

TRANSPORT

Technical Manual

on Transport





Technical Manual on Transport

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International Olympic Committee

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I. Global Reference Data

Name **Technical Manual on Transport**

Date/Version November 2005

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

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

Disclosure

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



II. Changes from Previous Version

Introduction This section lists the changes found in this version in relation to the previous.

Context Please note that this is a new document created as part of the IOC initiative to update and standardise the technical manuals provided to OCOGs.



III. Related Documents

List

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

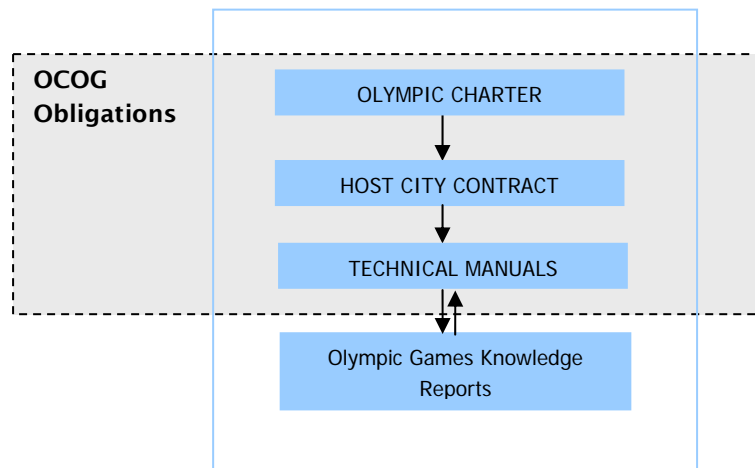
- Olympic Charter
- Host City Contract
- Joint Marketing Programme Agreement
- Candidature Procedures and Questionnaire
- IPC Handbook (Chapters updated at various times)
- Accreditation and Entries at the Olympic Games – Users Guide
- Technical Manual on Accommodation
- Technical Manual on Brand Protection
- Technical Manual on Hospitality
- Technical Manual on Media
- Technical Manual on Media
- Technical Manual on Olympic Village
- Technical Manual on Organising Meetings
- Technical Manual on Paralympic Games
- Technical Manual on Planning, Coordination and Management of the Olympic Games
- Technical Manual on Protocol
- Technical Manual on Sport
- Technical Manual on Ticketing
- Technical Manual on Venues - Design Standards for Competition Venues
- 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.

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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.

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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.

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V. Olympic Games Study, Continued

Key Messages

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



VI. Introduction

Objectives

The objectives of the Technical Manual on Transport are to:

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

Limits

The Technical Manual on Transport does not include:

- Travel costs, which are typically not a responsibility of the OCOG Transport function
- Logistics or management of freight or unaccompanied items, which are typically a responsibility of the OCOG Logistics function
- Specialist vehicles, such as snow cats or golf carts, which are typically a responsibility of the OCOG Logistics function

It provides an overview of Olympic Airport Operations and Arrivals and Departures however these projects may not be an operational responsibility of the OCOG Transport function.

It also refers to the management of ratecard vehicles (refer to Section 3.3.1 The Fleet Operations Task), however it does not include specific details for this operation.

Target Audience - general

The target audience for this manual is:

- Applicant Cities
- Candidate Cities
- Governments, public authorities and external entities who work with the OCOG Transport function to deliver Games transport
- OCOG senior management
- OCOG Transport function staff
- OCOG functions that represent constituents, such as NOC Services, Sport etc.
- All other OCOG functions who interact with Transport either by receiving services from Transport or providing services to Transport

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VI. Introduction, Continued

Target Audience - Specific

Within each of these audiences, different people need different levels of detail about Olympic and Paralympic transport. The manual is structured in such a way to make it easy for the reader to select the appropriate level of detail they need as explained below.

Chapter 1 - Transport Task and Strategic Framework is likely to be of most interest to Applicant and Candidate Cities' senior management, to OCOG senior management and to the OCOG's Director of the Transport function, government, public authorities and external entities. This chapter summarises the interactions between Transport and other OCOG functions, and the interaction between OCOG Transport and external entities.

Chapter 2 - Constituent Requirements is pertinent for all audiences to understand specific constituent requirements and services. It is likely to be most relevant to the OCOG Transport function constituent managers and to the OCOG functions that represent constituents (e.g. NOC Services function to understand transport services to NOCs).

