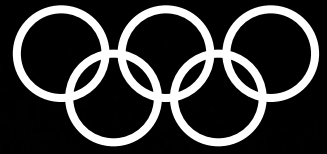


# THE APPROACH TO OLYMPIC HOST ELECTIONS



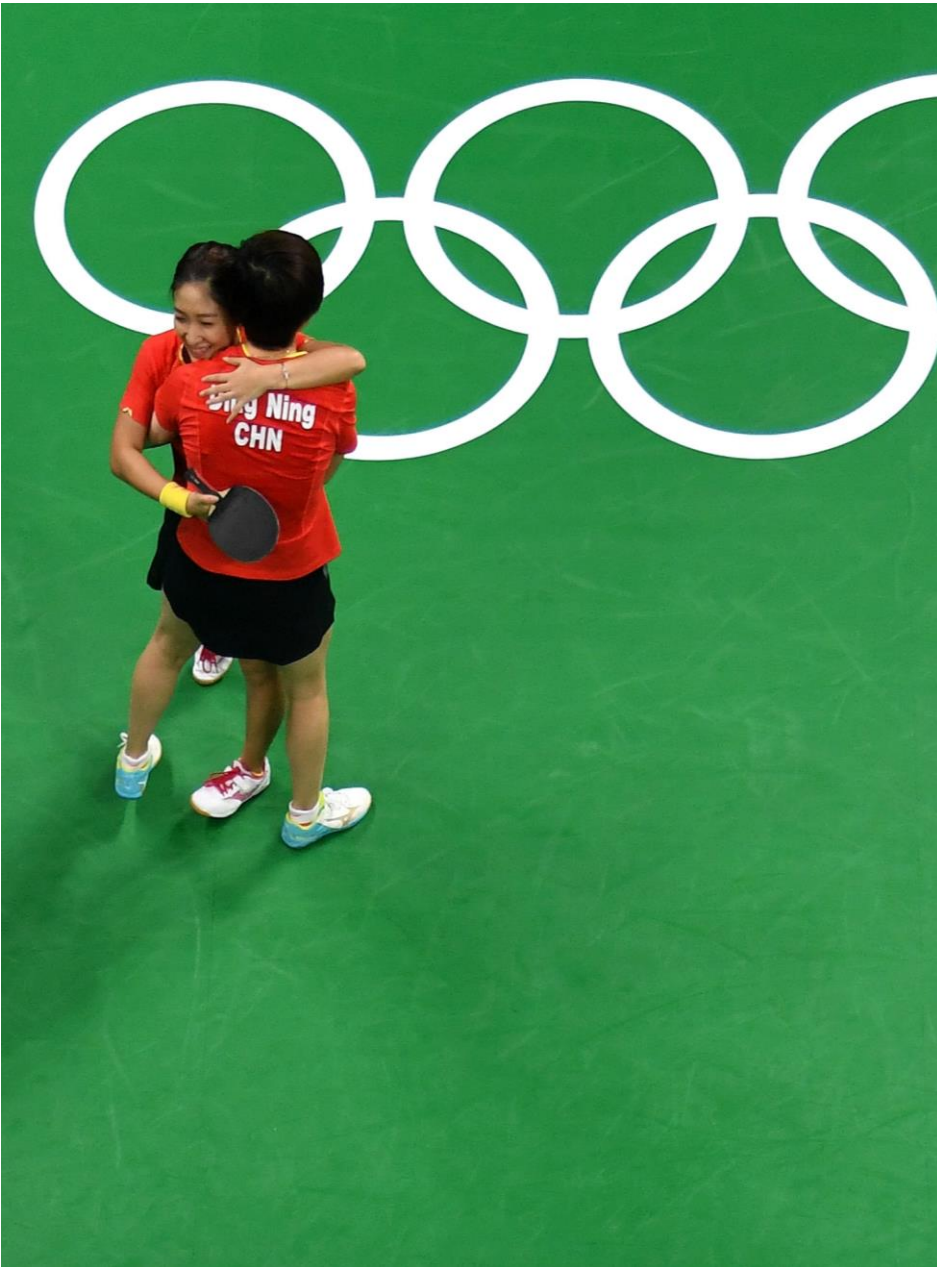
JANUARY 2023





# CONTENTS

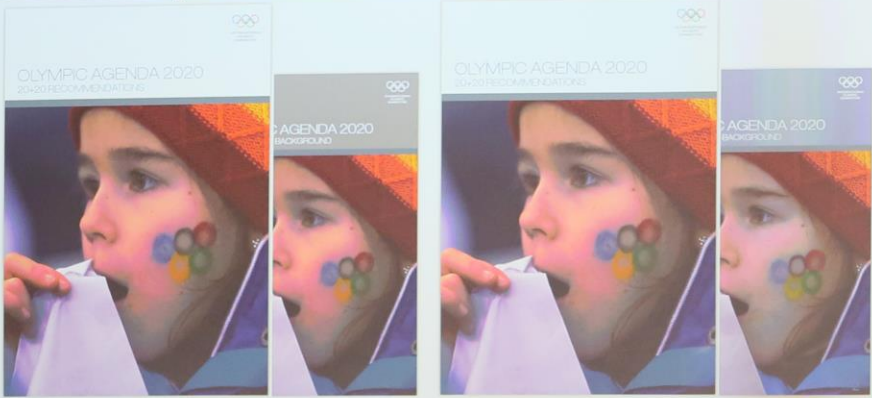
- Background to the reforms of the approach to Olympic Host Elections
- Implementation of the approach
  - Key features
  - Informal exchange
  - Continuous Dialogue
  - Targeted Dialogue
- Rules of Conduct and transparency
- Engagement and promotion
- Reference documents



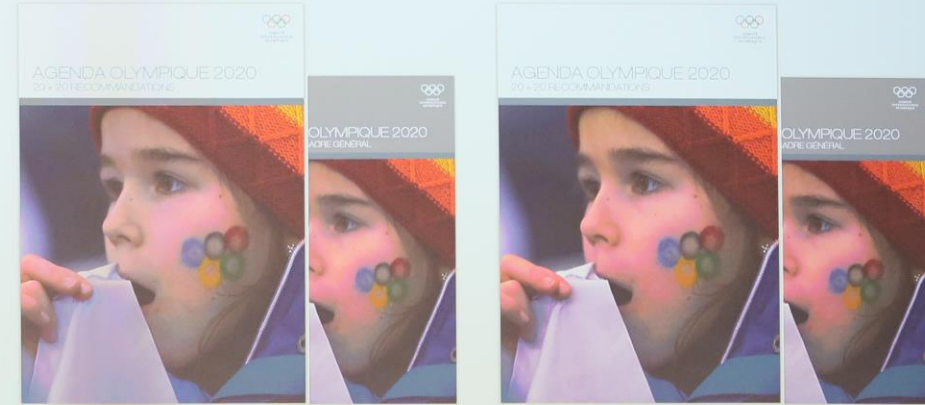
# BACKGROUND TO THE REFORMS OF OLYMPIC HOST ELECTIONS



