security perimeter operations of the Olympic Village, coordinate external 24 hour access control to the Olympic Village working in cooperation with OCOG resources and management at the venue, and provide Law Enforcement response and coordination of emergency matters. The OCOG will have the responsibility for screening policies for vehicles and persons at access control points.

Security will be responsible for the security sweep of the Olympic Village after all construction and fit-out has occurred and be responsible for Security Lockdown of the Olympic Village.

Critical Operations

Critical operations that require coordination between Olympic Village Management and Security are:

- Olympic Village Lockdown and Olympic Village security sweep;
- Deliveries;
- Dignitary visits;
- Emergency response procedures;
- Pedestrian and vehicle security screening;
- Law Enforcement within the Olympic Village.

Critical locations that require coordination between Olympic Village Management and Security are:

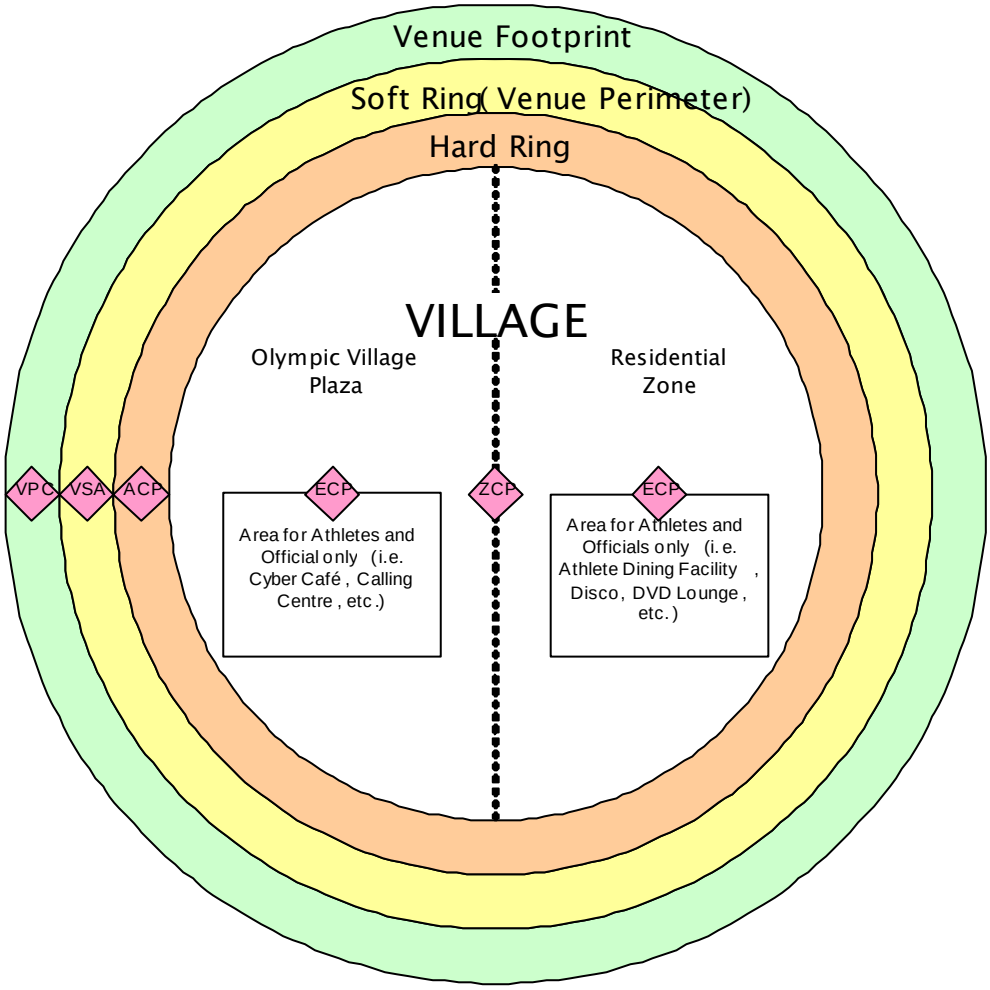
- ACP;
- Perimeter;
- SCC;
- VCP.

Security Operations

The drawing below is indicative of Security Operations in the Olympic Village.

Continued on next page

10.10 Security, Continued



SECURITY LAYERS

Venue Footprint: First layer of security, includes all areas of the Olympic Village, including areas outside of the Village perimeter, i.e. parking areas, vehicle permit checks (VPC), access roads, etc.

Soft Ring (Village Perimeter): Second layer of security. All vehicles in this area must possess a vehicle permit and undergo some level of security check. Areas include the Vehicle Screening Areas (VSA).

Hard Ring: Third layer of security. Area surrounding the actual Olympic Village. All vehicles entering must undergo a full security screening and all persons must undergo an accreditation check and pass through magnetometer and X-ray operations at an Access Control Point.

TERMS

VPC
- Vehicle Permit Check (VPC)
  - Location where vehicles are checked for proper permits to access the Olympic Village.

VSA
- Vehicle Screening Area (VSA)
  - Location where vehicles undergo a security screening.
  - Level will be determined by type of vehicle, place of origin and destination within the Olympic Village. Managed by Law Enforcement with support from the OCOG.

ACP
- Access Control Point (ACP)
  - First Step: accreditation check to determine if individual has proper access rights.
  - Second Step magnetometer and X-ray operation to determine if individual is "clean".

ECP
- Entry Control Point (ECP)
  - Accreditation check at entrance to areas limited to "A" category access Managed by OCOG.

ZCP
- Zone Control Point (ZCP)
  - Accreditation check at border between Olympic Village Plaza (OVP) and Residential Zone (RZ) to ensure only properly accredited individuals access the RZ. Managed by OCOG.

10.11 Sport

Overview

Olympic Village coordination with Sport involves planning for the DRMS regarding sport entries, coordination of sports equipment that is used in the Recreational Sports Complex.

Sport will be responsible for coordination and communication of information about changes to the sports competition schedules during Games time to the NOCs. Sport will operate and be responsible for the SIC in the Olympic Village.

Critical Operations

Critical operations that require coordination between Olympic Village Management and Sport are:

- SIC;
- RSC;
- Recreational Sports activities;
- Welcome Centre (sport entries).

Critical locations that require coordination between Olympic Village Management and Sport are:

- Recreational Sports Complex;
- SIC;
- RSC;
- Welcome Centre (sport entries).

10.12 Technology (including Telecom)

Overview

Olympic Village Technology is one of the most critical components in the success of the operation of the Olympic Village. Interaction between Olympic Village Management and Technology is important especially during fit-out / load-in phase of the Olympic Village.

Critical Operations

Critical operations that require coordination between Olympic Village Management and Technology are:

- Communication Plan;
- Games time technology service response;
- Technology infrastructure;
- Technology installation and management;
- Help desk and support operations;
- Faxes, copiers, telephones and radio installation and operation;
- Results printing technology and support;
- Info System support, technology and content.

Critical locations that require coordination between Olympic Village Management and Technology are:

- Village Communication Centre;
- Server rooms;
- Cell towers;
- Games information terminals;
- OCOG and NOC offices;
- Olympic Village technological and telecommunication infrastructure design;
- Rate Card technology supply and support.

10.13 Transport

Overview

With regards to transport, it is important to make satisfactory arrangements for the following areas:

- To the competition and training venues;
- Within the Olympic Village;
- To the city centre;
- Fleet provision and parking (Workforce and NOC vehicles);
- Parking permits.

The transport operations will be realised by OCOG provided Athlete Transport System consisting of contracted buses, NOC vehicles provided by the OCOG, NOC Rate Card vehicles, private NOC vehicles and public transport.

Transport is a fundamental service to be provided to Athletes and Officials. At the Village, transportation consists of the Athlete Transport System, arrivals and departures, and various shuttles, car parking and permits systems.

The OCOG must provide:

- Transport Mall;
- Internal Olympic Village Transport System;
- Parking for 1,000 cars at different locations adjacent to residential buildings in the Olympic Village for dedicated and Rate Card vehicles for the Olympic Games and 300 cars at the Olympic Winter Games.