Chapter 3 - Transport Planning and Operations Themes is directed to the OCOG Transport function Director and the transport managers or the external entities responsible for each theme, providing more technical information than in previous chapters.

Context

This Manual consolidates transport information previously found in other documents, reconciles inconsistencies, distinguishes obligations from recommendations, and assists an OCOG in anticipating various transport issues.

In addition, it helps Applicant and Candidate Cities to accomplish the key steps required of them in advance of their election as a Host City.



VII. Executive Summary

Chapter 1 - Transport Task and Strategic Framework

This chapter provides a high-level overview of Olympic transport. It identifies the scope and complexity of the Olympic Transport Task and demonstrates the broad differences for transport between Summer and Winter Games and between Olympic and Paralympic Games.

A strategic framework for the development of Olympic Transport is given, demonstrating the critical elements that must be considered and integrated to effect successful transport delivery, key aspects being an understanding of Olympic Transport Demand and definition of Host City Transport Supply.

Emphasis is given to the management and organisation of Olympic Transport, including an organising committee's internal management approach and interactions, external interactions and the essential integration of all involved parties throughout planning and operations. Considerations for Games-time management and the important command, control and communications elements are highlighted.

Eight fundamental transport planning and operations themes are introduced, each of which is further detailed in Chapter 3. These themes take the OCOG and its partners from definition of the task through to delivery. Each planning and operations theme has a specific deliverable for Olympic Transport, however they cannot be planned and managed in isolation and constant interaction and coordination between each theme is essential.

The Games Planning Process is described, explaining the lifecycle of an organising committee across both functional and venue planning streams, through all its phases of evolution from foundation to games operations, and identifying transport outputs that are essential planning documents.

The critical task of monitoring transport, both during planning and operations, is introduced. This emphasises the need for strong integration with all organisations involved in transport planning and delivery.

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VII. Executive Summary, Continued

Chapter 2 - Constituent Requirements

To host an Olympic Games, Organising Committees are required to provide transport services for each of the constituent groups associated with the Games, each of whom has very specific requirements and functional needs.

Understanding transport privileges, as explained in the Accreditation and Entries at the Olympic Games - Users Guide, and priorities for Olympic Games constituent groups are an essential starting point for any Organising Committee.

This chapter outlines the transport services and delivery requirements for each of the following constituent groups:

- Athlete and Team Officials / National Olympic Committees
- International Federations
- Media
- International Olympic Committee
- Marketing Partners
- Workforce
- Spectators

Services specific to each constituent group are described, including services for arrivals and departures, Opening and Closing Ceremonies and Vehicle Access and/or Parking Permits.

Continued on next page



VII. Executive Summary, Continued

Chapter 3 - Transport Planning and Operations Themes

As introduced in Chapter 1, eight fundamental transport planning and operations themes are detailed in this chapter:

- Transport Infrastructure and Facilities
- Venue Transport
- Fleet Operations
- Bus Operations
- Public Transport
- Traffic Management
- Transport Information
- Support Services

The Olympic Games requires permanent transport infrastructures and temporary transport facilities such as transport malls, transport hubs, staging areas and various bus terminals and train stations as well as park and ride facilities. This Transport Infrastructure and Facilities theme includes the development, monitoring and coordination of infrastructure and facility delivery.

Fleet Operations are responsible for planning, designing, procuring, testing, operating, and delivering the OCOG Fleet vehicles and services, according to the IOC requirements. This includes services planning, fleet and driver procurement and fleet facilities management.

Bus Operations are responsible for planning, designing, procuring, testing, operating and delivering Olympic transport services provided by buses that are required for each constituent group, according to the IOC requirements. This includes network operations planning, bus and driver procurement and bus facilities management.

Public Transport during an Olympic Games is different to the Public Transport systems in place to manage normal city travel requirements. Enhancements to the existing services need to be planned, designed, tested and operated. An OCOG does not operate the Olympic public transport systems; however they do supply the travel demand information and cooperate closely throughout planning and delivery with the relevant external agency.

Venue Transport defines the transport operations of competition, training and non-competition venues. Venue Transport plan and manage the vehicle access and/or parking permit project. Venue Transport planning and operations are carried out in close coordination with OCOG Venues, Sport, Security and Logistics functions.