Olympic Agenda 2020



Agenda olympique 2020



***“Change or be changed”***

**Olympic Agenda 2020 was adopted in December 2014 as a roadmap for the future of the Olympic Movement**

# WHY DID THE IOC TAKE THE DECISION TO ADOPT A NEW APPROACH TO HOST ELECTIONS?

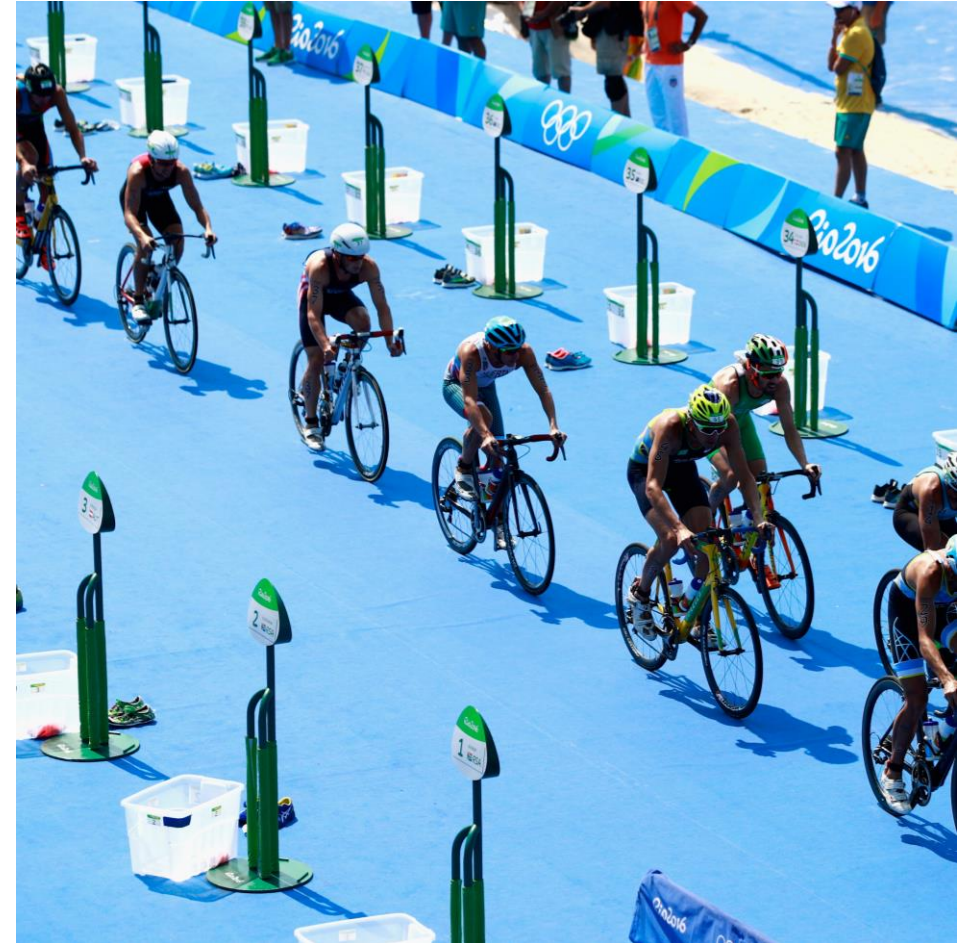


To address the challenges of the past:

- **High costs:** cities trying to outbid each other led to excessive expenditure
- **Reputational risk:** aggressive lobbying led to ethical issues – some of which are still ongoing today
- **High expectations** led to too many losers
- Cities which did not win an election would be **discouraged from bidding again**

This resulted in a **loss of public confidence in the Olympic Movement:**

- Challenges to secure government/private and public support led to some candidates withdrawing from the process



# THE NEW APPROACH REFLECTS CHANGING PRIORITIES



The sweeping reforms of Olympic Agenda 2020 were designed to reflect the modern priorities of the Olympic Movement.

The approach to host elections was reshaped, with an emphasis on:

- **Flexibility and contextualisation:**
  - The IOC works with potential hosts on developing projects that fit the local reality: **“The Games adapt to the city/region, the city/region does not adapt to the Games”**
  - To ensure long-lasting benefits for local populations, potential hosts are invited to discuss projects that align with existing long-term plans
- **Sustainability and legacy** – potential hosts are encouraged to use a maximum of existing and temporary facilities, even outside the main host region or country, if there is no proven legacy justification for new venues
- **Partnership and cost efficiency** - To reduce host costs and limit the use of public money, the IOC provides expertise to potential future hosts



# 2024/2028 AND 2026 FUTURE HOST ELECTIONS SHAPED BY OLYMPIC AGENDA 2020



## USE OF EXISTING / TEMPORARY VENUES



Paris 2024

95%



Milano-Cortina 2026

93%



Los Angeles 2028

100%

## 2026 BID BUDGETS

 -80%

Potential hosts for the 2026 Olympic Winter Games spent 80% less on their bid projects than cities/regions for 2018 and 2022



# ADAPTING TO CHANGE



Building on the successes of 2024/2028 and 2026 elections, the new approach to electing Olympic hosts is an evolution that enables the IOC:

- **To be more flexible in a fast-changing world**
- **To react quickly to various developments & opportunities:**
  - Geographic (including climate)
  - Strategic (in the best interest of the Olympic Movement)
  - Economic
  - Societal
- **To make a strategic analysis of the (geo)political, economic, human development and sport development context for a global, long-term outlook across all Games**