Reference

For any additional information on transport system, refer to the Technical Manual on Transport.

Critical Operations

Critical operations that require coordination between Village Management and Transport are:

- Arrivals and Departures;
- Athlete Transport System;
- Internal Village Shuttle System;
- NOC Dedicated and Rate Card Vehicles and Parking;
- Vehicle Entry Procedures;
- Vehicle Accreditation and Permits.

Critical locations that require coordination between Olympic Village Management and Transport are:

- Main Entry drop-off;
- NOC Parking;
- Staff parking;
- Transport Mall;
- Welcome Centre;
- Motor Pool area.

10.14 Cleaning and Waste

Overview

Cleaning and Waste will be responsible for snow removal, grounds maintenance, waste removal and custodial services in the non-residential areas of the Olympic Village. Cleaning of non-residential areas can be part of the housekeeping contract depending on the scope of work and resources available.

Critical Operations

Critical operations that require coordination between Olympic Village Management and Cleaning and Waste are:

- Critical response procedures;
- Snow removal procedures;
- Waste removal procedures.

Critical locations that require coordination between Olympic Village Management and Cleaning and Waste are:

- Equipment Storage;
- Supply Storage;
- Waste Storage;
- Waste equipment (e.g. trucks, bins).

This function is usually managed through the FSC responsible for waste removal and grounds keeping operations and is usually not involved with housekeeping or interior custodial services.

Tender Process

Tender process will need to be conducted for:

- Waste removal (e.g. emptying bins);
- Cleaning of public areas (e.g. Welcome Centre, NOC Services Centre, internal pathways).

10.15 Ceremonies

Overview

Olympic Village operations play an important part in the movement of the Athletes and Officials to and from the Opening and Closing Ceremonies.

The number of parading participants per NOC is calculated as the number of total Athletes at the Games plus 6 accompanying Officials.

The duration of travel, staging, loading and unloading of the Athletes and Officials attending the Opening and Closing Ceremonies must be kept to a minimum.

Critical Operations

Critical operations that require coordination between Olympic Village Management and Ceremonies are:

- Redeployment of Olympic Village Workforce to support Ceremonies operations;
- Staging of buses and people in specific Olympic Village zones;
- Transport method and timetable for transfer to the Olympic Stadium;
- Security (escort vehicles, security screening, internal vehicle route and pedestrian movements);
- Food and beverages provision;
- Return to the Olympic Village (early returns, food and beverages, security at the Olympic Village entrances, transport methods);
- Shut down of non essential operations of the Olympic Village from 5 hours before Residents leave for the Ceremony.

Operational Plan

Ceremonies need to cooperate with Olympic Village Management on:

- Timing requirements for transport of Athletes and Officials to the Ceremony;
- Staff requirements to assist in marshalling the loading, unloading of buses;
- Security planning for vehicle escort, accreditation checks and security screening.

10.16 Additional Function Interaction

Overview

A number of functions will play a smaller but no less important role in the Olympic Village. Those functions include but are not limited to:

- Authority Relations;
- Marketing / Sponsors;
- Education;
- Environment;
- Project Management;
- Ticketing.

11.0 → Policies and Procedures

Overview

Introduction There are some specific policies and procedures that are required for the Olympic Village that need to be implemented for the benefit of the Residents.

Contents This chapter contains the following topics:

Topic
11.1 Clean Venue / Signage and Sponsor Policies
11.2 Alcohol and Smoking Policies
11.3 Language Services
11.4 Contingency Planning

11.1 Clean Venue / Signage and Sponsor Policies

Clean Venue Policy Overview

The IOC's Clean Venue policy governs the branding and identification for any entity which provides products, services or equipment for the Residents of the Olympic Village. It aims to respect and protect the rights of all IOC Marketing partners by differentiating between the branding rights and opportunities allowed for each category, such as, IOC Marketing Partners, OCOG Partners, Licensees, Contractors and non-commercial institutions.

The term 'Clean Venue' refers to the mandate that all structures, facilities and areas that are used for official Olympic purposes be free of commercial advertising and other messages deemed inappropriate for the Olympic Village environment.

The Clean Venue policy aims to:
- Preserve the integrity and image of the Olympic Games;
- Help to protect the exclusive marketing rights of the official Olympic Partners;
- Ensure consistency of the look of the Games throughout the Olympic Village.

Olympic Village Signage Policy

It is the responsibility of the OCOG to provide all exterior signage in the Olympic Village. The Olympic Village Signage Policy for IOC Marketing Partners, OCOG Partners, Suppliers and Contractors follow the Clean Venue policy.

Signage and way finding throughout the Olympic Village will be of a generic nature for all services and functions (e.g. 'Bank', 'Cyber Café', 'Dining Hall'). The design, placement and display of all signage and way finding are at the sole discretion of the OCOG.

IOC Marketing Partners and OCOG Partners

All Products and Services provided in the Olympic Village must be of use and / or benefit to the Residents of the Olympic Village.

In certain product categories, an IOC Marketing Partner or an OCOG Partner will be granted product exclusivity which allows contain commercially identifiable branding and authorised branding opportunities within the Olympic Village.

Continued on next page

11.1 Clean Venue / Signage and Sponsor Policies,
Continued

IOC Marketing Partners and OCOG Partners (continued)

Where possible, 'Partner Products' shall be utilised by the OCOG and will prevail over non-sponsor products at all times.

Where IOC Marketing Partners and OCOG Partners require the use of products that are not included in their 'Partner Products' list, the products they use must contain no commercial identifiers (in the form of labels, decals, stickers etc.) or commercial identifiers must be covered.

For daily consumable goods and products sold within the OVP as services to the Residents, normal packaging will be allowed (e.g. confectionary).

All items that an IOC Marketing Partner or OCOG Partner intends to use within the Olympic Village must be submitted to the OCOG for approval. This includes, but is not limited to, the use of company logos and designs and the use of Olympic marks (e.g. the Sponsors composite logo) on items such as:

- Signage;
- Uniforms;
- Vehicles;
- Receipts;
- Bags, etc.

Obligation △

IOC Marketing Partners and OCOG Partners branding needs to be approved 6 months prior to the Olympic Games.

Obligation △

Olympic Village signage needs to be completed 3 months prior to the Olympic Games.

Related Document ✕

Refer to Rule 53 of the Olympic Charter.

For any additional information on Clean Venue Policy, refer to the Technical Manual on Brand Protection.

Continued on next page

11.1 Clean Venue / Signage and Sponsor Policies, Continued

Contractors / Suppliers - Submission of Plans

Contractors, Suppliers and non-commercial institutions providing essential products and services to the Olympic Village that are not official Olympic Partners are forbidden any signage or branding rights. Their products must be free from any form of commercial identification.

All products utilised by Contractors / Suppliers within the Olympic Village are subject to the OCOG's approval. Contractors / Suppliers must submit designs for their services and their products that will be used in the Olympic Village to the OCOG including:

- Uniforms;
- Vehicles;
- Receipts;
- Bags, etc.

All Contractors shall also submit to the OCOG:

- Proposed design concepts;
- Space layouts;
- Methods of applications and installation;
- Other items used within their spaces in the Olympic Village.

Use of Products within the Interior Area for IOC Marketing Partners and OCOG Partners

IOC Marketing Partners and OCOG Partners will be allocated a dedicated area within the Olympic Village where they will provide their products that are required for the Olympic Village Residents.

The use of products and branding activities may be pursued by the IOC Marketing Partners or OCOG Partners only within their **interior area** or at locations within the Olympic Village specifically agreed with the IOC.

All use of items and branding within IOC Marketing Partners or OCOG Partner spaces must receive prior written approval of the OCOG and the IOC.

IOC Marketing Partners and OCOG Partners are not permitted to conduct any branded activities or provide any branded items outside their dedicated area (e.g. on external walls or on windows). IOC Marketing Partners and OCOG Partners activities and displays must not block the entry or exit points of the Olympic Village spaces.