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VII. Executive Summary, Continued

Chapter 3 - Transport Planning and Operations Themes (continued)

Traffic Management requirements for an Olympic Games include Travel Demand Management and Traffic Management plans. Traffic Management plans include Olympic and Paralympic travel times, city mobility and parking restrictions and signage. These plans need to be developed by the agencies responsible for traffic and parking, using the information provided by the OCOG.

Transport information is important for all constituents, the city residents, local businesses, general public and visitors. Strong communication campaigns should be implemented to alter travel behaviour and to inform constituents of the transport services available. Transport Information can be the responsibility of the OCOG Transport or Communication function, or external agencies. It is likely that a mixture of ownership will occur for this important theme.

The Olympic Transport task necessitates the OCOG Transport function to focus attention on the supporting services of Arrivals and Departures, Technology, Workforce, Budget and Administration, Transfer of Knowledge and Mapping.

Support Services that assist with the development and delivery of Transport:

- Olympic Airport Operations and Arrivals and Departures
- Transport Workforce
- Transfer of Knowledge (TOK) / Education
- Mapping
- Finance and Administration
- Technology



VIII. Technical Presentation

Scope of Manual

The Technical Manual on Transport addresses Transport at an Olympic Games and Paralympic Games.

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

This manual also helps Applicant and Candidate Cities and OCOGs identify and understand their specific transport obligations, and provides a framework for structuring transport planning and delivery.

Position in OCOG Structure

Transport is critical to the success of the Games and should be positioned appropriately in the organisation to ensure it has the focus and attention of senior management.

Transport function provides transport services for Games constituent groups and for all OCOG functions. It oversees transport-related responsibilities that may be assigned to other functions of the OCOG, or that may be outsourced to contractors. Importantly it works in close partnership with myriad external authorities, agencies and entities.



IX. Link to OCOG Phases

Introduction X

The following table overlays the evolution phases of an OCOG (per the Games Planning Process as described in Section 1.5, and the [Technical Manual on Planning, Coordination, and Management of the Olympic Games](#)) with descriptions of responsibilities to be completed by the Transport Function. These responsibilities should be considered as additional to those tasks and outputs identified in Section 1.5.2 Transport Games Planning Process Outputs.

OCOG Phases

Phase Name	Month	Transport Responsibilities
Foundation	G-98 – G-66	<p>Constituent Requirements</p> <ul style="list-style-type: none"> • Continue definition and assessment of Olympic transport demand <p>Infrastructure and Facilities</p> <ul style="list-style-type: none"> • Identify critical access and egress routes for all venues, including any critical junctions and/or interchanges • Identify existing or planned links for venues with non-road-based transport modes (i.e. trains, trams etc.) • Identify infrastructure to support access and egress routes to venues • Confirm that infrastructure projects committed during Candidature File match operational requirements, including public transport, roadwork, traffic, parking and depots • Establish road / transport capacity of access and egress routes • Establish existing or planned capacity for non-road-based transport modes • Commence infrastructure projects • Issue first and then ongoing versions of Venue and Infrastructure Construction Schedule • Review airport data and confirm capacity improvements <p>Venue Transport</p> <ul style="list-style-type: none"> • Preliminary venue survey from transport perspective to identify suitable spaces to support transport operations, including parking and transport logistical areas • Verify that transport capacity of venue is equal to or more than planned venue capacity <p>Fleet Operations</p> <ul style="list-style-type: none"> • Develop vehicle procurement strategy • Commence supply of OCOG function vehicles

Continued on next page



IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Foundation (continued)	G-98 - G-66	<p>Bus Operations</p> <ul style="list-style-type: none">• Develop vehicle procurement strategy <p>Public Transport</p> <ul style="list-style-type: none">• Conduct further analysis of public transport services available for all Olympic venues• Conduct further analysis of fleet and rolling stock <p>Traffic Management</p> <ul style="list-style-type: none">• Seek commitment from respective authorities regarding the development and implementation of Games-wide traffic management plans• Compile base traffic loads• Conduct further analysis of city travel patterns and base loads including key routes, modal splits and peak / non-peak hours• Conduct further analysis of traffic management requirements• Conduct further analysis of transport command and control concept <p>Support Services</p> <ul style="list-style-type: none">• OCOG internal transport structure, including high-level recruitment plan• Maps• Budget update