# THE APPROACH TO OLYMPIC HOST ELECTIONS: HOW IT WORKS

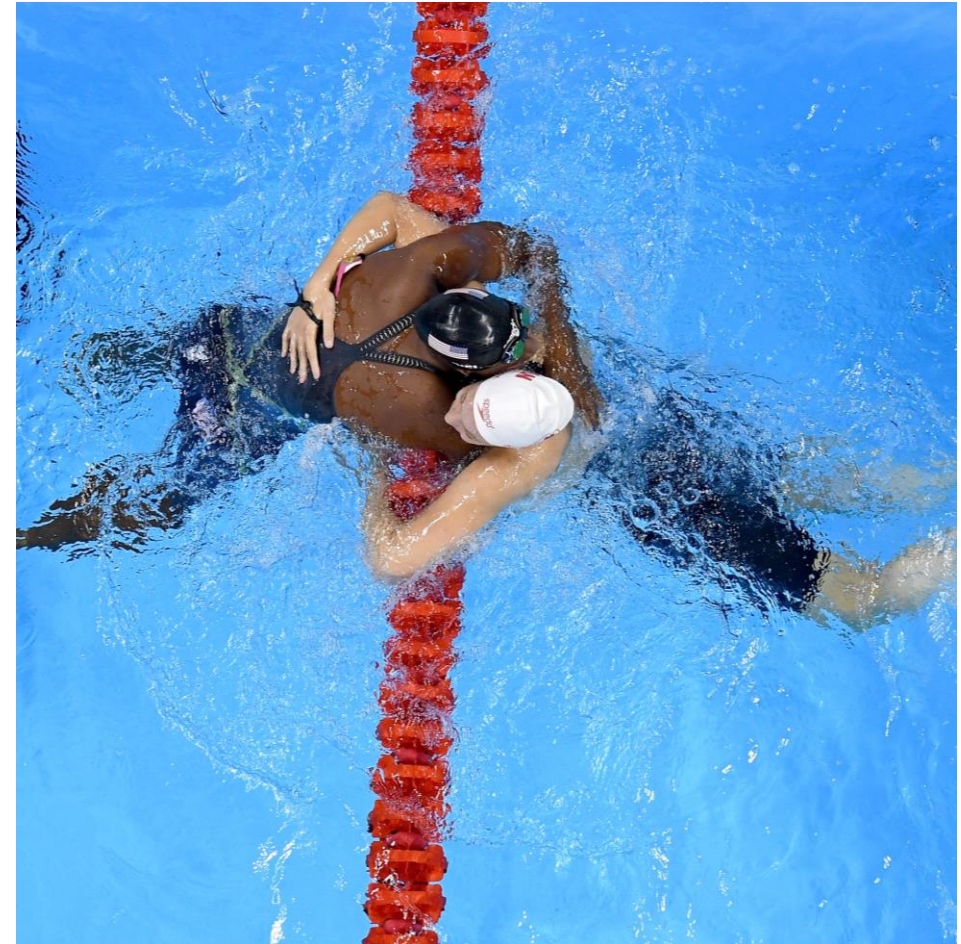


# PHILOSOPHY AND KEY INNOVATIONS

UNANIMOUSLY APPROVED BY THE IOC SESSION IN JUNE 2019



- IOC opens **permanent, ongoing dialogue** to explore and encourage interest from cities/regions/countries, and National Olympic Committees (NOCs), in staging the Olympic Games, Olympic Winter Games, Youth Olympic Games and Youth Olympic Winter Games
- Two permanent **Future Host Commissions (Summer and Winter)**, comprised of stakeholders from across the Olympic Movement (such as International Federations, NOCs, athletes, the International Paralympic Committee), to oversee the process and make recommendations to the IOC Executive Board (EB) regarding possible hosts
- Based on input from Future Host Commissions, the EB to set **strategic framework** for host election for specific **Games editions**
- **Flexibility:** election timings are flexible and adjusted to opportunities, context and needs. A potential host can represent one or several cities/regions/countries to make best use of resources.
- **Confidentiality:** Commissions to respect any confidentiality that may be requested by potential hosts as they develop the public and private dimensions of their project. This enables them to explore ideas without commitment.



# THE APPROACH – OVERVIEW



## INFORMAL EXCHANGE

Initial discussions with potential Future Hosts

## CONTINUOUS DIALOGUE (always ongoing)

with Interested Parties (☀️ + ❄️ + YOG)

## TARGETED DIALOGUE

with Preferred Host(s)

Edition Specific

(opens with a decision from IOC Executive Board)

Overseen by Future Host Commissions



# DIALOGUE WITH THE IOC



- **Informal Exchange:** Exchanges with the IOC to explore interest in hosting an edition of the Olympic Games, without any obligation or committing any resources.
- **Continuous Dialogue:** A non-committal and non-edition specific stage where the IOC supports the Interested Party to develop a Games concept and timeframe that align with their local long-term development goals. The respective National Olympic Committee (NOC) decides to enter the Interested Party into Continuous Dialogue.
- **Targeted Dialogue:** A collaborative partnership that is opened when the IOC Executive Board invites one or more Preferred Host(s) to refine their proposal(s) to host a specific edition of the Olympic and Paralympic Games or the Youth Olympic Games.