Continued on next page

11.1 Clean Venue / Signage and Sponsor Policies,
Continued

Use of Products within the Olympic Village – Interior Area Shared with Other Partners / Suppliers	Activities may be pursued by IOC Marketing Partners or OCOG Partners in their interior area when this area is shared with other partners or providers. These activities must be contained within commercial partner areas and not encroach on other commercial partner areas. The use and locations must receive approval of the OCOG and the IOC.
External Signage	It is the responsibility of the OCOG to provide all exterior IOC Marketing Partners or OCOG Partners signage, in the form of generic signage (e.g. 'Bank', 'Cyber Café', 'Dining Hall'). The design, placement and display of these signs are at the sole discretion of the OCOG.
Obligation △	All proposed items, designs, space layouts, methods of installation and services provided by IOC Marketing Partners, OCOG Partners, Suppliers, Contractors and non-Commercial Institutions related to the use of their spaces and operations, must be approved by the OCOG to ensure conformity with Rule 53 of the Olympic Charter and the Clean Venue Policy.
Promotional Flyers △	Promotional flyers are not to be distributed from IOC Marketing Partners, OCOG Partners, Licencees, Contractors, Suppliers or non-Commercial Institutions within the Olympic Village.
Sanctions	Any IOC Marketing Partners, OCOG Partners, Suppliers and Contractors which infringe on the terms approved by the OCOG can be sanctioned by the OCOG and the IOC.

11.2 Alcohol and Smoking Policies

Obligation △	Alcohol is forbidden to be sold or distributed in any fashion by the OCOG to Athletes or Officials in the Olympic Village.

Alcohol Policy

NOCs, Athletes and Officials can consume alcohol within the Olympic Village if they have purchased it outside of the Olympic Village. Many NOCs import alcohol to the Olympic Village as gifts and part of their hospitality programme.

All national rules of the Host Country must be enforced in regards to alcohol consumption (e.g. legal age for drinking).

Residents found to be heavily under the influence of alcohol or committing anti-social behaviour due to alcohol consumption will be dealt with by Village Security and the NOC Chef de Mission will be informed.

Smoking Policy

The Olympic Village is officially a non-smoking environment for the comfort of all Residents.

The Olympic Village should provide a small quantity of ashtrays in NOC accommodation for safety reasons where it is common for people from that country to smoke.

At the discretion of the Village Management a smoking area (back of house) may be created for workforce and Olympic Village staff.

11.3 Language Services

Overview

Many Residents of the Olympic Village are not able to communicate in the Host Country language or the official languages of the IOC. Due to the diversity of nationalities a Language Service needs to be provided.

Generally Language Services for the Olympic Village is a telephone call centre which consists of operators able to deal with interpretation of verbal sentences. This service is free of charge.

Resident Centre Language Skills

Resident Centres should be staffed with volunteers with various language skills to facilitate communication with Residents.

Polyclinic Language Services

Language Services are often required in the Polyclinic for Residents to describe their illness or problem to medical staff.

Operational Plan

Working languages should be used as a base for Residents including:

- Official language of the Host Country;
- English;
- French;
- Spanish;
- German;
- Russian;
- Arabic;
- Chinese;
- Japanese.

The OCOG will decide the required number of languages for Athletes and Officials. Fewer languages are needed for Olympic Winter Games due to fewer NOCs participating.

Olympic Village Publications

The OCOG should provide translation for Olympic Village Publications including:

- Athlete Handbook (Olympic Village Guide);
- Map of the Olympic Village;
- Olympic Village Newspaper;
- Chefs de Mission Meeting minutes.

11.4 Contingency Planning

Table Top Scenarios

It is very difficult for the Olympic Village to have a test event prior to actually operating. Some systems and services can be tested (e.g. kitchens, Transport Mall) on a small scale once construction is complete.

Generally, the first 2 or 3 days of the Olympic Village operation results in some minor or major operating procedure change once the reality of Athletes and Officials using the Olympic Village occurs.

In order to prepare for the operating of the Olympic Village, various tasks and management scenarios can be completed in the 6 months prior to the Olympic Games. Table Top scenarios or imaginary scenarios can be executed in offices to simulate process and operations should a particular situation occur in the Olympic Village and can help identify function integration and communication strategies.

On site simulations should be conducted with the Olympic Village staff and functions. Using radios and telephones can help reproduce Games time scenarios from which staff can learn and Olympic Village Management can identify potential risks and issues for Games time.

Functional Testing

Testing of functions should include:

Residences
- Hot water;
- Heating or cooling system;
- Electrical appliances.

Dining Hall
- Kitchen;
- Serveries;
- Wash area.

Transport
- Internal transport route and operations;
- Transport Mall;
- Opening and Closing Ceremonies transport.

Security Operations
- Magnetometers and X-ray machines operations
- VCPs and ACPs.

Accreditation Centre in the Welcome Centre and Logistics Compound can all be tested before the Opening of the Olympic Village by using Village staff.

12.0 → Furniture, Fixtures and Equipment

Overview

Introduction The Olympic Village requires a large amount of FF&E for the Residents and Workforce. The process for FF&E procurement, installation and tracking is complex.

Contents This chapter contains the following topics:

Topic
12.1 Procurement
12.2 Storage
12.3 Fit-Out and Distribution
12.4 Asset Tracking

12.1 Procurement

Overview

Procurement for the Olympic Village requires a large number of items covering a wide variety of products. Some items that need procuring include:

- Structured tents;
- Modular buildings;
- Dining Hall tents;
- Generators;
- Tables, chairs;
- Cabinets;
- Televisions;
- Beds;
- Mattresses;
- Shower curtains and rails;
- Toilet brushes;
- Bed linen;
- Towels;
- Toilet paper;
- Washing machines;
- Pillows, blankets etc.

Operational Plan

Procurement of these items can be completed centrally through the OCOG procurement function or in some cases directly by Olympic Village Management. In many cases specific products may be unique to the Olympic Village and Village Management maybe in the best situation to source and procure these items (e.g. lampshades, blinds for bedrooms).

12.2 Storage

Overview

Storage of items will be generally at OCOG Logistics Warehouse and if required use is in the short term, storage can be at the Village Logistics warehouse.

Linen and housekeeping items can be stored throughout the residential area to enable restocking of supplies and facilitate the use by housekeeping staff and Resident Centres.

Various functions, Sponsors and constructors will require storage space throughout the Olympic Village for equipment and supplies to facilitate their operations.

12.3 Fit-Out and Distribution

Overview

The fit-out of the Olympic Village is the final touches including FF&E and technology installation for the residents.

Fit-out must be systematic:

- Asset tracking system;
- Number of items must be accurate;
- Quality of FF&E;
- Condition and working order of items;
- Repair, replacement of broken or defective items.

Once a building is fitted out it should be checked to ensure all items are present and all equipment works. The building should be locked until the NOC takes control of the rooms on arrival of the Chef de Mission.

Close collaboration is needed between logistics and NOC Services DRM Supervisor, Rate Card and Village Allotment.

12.4 Asset Tracking

Overview

The Olympic Village requires substantial amounts of FF&E, technology and other equipment. To avoid loss and potential theft the OCOG should devise a suitable tracking mechanism.

Asset tracking should be used to ensure all property is accounted for in the Olympic Village.

functions should be made accountable for assets attributed to their spaces and operations.

Rate Card should ensure all items distributed to NOCs are accounted for. Returns including damages or broken items should be logged.

Operational Plan

There are several types of computer systems available that can aid asset tracking. Negligent asset tracking can result in large quantities of equipment, FF&E, and technology going missing from the Olympic Village.

13.0 → Olympic Village Housing Allocation

Overview

Introduction

The Olympic Village Housing Allocation or more commonly known as NOC Allotment Process is the assignment of housing, administrative and medical spaces to participating NOCs. This is a complex activity that must take into account 202 NOCs for the Olympic Games and 80 NOCs in Olympic Winter Games of varying delegation sizes, housing preferences and political / cultural compatibilities.

The framework for individualised NOC space assignments consists of numerous resident buildings of varying capacities, floor plans, and differing proximities to resident services. In many cases, temporary structures are needed to supplement the permanent buildings in order to meet the required amount of office, medical and storage spaces for the NOCs.