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IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Strategic Planning	G-65 to G-42	<ul style="list-style-type: none">• Identify system and non-system services and number of vehicles involved• Observe previous edition of the Games and subsequently review own planning• Establish Memoranda of Understanding with all related entities, where appropriate• Refine quantitative estimates of transport requirements, based on understanding the key elements determining Olympic Games transport demand, and on comparative assessment of previous Games Olympic transport demand and supply <p>Constituent Requirements</p> <ul style="list-style-type: none">• Preliminary plan of operation for constituents' transport services• Continue definition and assessment of Olympic transport demand• Define constituent service levels <p>Infrastructure and Facilities</p> <ul style="list-style-type: none">• Define what supplementary transport services and operations are required• Identify transport areas required to support operations, on and off venue

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IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Strategic Planning (continued)	G-65 to G-42	<p>Venue Transport</p> <ul style="list-style-type: none">• Develop strategic parking concept• Develop Vehicle Access and Parking concept within venues <p>Fleet Operations</p> <ul style="list-style-type: none">• Preliminary sizing of the fleet• Continue supply of OCOG function vehicles <p>Bus Operations</p> <ul style="list-style-type: none">• Preliminary sizing of the fleet <p>Support Services</p> <ul style="list-style-type: none">• Appoint OCOG Transport Director (or equivalent title) and establish OCOG Transport function• Develop workforce recruitment plan• Launch mapping project• Establish mapping capabilities within Transport function

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IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Operational Planning	G-41 to G-6	<p>Constituent Requirements</p> <ul style="list-style-type: none">• Continue definition and assessment of Olympic transport demand• Start participation in Protocol Working Group to determine transport for dignitaries• Definition of meetings and events requiring transport services• Finalise Service level agreements with constituents• Survey of additional NOC allocated vehicles• Receive request from IOC for vehicles and/or drivers• Start receiving Marketing Partner transport payments <p>Infrastructure and Facilities</p> <ul style="list-style-type: none">• Ensure procurement of all land needed for transport operations <p>Venue Transport</p> <ul style="list-style-type: none">• In preparation for the OCOG-wide model venue planning exercise, Venue Transport should develop key venue transport concepts• Verify size of venue transport areas• Design access and egress to / from venues for all vehicles• Identify system load zones• Determine Vehicle Access and / or Parking Permit needs with each function, contractor, supplier, vendor and service vehicle• Develop parking allocation project; issue final draft

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IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Operational Planning (continued)	G-41 to G-6	<p>Fleet Operations</p> <ul style="list-style-type: none">• Continue supply of OCOG function vehicles• Establish policy re which function provides drivers• Refine constituents' requirements for assistants / drivers• Start T3 services e.g. for Chefs de Mission seminar• Move in to primary fleet depot <p>Bus Operations</p> <ul style="list-style-type: none">• Consider how Bus Operations will manage bus counting system• Launch Sponsor coach program• Implement bus operations bus counting system• Integrate bus scheduling systems• Establish detailed numbers by venue of vehicles, day by day, hour by hour, based on bus schedules, competition and training schedules and venue capacity by constituent group• Move in to primary fleet depot <p>Public Transport</p> <ul style="list-style-type: none">• Finalise details of Olympic public transport systems and associated policies, for communication• Finalise operational plans by public transport mode <p>Traffic Management</p> <ul style="list-style-type: none">• Understand transport system codification requirements• Finalise transport codification requirements• Traffic Management control centre in place• Finalise traffic management operational plans, including for road events <p>Traffic Information</p> <ul style="list-style-type: none">• Provide Marketing Partners with routes and access information• Finalise transport information for Games workforce

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IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Operational Planning (continued)	G-41 to G-6	Support Services <ul style="list-style-type: none">• Produce arrivals and departures model to provide numbers for planning purposes• Determine function responsibility for arrivals and departures system management• Work with Technology function to determine technology requirements• Distribute signage and bus wrapping guidelines• Establish policy regarding management of Sponsor coaches• Start communications with each constituent group regarding operations• Update arrivals and departures model• Distribute arrivals and departures procedures to constituents• Secure sufficient budget for realisation of all transport responsibilities• Finalise signage plans