No fixed timeframe for election



Confidentiality

# INFORMAL EXCHANGE

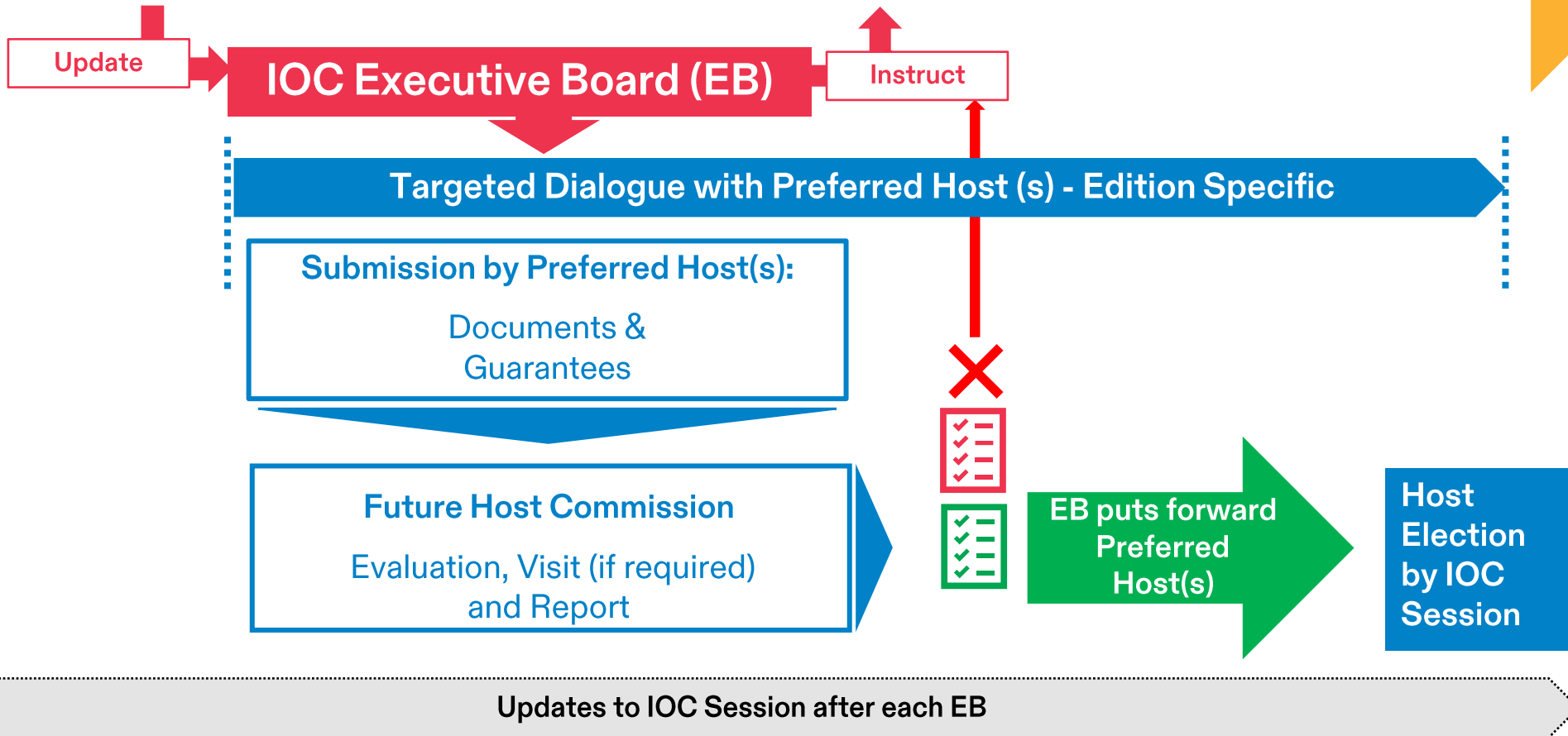


Future Host Commissions oversee interest in Future Games:  
Continuous Dialogue with Interested Parties – Non-edition specific ☀️ + ❄️ + YOG

Constant monitoring and analysis

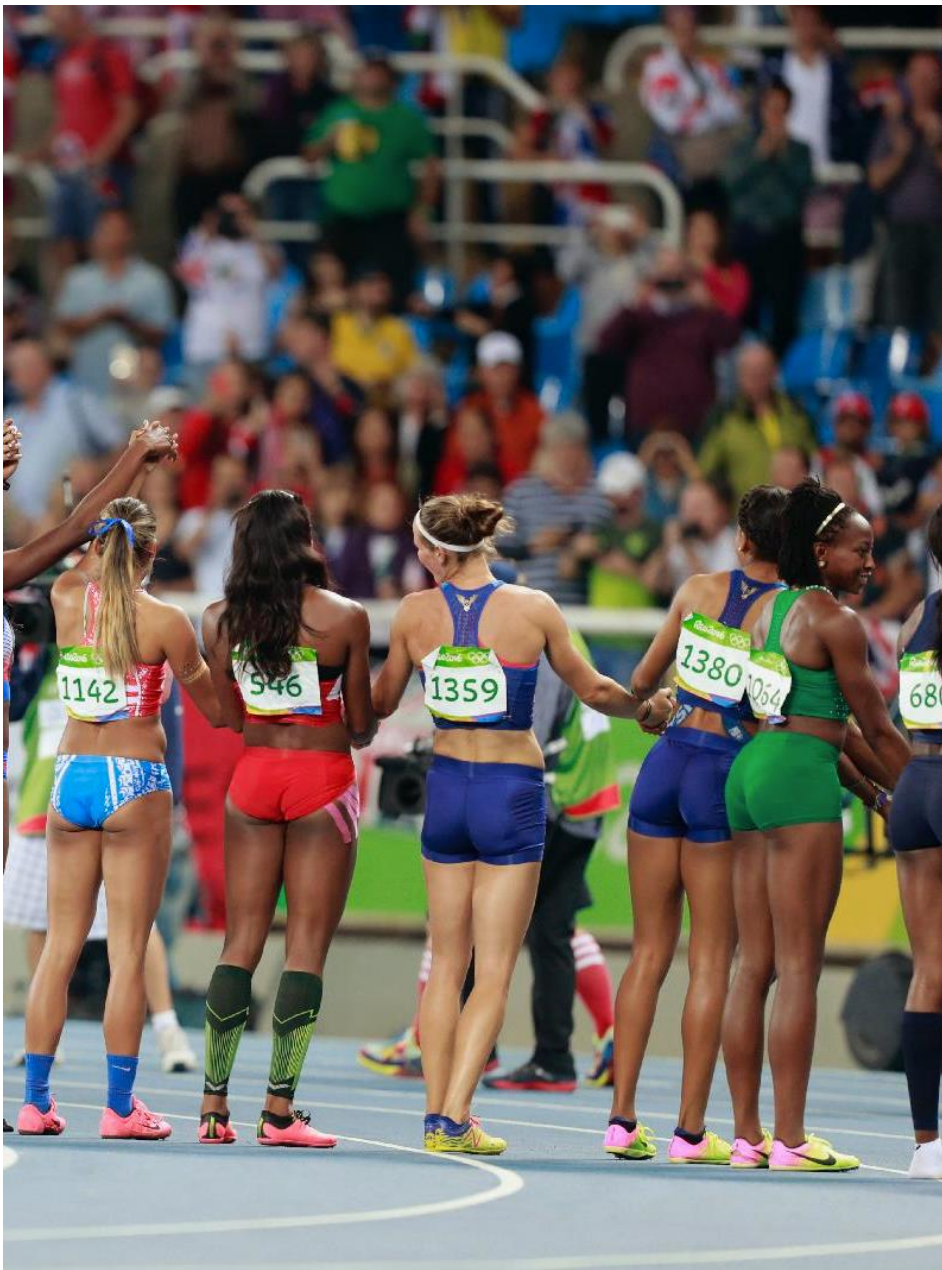


Technical feasibility assessments by Host Commissions highlighting Opportunities and Challenges



# INFORMAL EXCHANGE





# INFORMAL EXCHANGE

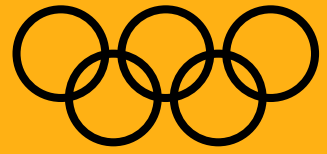


The IOC is always open to engage with a city/region and respective NOC that want to explore interest in hosting an Olympic Games or YOG and build a case domestically.