Contents

This chapter contains the following topics:

Topic
13.1 Olympic Village Housing Allocation Process
13.2 Olympic Village Housing Allocation Assumptions
13.3 Olympic Village Housing Allocation Related Activities

13.1 Olympic Village Housing Allocation Process

Overview

A bed must be provided for each qualified Athlete and eligible Official that are entitled to reside in the Olympic Village. The OCOG must allocate bed spaces to the NOCs in a fair, practical and equitable manner. The OCOG must make efforts to attend to NOC preferences for housing location and configuration in the Olympic Village. In all cases, the allotment will conform to the constraints of the Olympic Village facilities planning and operations.

The OCOG will assign blocks of rooms to each NOC based on the NOC delegation size and indicated preferences of the respective NOCs. NOC Delegation Size is calculated using Rule 39 of the Olympic Charter which is all eligible Athletes qualified for the Olympic Games plus the corresponding number of Officials calculated through Rule 39.

The NOCs are responsible for room placement of their Athletes and Officials in the designated rooms in the Olympic Village. The final delegation size determined in the DRMs is the key factor for bed space numbers and can impact the NOC location within the Olympic Village. Bed deductions for remote sports and the football precinct shall be addressed in 13.3 Allotment-Related Issues.

NOC Entitlements

An NOC's entitlement includes (see 7.2 NOC Office Space for more details):

- (1) Chef de Mission bedroom (single occupancy);
- Bedrooms for all eligible Athletes and Officials (double occupancy);
- Suitable number of bathrooms and toilets (no more than 4 persons per bathroom);
- NOC offices;
- Medical / physiotherapy space;
- Storage space;
- Access to workshop space.

Related Document

✕

For any additional information on Rule 39, refer to the Olympic Charter.

Related Document

✕

For any additional information on entitlements, refer to the Accreditation User's Guide.

Continued on next page

13.1 Olympic Village Housing Allocation Process, Continued

Olympic Village Housing Allocation Staff

Dedicated staff working on the Olympic Village Housing Allocation should commence 18 months prior to the Olympic Games. Strong relationships need to be built between Olympic Village Allotment staff and all NOCs.

A critical component of the NOC Allotment Process is the relationships and negotiation ability with participating NOCs.

Pre Games Functions

Pre-Games duties of Olympic Village Housing Allocation Staff are to:

- Develop and execute policies for the assignment of spaces and the diffusion of this information to other Olympic Village functions;
- Act as the coordinating hub between participating NOCs and Olympic Village functions for purposes of space planning and Games-time set-up (e.g. Logistics);
- Host Olympic Village tours for NOCs on official visits.

DRM Responsibility

The DRM is a culmination of months of planning and coordination between several Olympic Village functions. Data for the DRM must include the projected delegation numbers and the actual space inventory in the Olympic Village.
The Olympic Village Housing Allocation staff serve as the Olympic Village lead representative during the DRM.

At the DRM, the NOC is presented with its assigned spaces in the Olympic Village.

Other Games time duties may include:

- Internal inspections of NOC's assigned spaces in the Olympic Village prior to the NOC's DRM (for load-in / set-up accuracy);
- Mobilising Olympic Village functions to execute results of DRMs (e.g. Logistics, Rate Card, Technology);
- Daily reporting of DRM allotment results.

Process Description

Olympic Village Housing Allocation staff must complete the following tasks:

- An inventory of all assignable spaces must be conducted (G-14);
- Allotment policies and methods are defined and approved with the IOC (G-12);
- Allotment as a topic for discussion with NOCs should also commence (G-12);
- Early allotment for larger NOCs must be completed (G-6), particularly general location and the required office and medical areas;
- NOC FF&E and technology (e.g. Rate Card) placement requests received and processed for load-in activities (G-4);
- DRM reporting procedures must be established for all functions (G-2);
- During the DRM period, Olympic Village Housing Allocation must execute NOC Allotment and inform functions in the Olympic Village including: Logistics, Technology, Rate Card, NOC Services, Olympic Village Management, Housekeeping, Security and the IOC.

13.2 Olympic Village Housing Allocation Assumptions

Assumptions

The OCOG must follow the following assumptions for NOC Housing Allocations:

- No more than 2 persons to a bedrooms;
- A single room for the Chef de Mission of the NOC;
- No more than 4 persons per bathroom;
- Males and females must be assigned separate bedrooms;
- different NOCs should not share housing units (e.g. apartments) except where NOCs explicitly request it;
- An NOC's total number of beds for the Olympic Village shall not exceed the number of qualified Athletes and Officials for the Olympic Games.

Other allocation policies to consider include:

- All efforts should be made to attend to NOC preferences for housing location and configuration while conforming to allotment directives, facilities constraints and security mandates;
- The allotment must reserve a contingency of unassigned housing space (e.g. 5% of bed spaces in the Olympic Village) as unforeseen needs and inefficiencies will certainly arise during DRMs. Also this contingency can be used in ensuring separation of NOCs in building spaces;
- The NOC itself will designate rooming allocations by name and gender not the OCOG;
- It is prohibited for NOCs to install their own additional beds in the Olympic Village;
- The Olympic Village cannot accommodate any NOC delegate prior to the pre-opening or beyond the closing date of the Olympic Village.

Wherever possible:

- A delegation's housing will be assigned within the same building or will be clustered in close proximity in adjacent buildings;
- An NOCs office and medical spaces shall be assigned within the same or in an adjacent building or temporary structure to their housing.

13.3 Olympic Village Housing Allocation Related Activities

Assignable Space Inventory

As Olympic Village Management obtains exclusive use of the site just prior to Games time, accurate illustrations and inventory of assignable space is critical for the allocation process. For OCOGs whose Olympic Village is under construction during much of the planning period, well defined and cooperative site visits and reporting procedures with construction are important.

Spreadsheets and maps must be used to illustrate and control all the Olympic Village spaces indicating the configuration of all apartments and buildings.

Asset Placement

Olympic Village Housing Allocation directly coordinates with Logistics, Technology, Telecommunications, Rate Card, and Olympic Village Design regarding NOC location preferences for provided FF&E, Technology and Rate Card items within the NOC allotted spaces.

Asset tracking of these items is important for the OCOG to undertake to ensure all items are accounted for at the end of the Olympic Games.

NOC Planning Numbers

Calculating NOC Delegations Sizes is not easy and often fluctuates. NOC Delegation Size numbers are not definite for the following reasons:

- NOCs can often inflate their Athlete number compared to reality, while qualifications may not occur until just prior to the Olympic Games;
- NOCs may choose not to bring all of their qualified Athletes that they are entitled to;
- The IOC in exceptional circumstances may allow non-qualifiers in the Olympic Games at the last minute;
- A late qualifying Athlete will mean accompanying Officials also being added to the NOC allotment numbers.

It is important that Olympic Village Housing Allocation reserves a number of rooms and buildings as contingency for last minute changes.

Continued on next page

13.3 Olympic Village Housing Allocation Related Activities, Continued

Allotment and Asset Changes

Changes in delegation numbers can significantly impact the present allotment model. The Housing Allocation model should be created over several months, using data from previous Olympic Games and estimated delegation sizes from NOCs.

Olympic Village Housing Allocation must quickly solve and mobilise functions to respond with necessary adjustments to load-in when actual delegation numbers are known at the DRM. This exercise will continue through the DRMs until all NOCs are accommodated in the Olympic Village. Procedures for approved changes should be established early and well-practiced so that adjustments can be executed with little disruption to the arriving NOC.

Delegation Registration Meetings

During the DRM the Olympic Village Housing Allocation staff execute and coordinate:

- Specific allotment policies and procedures;
- Finalisation of all space assignments with NOCs;
- Necessary adjustments to NOC allotment and asset placement resulting from new information learned at the time of DRM (e.g. newly qualified Athletes);
- Reports of NOC allotment locations and completion of each DRM;
- Scheduling of meeting time and place for NOC inventory and inspection of all NOC spaces with FSC staff.

NOC Housing Strategy

It is highly recommended that Olympic Village Management work with the larger delegations and more sophisticated NOCs early in the process (starting G-12) to establish their allotment. Small NOCs can then be located around the larger delegations to make efficient use of the remaining space inventory.

Olympic Village Management should recognise early the impact of insufficient supply of bedrooms. Should supply be limited, the problem can be mitigated in negotiations over the allotment numbers with the larger delegations.

More rooms than only those necessary for housing are needed to allow for office and medical spaces. NOC Offices should be located adjacent or in close proximity to the NOC accommodation. Medical spaces should be also located in the same proximity of the NOC offices and accommodation. Toilets and sinks must be in close proximity to medical spaces. Storage is less important than the other NOC spaces but for convenience the closer to NOC offices the more effective it is for NOCs (e.g. in basement or temporary modular buildings).

Any deviation or change to the Olympic Village Housing Allocation Policy and Procedure must have the agreement of the IOC.

Continued on next page

13.3 Olympic Village Housing Allocation Related Activities, Continued

Inventory and Inspections

Prior to check-in, the OCOG is advised to inspect an NOCs allotment for:

- Accuracy of load-in of FF&E, Technology and Rate Card items (if any);
- Functionality and quantities of keys;
- Emergent facility / utility problems (e.g. taps, drainage);
- All doors should be locked on arrival of the NOC.

Check-In

During check-in which is completed with the NOC Chef de Mission or designee with FSC staff:

- The NOC checks all rooms for damages, non functioning equipment and accuracy of load-in and Rate Card items. NOCs must have 24 hours to report any emergent issues, breakages or non functioning equipment from the time of check-in;
- The NOC is given keys for all dedicated spaces and lockable drawers. The OCOG must track the key distribution process to the NOCs as a necessity throughout the check-in period.
- The OCOG and NOC sign a declaration that the NOC accepts the property in which they will operate (housing, office, medical and storage spaces), its present assets and fixtures, and present condition;
- Additional work that the NOC identifies during the inspection will be recorded and the OCOG will undertake quick resolution of the issues.

Check-Out

During check-out:

- The OCOG and the NOC Chef de Mission or designee checks all rooms for damages, non functioning equipment, and asset inventory;
- NOC returns to the OCOG all keys that were issued to their delegation;
- The OCOG and NOC sign declaration of the space and present inventory, and their condition received by the OCOG. Any loss, damages or serious problems are noted and recorded. The NOC is expected to pay for the cost of repair or replacement. Normal wear and tear is exempt from the damage costs;
- In the event the NOC is not there the OCOG should take photographic evidence of damage or loss and send to the NOC. Should potential disputes occur, the IOC will act as an arbitrator between the OCOG and the NOC;
- Inventories need to be completed for other Athletes and Officials accommodation including football accommodation and Additional Officials housing.

Continued on next page

13.3 Olympic Village Housing Allocation Related Activities, Continued

Other Accommodation for Athletes and Officials

Where Athletes and Officials are not staying in the Olympic Village for the duration of the Olympic Games, these Athletes and Officials can be deducted from the allotment (e.g. rowing, football).

A football precinct can be created in the Olympic Village (see 14.2 Football Venues for more details). These beds are used solely by teams that compete in the Host City during the Olympic Games.

Additional Officials

If NOCs have unused beds due to Athletes or Officials being absent at certain times during the Olympic Games, Additional Officials can use the beds as they have Olympic Village access. However these Officials are not part of Olympic Charter Rule 39 calculation in determining an NOCs total bed numbers.

OCOG Workforce Housing

A number of bedrooms are needed on site for assignment to essential on-call staff and those who work long shifts (e.g. Fire Service, Catering, Security, Olympic Village Management and IOC staff).

Transition to Paralympic Games

The Paralympic wheelchair user population must be considered in the allocation process taking into account accessibility issues. Where possible the allotment process should:

- Create an allotment to minimise the number of rooms that will require adaptations for Paralympians;
- Allot space for the least number of changes of room functional assignment or movement of assets as possible between Olympic and Paralympic Games;
- Allot space so that residential, office, medical and storage spaces are continuous between NOCs and NPCs from the same country between Olympic and Paralympic Games.

14.0 → Other Athletes and Officials Accommodation

Overview

Introduction Taking into account distances of specific venues form the Olympic Village, other Athletes and Officials accommodation must be considered.

Contents This chapter contains the following topics:

Topic
14.1 Grooms Village
14.2 Football Venues
14.3 External Athlete Accommodation (e.g. Sailing / Rowing / Shooting)
14.4 Additional Official Accommodation

14.1 Grooms Village

Grooms Accommodation

The OCOG is required to provide accommodation for Grooms that is conveniently located in or in close proximity to the equestrian venue and stables. The accommodation for Grooms can be twin share and must provide adequate bathroom facilities at a ratio of no more than 4 persons to 1 bathroom. The Grooms accommodation can consist of temporary or permanent buildings in dormitory style rooms such as:

- Hotels;
- Schools;
- College campuses;
- Modular housing.

Grooms Village should be available for the same duration that the horses need to be in the Host Country. The OCOG will need to determine if there are specific quarantine laws to determine how long the Grooms Village is operational.

Grooms accommodation, food and beverages are at a cost to the NOCs.

Operational Specifications

The OCOG should provide the following:

- Housekeeping;
- Daily bed making;
- Linen exchange;
- Regular cleaning of rooms;
- Towel exchange;
- Games / entertainment room;
- Television room and / or DVD lounge;
- Games transport system to Olympic Village;
- Front desk / help desk;
- Info System terminals.

Grooms Meals

Breakfast, lunch and dinner for Grooms must be available at the equestrian venue or a suitable location in the Grooms Village. All meals should be arranged for the Grooms at a cost to the NOC.

Grooms Access to Stables

Grooms must have access to the stables enclosure 24 hrs to care for the horses.

Continued on next page

14.1 Grooms Village, Continued

Design Specifications

The Grooms Village should:

- Accommodate approximately 220 people;
- Have suitable security with lockable doors and be isolated from general public areas;
- Look of the Games should be reflected in the accommodation sites.

Veterinarians

Veterinarians that are part of the NOC official delegation could also be accommodated at the Grooms Village (approximately 30 people) with the same conditions as the Grooms.

14.2 Football Venues

Accommodation

Given that football matches will be held in other cities in addition to the Host City, additional accommodation needs to be considered for Athletes and Officials near to the football venues.

Football teams are generally housed in the same hotel with the Technical Officials of the sport. Competing teams must be separated within the same hotel.

Each team should have 18 rooms, including 16 bedrooms for Athletes and Officials and 2 rooms for office, medical and storage.

A football precinct will be created in the Olympic Village. Teams that compete in the Host City will not be housed within their NOC allocation but will be housed in the football precinct.

Football teams are generally not entitled to extra beds in the Olympic Village once their competition is over, however an NOC can use their existing quota of beds to house the Athletes and Officials if they so wish.

Athletes and Officials Meals

At the football team accommodation, food and beverage provided must be of the same quality and variety to that provided to Athletes and Officials in the Olympic Village.

Transport

Transport service will be provided for Arrivals and Departures to / from the football city and the accommodation.

Transport is provided in the form of a dedicated bus with a driver for the use of the team.

Football teams have considerable equipment and an additional equipment van is required to be allocated to NOCs with participating athletes in this sport (one per participating team). These equipment vehicles are in addition to the NOC vehicles.

Design Specifications

Look of the Games should be reflected in these accommodation sites.

Related Document

For any additional information on transport, refer to the Technical Manual on Transport.

14.3 External Athlete Accommodation

Accommodation

Due to the technical and physical requirements of certain sports (e.g. sailing, rowing, shooting and alpine skiing) they are often located at some distance from the Host City.

If venues are more than 1 hour / 50 km away from the Olympic Village, the OCOG must select additional accommodation closer to venues for competing Athletes and Officials. In addition, for the Olympic Winter Games a second Olympic Village must be provided if there is a difference of more than a 200 m elevation between the Olympic Village and the venue for endurance sports. This rule only applies if the Olympic Village is situated above 1,000 m in altitude.