During the “**informal exchange**” phase, the IOC administration will provide potential hosts (city/region and respective NOC) with information about the approach to elections and share contextual advice on how to engage with various stakeholders to initiate an Olympic project.

- Non-edition specific discussion
- No official letter by the NOC required
- No involvement of the Future Host Commission at this stage
- No commitment on either side
- No submission required

# CONTINUOUS DIALOGUE







# CONTINUOUS DIALOGUE

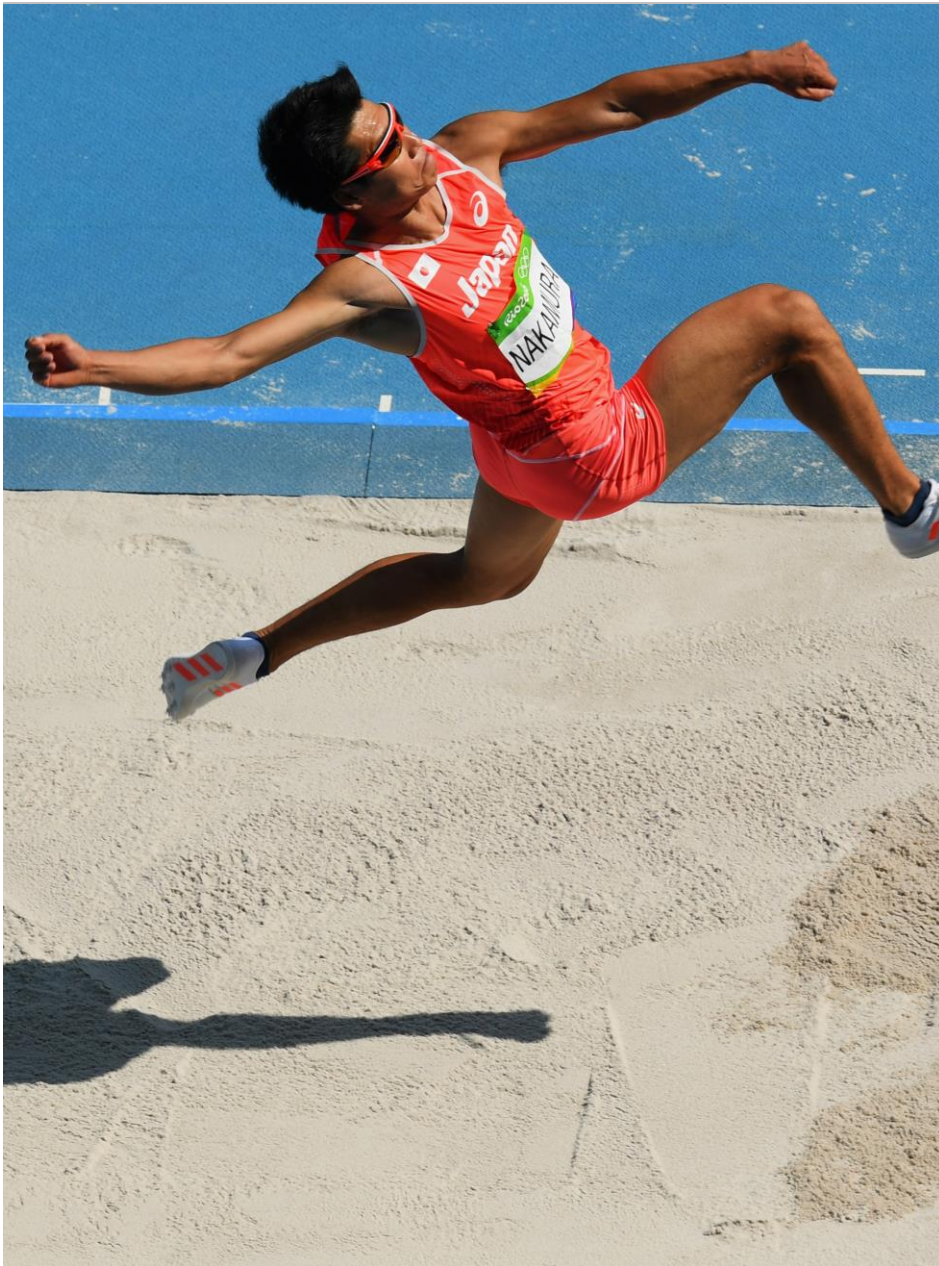


The **Continuous Dialogue** is a non-committal and non-edition specific phase where the IOC supports the Interested Party to explore the feasibility of hosting sustainable Games in their context and in line with their local long-term development goals

- To enter Continuous Dialogue with the IOC, the NOC is required to submit **an official letter of intent** to the IOC indicating the Interested Party (City or Region)
- Non-edition specific discussion
- No commitment on either side
- No obligation for the IOC to invite any Interested Parties to Targeted Dialogue
- No submission required

# OVERVIEW OF CONTINUOUS DIALOGUE





# CRITERIA FOR ASSESSMENT



Future Host Commissions constantly monitor and analyse projects by Interested Parties and conduct feasibility assessments that will form the basis for regular updates and a possible recommendation to the IOC Executive Board (EB) regarding a specific edition of the Games

- Positive IOC feasibility assessment including:
  - Venue Masterplan and Strategic Alignment
  - Funding Strategy
  - Games Delivery
- Global context (socio-economic / geopolitical factors)
- Alignment with [Olympic Agenda 2020+5: 15 Recommendations](#)
- Public support and public consultation process

In line with Olympic Agenda 2020, the Future Host Commissions take into account independent third-party reports as part of the assessment of Interested Parties in Continuous Dialogue

# IOC SERVICES DURING CONTINUOUS DIALOGUE



IOC provides technical support to Interested Parties to assess the feasibility of their projects, based on their specific context and needs

Services provided during Continuous Dialogue focus on, but are not limited to:

## Venue Masterplan

- Venue options and alignment with local development plans
- Sustainability / legacy
- Transport infrastructure
- Accommodation capacity

## Vision and Engagement

- “Why” host the Games and “When”
- Stakeholder engagement

→ During Continuous Dialogue, the IOC shares reference documents with Interested Parties including communication material about benefits of the Games, and the Games Guides, to assist them to develop their project to best align with their particular context and long-term development plans.

# TARGETED DIALOGUE





# TARGETED DIALOGUE



The IOC Executive Board can take a strategic decision to open a Targeted Dialogue with one or more Preferred Hosts. This decision will be based on recommendations made by the Future Host Commission as a result of Continuous Dialogue.