These sports require suitable accommodation and services free of charge that are in line with the needs of these Athletes and Officials.

Accommodation can be:
- Hotels;
- New accommodation structure;
- Holiday resort;
- Conference complex.

Office Space

Office space must be made available for NOCs, the OCOG should consider:
- A Business Centre;
- Dedicated office space;
- Technical workspace / storage provision (if not provided at venues).

Operational Specifications

The OCOG must provide External Athlete Accommodation with:
- Suitable security standards to protect the Athletes and Officials;
- Access control for entrance to accommodation;
- Olympic Games Information desk for Olympic Games enquiries and issues;
- Front desk for accommodation enquiries and issues;
- Info System.

Athletes and Officials Meals

Food and beverages must be provided free of charge for Athletes and Officials with a similar quality of the Olympic Village. A varied choice of menus must be made available which are suitable for competitive Athletes.

Recreational Facilities

Relaxation areas and recreational facilities must be provided for the use of the Residents of the facility.

Continued on next page

14.3 External Athlete Accommodation, Continued

Transport

Transport must be made available for the Athletes and the Officials for the following travel:

- Accommodation to / from the venue;
- Arrivals and Departures;
- To / from nearby town / city (if applicable);
- Parking for NOC vehicles.

Design Specifications

Look of the Games should be reflected in these accommodation sites.

14.4 Additional Officials Accommodation

Overview

NOCs can accredit Additional Officials to support Athletes for the Olympic Games as calculated through Rule 39 of the Olympic Charter.

Additional Officials accommodation must be provided at a reasonable cost to NOCs:
- For Olympic Games, the Additional Officials Accommodation shall be adjacent or in close proximity to the Olympic Village;
- For Olympic Winter Games, accommodation in mountain regions is likely to be closer to the venues.

The OCOG must propose Additional Officials Accommodation consisting of approximately 800 beds for Olympic Games and approximately 650 beds for Olympic Winter Games.

Additional Officials Accommodation can be in dormitory or hotel style rooms. Accommodation can be:
- University campus;
- Hotel;
- Holiday resort;
- Private housing (Olympic Winter Games).

NOCs may rotate the persons residing in the Additional Officials Accommodation during the Olympic Games.

Operational Specifications

The OCOG must provide:
- Front desk operation;
- No less than 1 bathroom to 4 people;
- Housekeeping service;
- Access control for entrance into accommodation;
- Check-in and check-out procedures especially if NOC is rotating accreditations and people within the delegation.

Consideration can be given to:
- Business Centre / help desk;
- Info System terminals;
- Television lounge.

Continued on next page

14.4 Additional Officials Accommodation, Continued

Additional Officials Meals

Additional Officials meals are at cost to NOCs and must be included in the overall price. This cost must include dining privileges for the Olympic Village.

Transport

Transport Shuttle between accommodation and the Olympic Village must be provided 24 hours.

For the Olympic Winter Games, transport system should be provided to the nearby venue.

Part IV → Paralympic Village

Overview

Introduction

The Paralympic Village operates under the same basic principles as the Olympic Games. This chapter identifies specific issues for the Paralympic Village that need to be considered above and beyond the requirements of the Olympic Village.

Contents

This part contains the following topics:

Topic
15.0 Paralympic Village Overview
16.0 Paralympic Village Specifications

15.0 → Paralympic Village Overview

Overview

Introduction

The Paralympic Village has predominantly the same services and functions as the Olympic Village.

This chapter identifies the different operations needed for the Paralympic Village. All other services not mentioned should be provided as per the Olympic Village but scaled to match the number of Residents in the Paralympic Village.

Contents

This chapter contains the following topics:

Topic
15.1 Paralympic Village Capacities
15.2 Periods of Operations
15.3 Paralympic Village Staff and Volunteers
15.4 Paralympic Village Accessibility
15.5 Paralympic Village Accreditation and Guest Pass System

15.1 Paralympic Village Capacities

Athletes and Team Officials

For the Paralympic Games, the Paralympic Village should accommodate a minimum of 7,000 Residents including contingency beds. 4,000 Athletes and 2,200 Team Officials need to be accommodated of which there will be approximately 1,700 wheelchair users in the Paralympic Village.

For Paralympic Winter Games, the Paralympic Village should accommodate a minimum of 1,800 Residents including 800 Athletes and 900 Team Officials. Within the number of Residents 400 wheelchair users need to be accommodated.

Paralympic Technical Games Officials

Paralympic Technical Games Officials are generally housed in the Paralympic Village.

The size of the Paralympic Village dedicated to Paralympic Technical Games Officials should be 800 beds for Paralympic Games and 100 beds for the Paralympic Winter Games.

A number of the Paralympic Technical Games Officials will require wheelchair accessible rooms.

The Paralympic Technical Games Officials must have accommodation located separate from NPC Athletes and Officials. Where possible, Paralympic Technical Games Officials should have dedicated dining and transport systems.

The OCOG must provide information desks for Paralympic Technical Games Officials.

Paralympic Technical Games Officials must have housekeeping services to the same service standards as for the Paralympic Athletes and Officials.

15.2 Periods of Operations

Transition Period

The transition period between the Olympic Games and the Paralympic Games is usually only 3 or 4 days.

Temporary installation and construction changes must be minimal in order that the Paralympic Village is operational on the arrival of Paralympic Athletes and Officials.

During the transition period, the OCOG will proceed to:

- Clean up and restock site;
- Repair damaged or broken equipment and facilities (e.g. drawers);
- Realign fence line for Paralympics;
- Security infrastructure changes;
- Remove non-essential Olympic materials;
- Install the look of the Paralympic Village and wayfinding signage;
- Temporary installations for Paralympic Village (e.g. Classification Centre, temporary ramps);
- Install equipment and technology for NPCs.

Pre-Opening

A 2 day pre-opening period prior to the official opening of the Paralympic Village is recommended to enable NPC Chefs de Mission and a small number of NPC staff to set up their operations prior to the arrival of their delegations. This period is also valuable to resolve any last minute operational issues and receive feedback from the NPCs.

NPC Check-In

After conducting the DRMs, the NPCs will need to conduct en inventory check with the OCOG on all their accommodation, office and medical spaces as well as sign for all Rate Card items, FF&E that the NPC is responsible for during the Games.

Official Opening of the Paralympic Village

The Paralympic Village officially opens 7 days prior to the Opening Ceremony of the Paralympic Games.

Opening and Closing Ceremonies

Specific operational plans for the Paralympic Village are needed for the Opening and Closing Ceremony days. Plans need to be devised for the transport between the Paralympic Village and the Ceremonies including the transfer of wheelchair Residents. The dining experience of the Residents needs to be considered on these days. Consideration should be given to the seating of Paralympic Athletes and Officials throughout the Ceremonies process.

Continued on next page

15.2 Periods of Operations, Continued

NPC Check-Out NPC check-out period is the 3 days following the Closing Ceremony. NPCs will need to conduct inventory checks of all their spaces with the OCOG. Rate Card items should be returned to the OCOG and outstanding financial issues settled with the OCOG.

Load-Out All temporary items and temporary construction should be removed from the Village site in readiness for returning the site to the owners (see 15.2 Periods of Operations for more details).

15.3 Paralympic Village Staff and Volunteers

Overview

Should the OCOG utilise Staff and Volunteers for both Olympic and Paralympic Games they should be given suitable days of leave between the two Games in order to recuperate before working on the Paralympics.

Training

Specific training of Staff and Volunteers will be needed for the Paralympic Games especially to understand the needs and requirements of the Residents.

Client Project Services

Client Project Services generally oversees the operations involved in transitioning the Olympic Village to the Paralympic Village ensuring that the simultaneous and integrated planning takes place with the respect to the Paralympics.

Primary responsibilities will include:

- Parallel planning for Paralympics during Olympic planning phase;
- Ensuring accessible infrastructure is in place;
- Ensuring suitable FF&E is ordered, stored and installed for Paralympics;
- Identifying the residential areas of the Paralympic Village and removal of equipment that is not needed after the Olympic Games.

15.4 Paralympic Village Accessibility

Overview

Maximising accessibility and minimising physical barriers throughout the Paralympic Village must be a fundamental part of the Village design process.

Requirements for accessibility concern:

- Ramps, walkways and entrances;
- Stairways and ramps;
- Elevators;
- Emergency systems and alarms;
- Parking;
- Desks and counters;
- Brochure racks, shelves;
- Switches and outlets;
- Telephones;
- Paralympic Village Publications;
- Signage and wayfinding;
- Transport;
- General slopes within the Paralympic Village should be minimal to ensure the pedestrian movement in the Village can occur. Pathways of importance are around the Dining Hall, Transport Mall and Polyclinic.

Ramps, Walkways and Entrances

- All ramps and pathways that are main circulation areas, and cater to a large number of people in wheelchairs shall be a minimum of 1.8m wide to allow 2 people in wheelchairs to pass at the same time;
- Locations of dustbins, benches and landscaping should be carefully considered so that they do not obstruct the accessible pathways;
- Curb ramps must be installed to provide continuous and consistent road crossings, with tactile ground surface indicators and / or audible warning for the visually impaired;
- Access to front doors from public domain must have an uninterrupted path of travel without any step, stairway or other obstacle;

Stairways and Ramps

- Ramps must have landings of sufficient size to enable doors to be opened whilst a wheelchair in on the landing;
- Exit doors require ‘U’ shaped lever handsets or ‘panic bar’ hardware. Automatic door closers should be low resistance.
- A single handrail must be provided on each side of a ramp or stairway at a height of between 86 – 90 cm;
- A ramp shall not have an increase in gradient of more than 1 metre in height for every 8 metres in length.

Continued on next page

15.4 Paralympic Village Accessibility, Continued

Elevators

- Generally for multi-storey buildings with no more than 4 floors there should be a minimum elevator capacity of 1 wheelchair and 1 carer at the same time;
- Generally for buildings with more than 4 floors the elevator capacity must be of a minimum of 2 wheelchairs and 2 carers at the same time;
- Handrails on all walls of the elevator.

Emergency Systems and Alarms

Emergency systems and alarms in the Village must have:

- Visual fire alarms / strobe warning systems in conjunction with audible signals;
- Emergency call buttons;
- Fire alarm pulls and fire extinguishers at accessible heights;
- Easily readable emergency procedures and exit route maps;
- Evacuation procedures must be suitable for Residents with a disability.

Parking

- Designated parking spaces must have parking space for the vehicle and adjacent wheelchair transfer space. Parking must be located close to an accessible entrance to the Paralympic Village. The gradient level of the parking should not be more than a 2% slope);
- Designated parking spaces for people with disabilities must be clearly marked;
- For safety, a pedestrian route should be indicated to separate vehicle and pedestrian movements.

Bathrooms

- Sinks and counters need to provide a minimum of 73 cm clearance for wheelchairs;
- Bathroom sinks intended for use by people with disabilities must include a counter or adjacent shelf;
- Toilet accessories must be located within easy reach of the accessible sink. That is an operating height of between 91.5-120 cm from the floor;
- The paper towel dispensers must be easy to operate, dispensers should be a lever operated type or be a hands free design;
- Hands-free automatic taps are preferred in bathrooms. The minimum requirement is for a single, thermostatically controlled and lever operated faucet. Separate controls for hot water and cold water are not to be used;
- 'D' handle on the pull side of the door, mounted 48 centimetres from the hinge side of the door and 120 cm from the floor to assist wheelchair users to close the door behind them;
- An easy to lock cubicle door (e.g. deadbolt);
- Toilet flush handles must be located on the transfer side of the toilet;
- Support rails, grab bars and transfer rails are required in the toilet cubicle.

Continued on next page

15.4 Paralympic Village Accessibility, Continued

Desks and Counters

- Desks, counters and other common furniture in the Village must provide a maximum counter height of 86 cm with a minimum knee clearance of 73 cm.

Signage

Signage will need to be adapted for the Paralympic Village according to the following:

- All signage must be clear and legible. Directional signage should include approximate distance and gradient information in the Paralympic Village;
- Arabic numerals and sans-serif lettering are preferred;
- Signs need to be mounted so that a person using a wheelchair and vision-impaired Residents can see them easily. Overhead signage is ineffective.
- Room numbers and signs can be no less than 2.5 cm high with lettering or symbols raised up from the background. These signs should be located at the latch side of door openings, centred 135 cm from the floor.

Paralympic Village Publications

All Paralympic Village publications should be produced in alternative formats including Braille, tactile mapping, audio and large print for the Residents of the Paralympic Village.

The following publications should be made available:

- Paralympic Village Guide;
- Sport Books.

The reach requirement to access material from shelves is to be no greater than 60 cm.

Village Buildings

All buildings and service areas that will be used for the Paralympic Games must be accessible to all Residents (e.g. OVP, Sports, Recreation Sports Complex).

Switches and Outlets

- Electrical outlets, data ports etc. are to be located no higher than 48 cm above the floor;
- Light switches and other control are to be mounted at no higher than 106 cm above the floor.

Public Telephones

Public telephones must be suitable for wheelchair users.

Related Document

For any additional information on accessibility for the Paralympic Games, refer to the Technical Manual on the Paralympic Games.

15.5 Paralympic Village Accreditation and Guest Pass System

Introduction

A primary concern in the operation of the Paralympic Village is the security and privacy of the Athletes, Team Officials and the Paralympic Technical Games Officials. Only those who have a functional need to enter the Paralympic Village are granted access by virtue of accreditation.

The Paralympic Technical Games Officials are allowed access to the designated area of the Residential Zone for their residence.

NPC

The NPC Guest Pass program provides NPC Guests and dignitaries access to the Paralympic Village on a daily basis.

The OCOG will allot a specific number of daily non-rotational Guest Passes to each NPC based on delegation size. A non-rotational Guest Pass may be used only once per day.

The table below lists the allocation for NPC Guest Passes for the Paralympic Games:

NPC Delegation Size	Number of Paralympic Village Guest Passes
1-10	6
11-25	8
26-50	10
51-100	12
101-200	20
201-300	30
301-400	40
401 and over	50

Guest Passes shall permit access between 09:00 a.m. and 09:00 p.m. and Guests will not reside overnight in the Paralympic Village.

NPC Guest Passes allow access to the Paralympic Village Plaza (PVP), Guest may access the Residential Zone only if accompanied at all times by a Paralympic Village Resident.

Continued on next page

15.5 Paralympic Village Accreditation and Guest Pass System, Continued

Media

The OCOG shall allot 400 non-rotational Media day passes for the Paralympic Games. The Paralympic Winter Games will allot 200 non-rotational day passes for Media.

These passes are distributed on a "first come, first served" basis to accredited Media representatives only. The Media requesting the pass will contact the Paralympic Village Media Centre to apply for the pass.

The Media will only be allowed access to the Paralympic Village Plaza.

Media tours in the Paralympic Village will be organised by the OCOG in agreement with the IPC.

Sponsors

Sponsor passes may be provided as a contracted number of non-rotational Paralympic Village passes to the Official Sponsors and Partners of the OCOG.

The Sponsor Pass provides access to the Paralympic Village Plaza. Access to the Residential Zone will only be permitted when accompanied at all time by a Paralympic Village Resident or Paralympic Village Staff.

In addition, a Guest Pass allocation shall also be made to meet the requirements of the IPC.

16.0 → Paralympic Village Specifications

Overview

Introduction All Olympic Village services in both the Residential Zone and the Paralympic Village Plaza must be fully accessible.

Contents This chapter contains the following topics:

Topic
16.1 Athlete Classification Area
16.2 NPC Residential Buildings
16.3 Dining Hall
16.4 Polyclinic
16.5 Transport

16.1 Athlete Classification Area

Overview

An Athlete Classification Area must be made available for the sports to be able to classify the Athletes' functional ability for sports competition. The Athlete Classification Area will only operate prior to competition starting.

The Athlete Classification Area can be situated in the sports facility area of the Paralympic Village or if infrastructure permits near to the Sports Information Centre.