## OBJECTIVES

A **Targeted Dialogue** is a defined process to explore a proposal to host a specific edition (summer or winter) of the Olympic and Paralympic Games, or Youth Olympic Games.

The IOC works together with the Preferred Host(s) to ensure the development of the best possible value proposition and robust Games delivery plan, with a focus on sustainability, aligned with the existing long-term development plans of the Preferred Host(s), for an edition-specific Games.



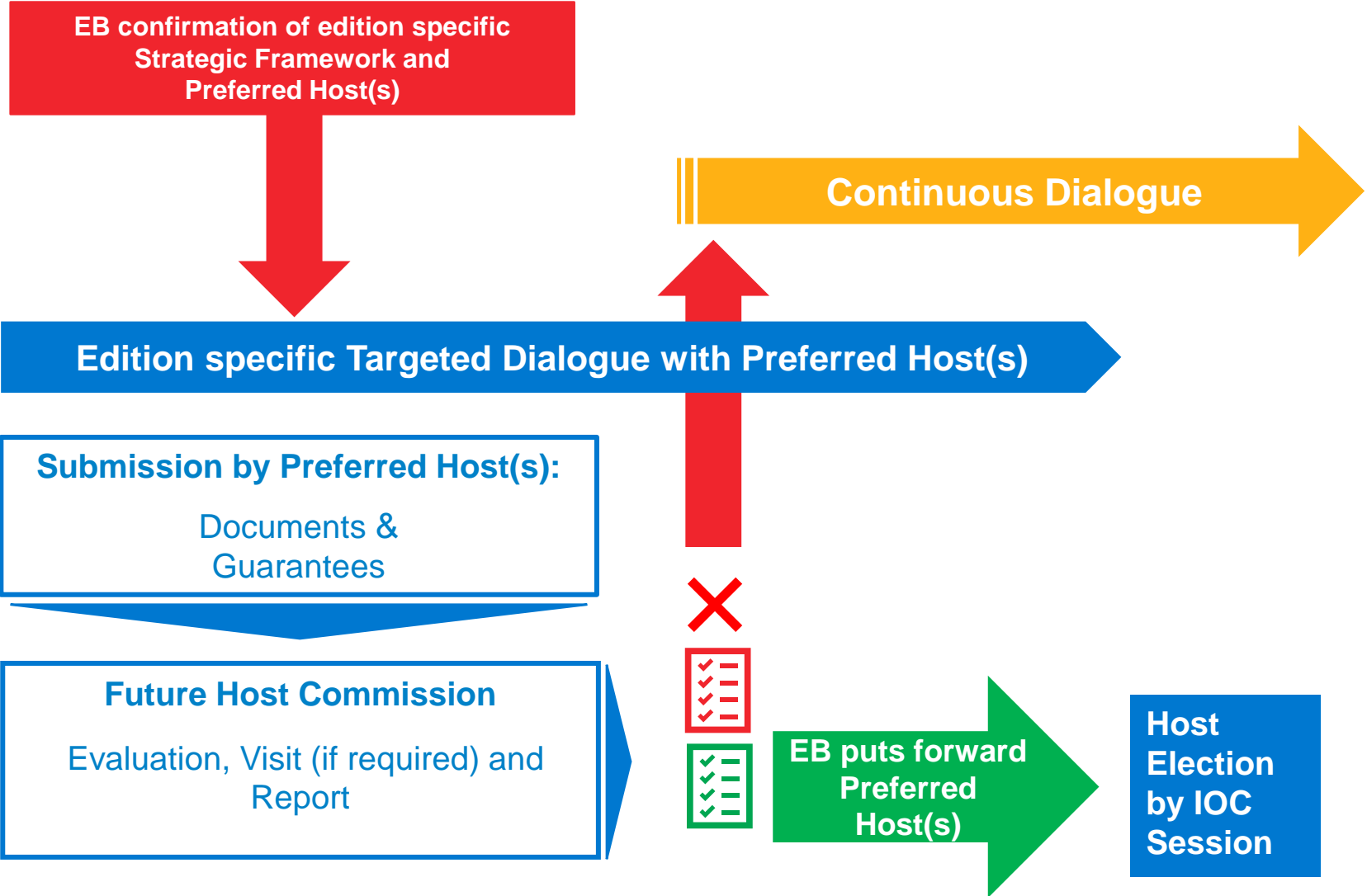
# TARGETED DIALOGUE



## RESPONSIBILITIES

- The Future Host Commission is responsible for conducting an in-depth assessment of the Preferred Host(s), including visiting the host(s) (if necessary) and publishing a report for the IOC EB
  - The opportunity and risk report addresses the essential elements for planning and delivering successful Olympic Games **in the year in question**, while taking into account the unique nature of the host's vision, concept and legacy
- Based on a report of the Future Host Commission, the Executive Board may put forward the Preferred Host(s) for election by the IOC Session
- While there is no set timeframe for Targeted Dialogue, as each situation is contextual, it is not anticipated to exceed 12 months

# OVERVIEW OF TARGETED DIALOGUE





# IOC SERVICES DURING TARGETED DIALOGUE



- IOC provides technical support to the Preferred Host(s) to assist in developing the concept
- Expertise is delivered through customised workshops/meetings (either in person or by videoconference)
- IOC technical experts have extensive experience in bidding for and hosting Olympic Games

Services provided during Targeted Dialogue focus on, but are not limited to:

## Venue Masterplan optimisation

- Venue options and alignment with local development plans
- Legacy and business case of new venues

## Sustainability and Legacy

- Sustainability & Legacy Strategy
- Sustainability & Legacy Governance
- Climate Positive Games

## Legal Matters

- Guarantees
- Host Contract\*
- Joint Marketing Programme Agreement

## Economics of the Games\*

- Games Organisation Budget
- Socio-economic impact study to assess the benefits of the Games

\* An updated version of the Host Contract Principles for a specific edition of the Games will be published at the beginning of Targeted Dialogue. It includes information relating to the IOC Contribution to the success of the Olympic Games

# SUBMISSION BY PREFERRED HOST(S)



- The Preferred Host is required to make a submission to the IOC in response to the Future Host Questionnaire:
  - [Future Host Questionnaire - Olympic Winter Games](#)\*
- The submission demonstrates an effective Games concept and legacy plan which sets out the following elements:
  - Vision, Games Concept and Legacy
  - Games Experience for Athletes and Fans
  - Paralympic Games
  - Sustainability
  - Support for the Games and Games Governance
  - Economics of the Games



\* Future Host Questionnaire - Olympic Summer Games to be made public at a later stage. Interested Parties in Summer Games to use the Questionnaire for the Olympic Winter Games as a baseline