A desk for NPCs to appeal classification decisions must be made available. This is usually located in the SIC.

Operational Specifications

For the Paralympic Games, the Athlete Classification Area must have a minimum length of 30 m. Private meeting space must be available to conduct Athlete classification evaluation.

NPC Services Centre

The set-up for the NPC Services Centre is similar to one for the Olympic Games, however, IPC Membership and Sport Relations replaces the IOC Office.

16.2 NPC Residential Buildings

Overview

The NPC residential buildings are usually the same rooms used for the Olympic Games. Specific requirements will need to be added to cater for Paralympic Athletes and Officials.

Chefs de Mission Rooms

The Chef de Mission of each NPC shall have their own room within the NPC allocation. The Chef's room shall contain the same FF&E as for the Chefs de Mission for the Olympic Games.

Rooms

Rooms accommodating two or more persons should be at least 15m^2.

Housekeeping

Paralympic Residents require more towels than Olympic Residents.

Linen replacement and bed making for Paralympic Residents may need to be more frequent due to certain hygiene practices of the Residents.

Continued on next page

16.2 NPC Residential Buildings, Continued

Resident Bathrooms

One accessible bathroom should be provided for every 3 wheelchair users. Certain additional requirements will apply to accessible bathrooms (e.g. grab rails, bath / shower seats, emergency alert systems).

Grabrails for accessible bathrooms should be as follows:

- Noggins to be installed on three walls in each accessible bathroom;
- Grabrail for showers;
- Shower hose should be attached to a rail and be free to move up and down;
- An “L” shaped grabrail to the wall directly adjacent to the toilet. Toilet grabrails may be freestanding;
- Toilet should not be located adjacent to a wall. It will be fitted with a cistern / pan mounted grabrail (“U” shaped rail).

In addition, bathrooms should be equipped as follows:

- One shower in each apartment needs to be made accessible;
- Shower seats should be installed where wheelchair Athletes will be Residents or shower chairs (with arm rests) must be provided that can support 120 Kg weight;
- Shower / bathroom floors should be non-slip or have material to prevent Residents slipping on the wet surface;
- A lever operated faucet that is operable with a closed fist with a maximum operating force of 13 N is preferred;
- Stools / steps for dwarf Residents;
- Taps must be at a maximum of 75 cm from the floor and 75 cm from the end wall and should be offset towards the outside edge of the enclosure;
- A hand-held shower with mounting points located in easy reach of the seated position. The hose on this shower needs to be at least 1.5 m in length;
- Soap holders and shelves must be in easy reach from the seated position;
- Grab bars must be mounted at no less than 7 cm by 90 cm set horizontally with the centre line of the grab bar 75 cm above the shower floor with the 75 cm length located on the same wall as the shower seat.

Paralympic Technical Games Officials

The Paralympic Technical Games Officials shall be accommodated in a designated section of the RZ. The residential units shall be a combination of single and double rooms, with an appropriate number of wheelchair accessible rooms. The rooms should be allocated by sport, with same sport officials being housed together. Access must be monitored by an ACP which will check for appropriate accreditation. The rooms can have the same FF&E as for Residents of the Olympic Village.

The rooms should be cleaned daily and linens and towels changed as per Olympic Games.

Continued on next page

16.2 NPC Residential Buildings, Continued

Chef de Mission Office According to the Team size, the Chef de Mission Office should be provided with the following:

Item / Delegation Size	1-10	11-24	25-50	51-100	101-200	201-300	301-450	451-600
Desk	-	-	1	1	1	1	1	1
Desk Chair	-	-	1	1	1	1	1	1
Folding Chair	-	-	4	4	4	4	4	4
Table	-	-	1	1	1	1	1	1
Waste Basket	-	-	1	1	1	1	1	1
4 Drawer File Cabinet	-	-	1	1	2	2	3	3

NPC Medical Office According to the Team size, the NPC Medical Office should be provided with the following:

Item / Delegation Size	1-10	11-24	25-50	51-100	101-200	201-300	301-450	451-600
Desk	-	-	1	1	1	2	2	3
Desk Chair	-	-	1	1	1	2	2	3
Examination Light	1	1	2	3	4	4	7	8
Examination Table	1	1	2	3	4	6	10	13
Trolley	-	-	1	1	1	1	1	1
Lockable Drug Cabinet	1	1	2	2	2	2	2	3
Refrigerator	1	1	1	1	1	1	1	1
Waste Basket	-	-	2	4	4	6	6	6
Ice Container	-	-	1	2	2	2	2	2
Stool	-	-	2	3	4	4	7	8

Continued on next page

16.2 NPC Residential Buildings, Continued

NPC Offices / NPC Storage According to the Team size, the NPC Offices and NPC Storage should be provided with the following:

Item / Delegation Size	1-10	11-24	25-50	51-100	101-200	201-300	301-450	451-600
Desk	1	1	1	2	2	2	2	3
Desk Chair	1	1	1	2	2	2	2	3
Folding Table	1	2	2	4	4	6	6	8
Folding Chairs	2	2	8	12	16	20	26	26
Lockable 2 Drawer File Cabinet	1	1	2	2	2	3	3	3
Waste Basket	1	1	2	2	2	3	3	4
Clothes Rack	1	1	1	2	2	2	2	2
Refrigerator	1	1	1	1	1	1	1	1
Electric Kettle	1	1	1	1	1	1	1	1
Desk Lamp	1	1	1	1	1	2	2	2
White Board / Markers	1	1	1	1	1	2	2	2
Bulletin Board	1	1	2	2	2	2	2	2
Bookcase	1	1	1	1	3	3	3	4
Fax	1	1	1	1	1	1	1	1
Television	1	1	1	1	1	1	1	1
Telephone	1	1	1	1	1	1	1	1
INFO Terminal / Printer	0	0	0	1	1	1	1	1
Copier	0	0	0	1	1	1	1	1

16.3 Dining Hall

Main Dining

The Dining Hall should have a seating capacity for 2,500 people for the Paralympic Games and 1,000 people for the Paralympic Winter Games.

Wheelchair Storage

There is a requirement for a wheelchair storage area as Athletes will stop at the Dining Hall on route to training or competition. The space must accommodate 300 wheelchairs for Olympic Games and 100 for Olympic Winter Games. This space should be covered and protected from the weather, it should also be fully accessible and allow for a high volume of wheelchair traffic.

Paralympic Technical Games Officials

There should be a designated dining area with a capacity for up to 250 Paralympic Technical Games Officials for the Paralympic Games and 100 Paralympic Technical Games Officials for the Paralympic Winter Games. This area shall be separated from the Athletes and Team Officials area in the Dining Hall.

Operational Specifications

The seating area for the Paralympic Dining Hall must have suitable passage ways for wheelchair movements and lower serving counters with clearance of 78 cm.

16.4 Polyclinic

Overview

The Polyclinic will function with the same services as for the Olympic Games. Some services may be reduced in scope to match demand from Paralympics.

During Paralympic Games, the OCOG must provide wheelchair, orthotic and prosthetic Repair Centre.

Orthotic, Prosthetic and Wheelchair Repair Facility

The wheelchair repair facility will service major and minor repairs with a fully equipped maintenance workshop staffed by professionals. The services performed will be at no cost to Village Residents and is generally operated by a Paralympic Games Sponsor / Supplier.

This is in addition to the Orthotic, Prosthetic and Wheelchair Repair services provided at the venues.

This Repair Centre can be located in various locations in the Paralympic Village but must be easily accessible for all wheelchair users regardless of their residence.

Obligation △	During the Paralympic Games the OCOG must provide an Orthotic, Prosthetic and Wheelchair Facility in the Paralympic Village.

16.5 Transport

Athlete Transport System	Athlete Transport Systems, Internal Village Transport and some NPC vehicles must be fully accessible and have storage for competition wheelchairs / competition equipment.
In- Village Transport System	The in-Village Transport System must be fully accessible throughout the Paralympic Village.
Related Document ✕	For any additional information on NPC Vehicles / NPC Vans, refer to the Technical Manual on NOC Services and the Technical Manual on Transport.