# SUBMISSION BY PREFERRED HOST(S)



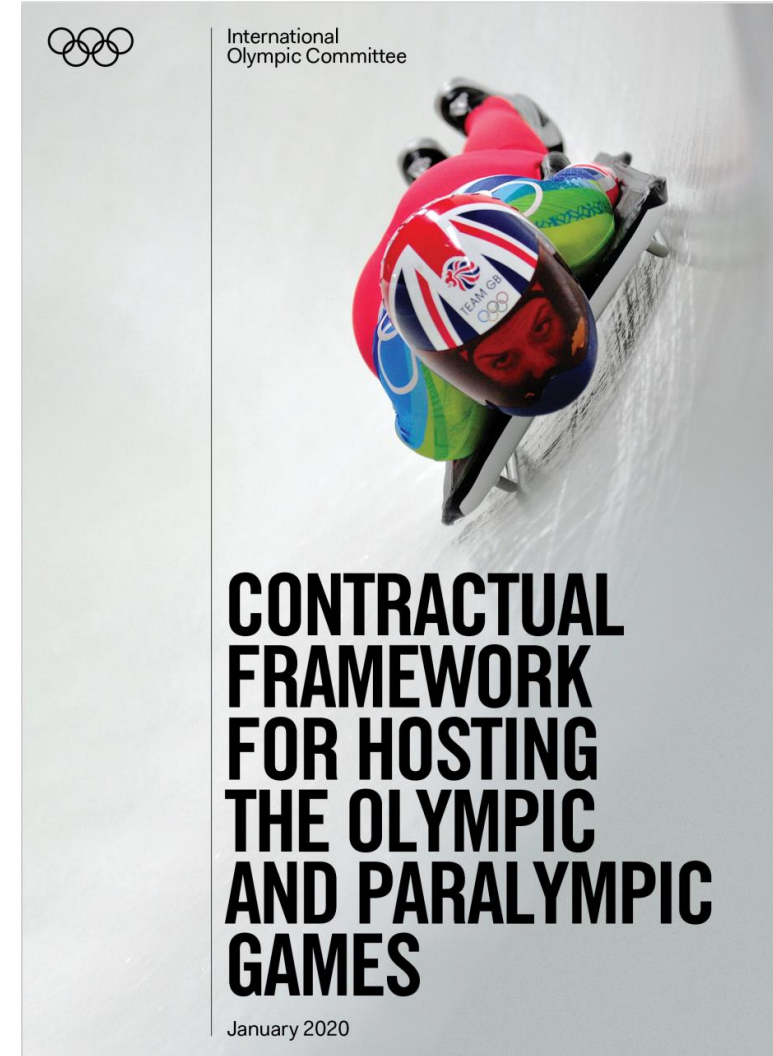
## GUARANTEES

To organise the Olympic Games, partnership and support are required from the host country's government, as well as other relevant public authorities and private actors.

Such support is secured in the form of guarantees addressing the key elements required to successfully deliver the Games.

Explanations on the guarantees which need to be secured during the Targeted Dialogue can be found in the [Contractual Framework for hosting the Olympic and Paralympic Games – \(January 2020\)](#)

The [list of guarantees to be submitted during Targeted Dialogue for the Olympic Winter Games](#) is available on olympics.com



# FUTURE HOST COMMISSION MEETINGS



- In Targeted Dialogue, once the Preferred Host(s) has (have) responded to the IOC Questionnaire, the Future Host Commission further engages with the Preferred Host(s) in view of optimising the value proposition
- If deemed necessary by the IOC, the Commission may carry out a site visit to the Preferred Host(s)
  - If an in-person site visit takes place, all costs related to the Commission are covered by the IOC (flights, accommodation, F+B, transport etc.)
  - Detailed information, including programme outline, to be provided by the IOC in advance
- Such a visit may also be carried out virtually, for sustainability reasons





# SUPPORT FROM INTERNATIONAL FEDERATIONS



Through Olympic Agenda 2020, the role of the International Federations in host elections has been further strengthened, recognising that with greater engagement of IF expertise and experience, the overall Games risks and costs can be reduced

- Throughout the Targeted Dialogue, the Preferred Host(s) is (are) encouraged to work closely with the IFs to identify the best possible venue solutions for each sport/discipline
- The level of involvement of each IF is dependent on the complexity of the sport, as well as the experience of the Preferred Host(s), and will not necessarily require site visits

## IF analysis during Targeted Dialogue

Using an IOC template applicable to all sports, an IF analysis of the respective Games proposals will be conducted:

- The analysis is not a sign-off on the proposed venue(s) but rather an opportunity and risk assessment which provides a basis to begin collaboration as soon as the Host is elected.
- Analysis focuses on the technical aspects of the sport/venue/competition and is provided to Future Host Commission

# ATTENDANCE AT INTERNATIONAL EVENTS



During Targeted Dialogue, and if the international calendar allows, the Preferred Host(s) may be invited to present their project to Olympic stakeholders, at international events\* (either in person or virtually), which will be limited to:

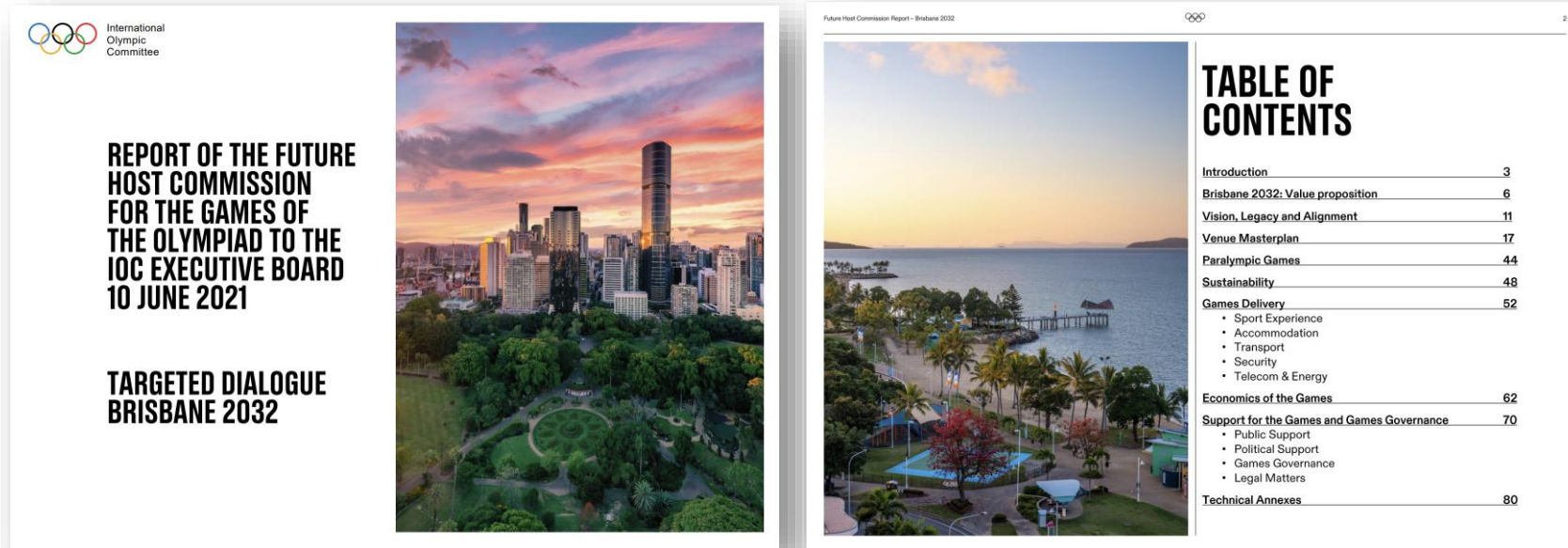
- General Assembly of ASOIF / AIOWF
- ANOC General Assembly

In addition, the IOC may invite the Preferred Host(s) to attend the Olympic Games or the Olympic Games Debrief as a learning opportunity as part of IOC Knowledge Transfer programmes



*\*The exact parameters for each event to be provided by the IOC to the Preferred Host(s) during Targeted Dialogue*

# FUTURE HOST COMMISSION REPORT TO IOC EXECUTIVE BOARD



At the end of its assessment, the Future Host Commission presents a report to the IOC Executive Board (EB)

- Based on this report, the EB decides whether to put a Preferred Host(s) to **election by the IOC Session**
- Following an EB decision to call an election, the report is published on [www.ioc.org](http://www.ioc.org)
- Report on Brisbane 2032 is available [HERE](#)

Based on the findings of the report, the EB can decide not to call an election and to return to Continuous Dialogue

# ELECTION OF THE FUTURE HOST



Once the EB calls an election by the IOC Session, the Preferred Host(s) will be invited to engage with IOC Members on two occasions:

- During a consultation meeting to present and discuss their project
- During the Election Session during which they will be asked to make a final presentation (following a final presentation by the Future Host Commission)

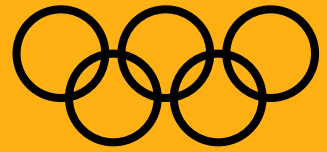
Following the Olympic Host vote and announcement, the elected Host and the IOC sign the Olympic Host Contract.

As per the Olympic Host Contract, the OCOG has to be established within five months of the execution of the Olympic Host Contract or at a later date mutually agreed in writing.





# **RULES OF CONDUCT AND TRANSPARENCY**



# RULES OF CONDUCT AND TERMS OF REFERENCE

PUBLISHED ON [WWW.IOC.ORG](http://WWW.IOC.ORG)



- Approach governed by **Rules of Conduct** under supervision of Chief Ethics and Compliance Officer / Ethics Commission
- Rules to be respected by all Interested Parties / Preferred Hosts and all representatives of the Olympic Movement:
  - [Rules of Conduct - Continuous Dialogue](#)
  - [Rules of Conduct - Targeted Dialogue](#)
- Consultants working with Interested Parties must be registered on the IOC **Register of Consultants**
- No recognised International Federation (IFs) or National Olympic Committee (NOC) may request or gain any advantage from any Interested Party(ies)
- Future Host Commission Members **not to be nationals of a country** of an Interested Party, EB Members, or have any other potential conflict of interest (Appendix 1 – Conflict of Interest / Ethical Principles)
- Future Host Commission Members to respect **confidentiality** of potential hosts, the Olympic Charter and the IOC Code of Ethics
- Future Host Commission Members to represent **all stakeholder groups** (International Federations, National Olympic Committees, Athletes, International Paralympic Committee)





# TRANSPARENCY



- **All National Olympic Committees (NOCs) have been informed about the new approach**
- NOCs have the opportunity to join Continuous Dialogue for the Olympic Games, the Olympic Winter Games or the Youth Olympic Games at any time
- All documents including the Future Host Questionnaire and Host Contract are **published on [www.ioc.org](http://www.ioc.org)**
- The Future Host Commissions **communicate regularly** with all Interested Parties who have officially entered Continuous Dialogue and with the Preferred Host(s)
- The **Future Host Commission report** produced during Targeted Dialogue is made public on **[www.ioc.org](http://www.ioc.org)**

# ENGAGEMENT AND PROMOTION





# ENGAGEMENT AND PROMOTION

It is important that Interested Parties / Preferred Host(s) engage with the public, their governments and other stakeholders potentially involved in the project.

Any communication and promotion activity by the Interested Parties and Preferred Host(s) (advertising, public relations, use of social networks, website, media events) are to take place with dignity and moderation and must be overseen by the respective NOC.

**International promotion may only be carried out during Targeted Dialogue**

- ➔ **Guidelines** regarding the key principles of promotion and engagement, including the creation of a composite logo, will be provided to the Interested Parties when they enter Continuous Dialogue
- ➔ As part of the IOC support provided during Continuous and Targeted Dialogue, a communications workshop can be organised to cover the key principles of communication, including digital engagement





# USEFUL REFERENCE DOCUMENTS



- [Contractual Framework for hosting the Olympic and Paralympic Games – \(January 2020\)](#)
- [Host Contract Operational Requirements](#)
- [Olympic Agenda 2020](#)
- [Closing Report of Olympic Agenda 2020](#)
- [Olympic Agenda 2020+5: 15 Recommendations](#)
- [Full explanation of the New Approach to Future Host Elections on Olympic.org](#)
- [Rules of Conduct - Continuous Dialogue](#)
- [Rules of Conduct - Targeted Dialogue](#)
- [Future Host Questionnaire - Olympic Winter Games](#)
- [List of Guarantees – Targeted Dialogue – Olympic Winter Games](#)
- [Future Host Commissions - Terms of Reference](#)
- [Factsheet-Electing-Olympic-hosts.pdf \(olympics.com\)](#)
- [Factsheet-Olympic-host-election-results.pdf \(olympics.com\)](#)
- [Electing Olympic Hosts - FAQ \(olympics.com\)](#)