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IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Testing	G-24 to G-6	<ul style="list-style-type: none">• Test transport plans in OCOG test events• Test transport-specific operations outside test event environment• Evaluate tests and apply lessons to Games-time operating plans <p>Constituent Requirements</p> <ul style="list-style-type: none">• Continue definition and assessment of Olympic transport demand• Test client services <p>Infrastructure and Facilities</p> <ul style="list-style-type: none">• Test operation of new permanent infrastructures• Test location and layout of transport facilities <p>Venue Transport</p> <ul style="list-style-type: none">• Test all venue-related operations at test events <p>Fleet Operations</p> <ul style="list-style-type: none">• Test fleet operations plans, including depots <p>Bus Operations</p> <ul style="list-style-type: none">• Test bus operations plans, including depots <p>Traffic Management</p> <ul style="list-style-type: none">• Test command, control and communication plan <p>Traffic Information</p> <ul style="list-style-type: none">• Test constituent information <p>Support Services</p> <ul style="list-style-type: none">• Driver training

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IX. Link to OCOG Phases, Continued

OCOG Phases (continued)

Phase Name	Month	Transport Responsibilities
Operational Readiness and Games Operations	G-5 to G	<ul style="list-style-type: none"> • Receive, verify, store, then distribute all transport materials from suppliers e.g. Vehicle Access and / or Parking Permit • Move into Olympic Transport Operations Centre • Implement Olympic Games transport plans • Implement transition plans • Implement Paralympic Games transport plans <p>Constituent Requirements</p> <ul style="list-style-type: none"> • Refine definition of Olympic transport demand • Continue to receive marketing partner transport payments • Commence constituent services <p>Infrastructure and Facilities</p> <ul style="list-style-type: none"> • Install and fit-out temporary transport facilities <p>Venue Transport</p> <ul style="list-style-type: none"> • Install and fit-out venue transport facilities <p>Fleet Operations</p> <ul style="list-style-type: none"> • Continue supply of OCOG function vehicles • Receive confirmation from IOC for vehicles and/or drivers • Move in to all other depots • Confirm constituents' requirements for assistants / drivers • Commence system operations <p>Bus Operations</p> <ul style="list-style-type: none"> • Move in to all other depots • Commence system operations <p>Traffic Management</p> <ul style="list-style-type: none"> • Commence traffic management measures



X. Master Schedule Reference

Update to Master Schedule

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 milestones and delivery dates found in this manual.



XI. Obligations Checklist

Introduction

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

- Constituent groups – specific
- Constituent groups – general
- General
- Paralympic Games

These obligations can be found in detail within the grey boxes throughout this Technical Manual on Transport.

For Applicant and Candidate City obligations, please refer to the respective Candidature Acceptance Procedure and Questionnaire and Candidate Procedure and Questionnaire. Note that these obligations are also contained within the relevant sections of the Technical Manual on Transport.

Constituent Groups - Specific

A dedicated Athlete Transport System is required between the Olympic Village/s and each training and competition site.

Every team participating in team sports shall be allocated a vehicle per team for their exclusive use to and from scheduled training and competition.

The OCOG Transport function is responsible for transferring NOCs, IF Presidents, IF Secretaries-General, IF Technical Delegates, Technical Officials, IF Executive Board Members and senior staff, accredited Media, the International Olympic Committee and their accompanying baggage and (sport) equipment to/from the designated and agreed Olympic port of entry/s to their official OCOG accommodation location.

The OCOG needs to arrange dedicated vehicles and drivers for the medallists for transfer to and from the Medals Ceremony (Winter Games only).

Individual cars and drivers shall be provided to the NOCs, by the OCOG at the OCOG's expense, to the Presidents and the Secretaries General of the NOCs whose delegations participate in the Games.

Each NOC is allocated a number of dedicated vehicles based on total team size.

An additional equipment van is required to be allocated to NOCs with participating athletes in some team sports, to be agreed with the IOC.

Each NOC allocated vehicle will be provided vehicle access and/or parking permits for all competition and training venues and the Olympic Village/s.

Continued on next page



XI. Obligations Checklist, Continued

**Constituent
Groups -
Specific
(continued)**

NOCs shall be assisted in the hiring of cars (at their own expense) and be provided with a reasonable number of parking permits for those cars, on request, for the secure car parks or non-secure car parks (at a reasonable fee).

The IF transport system is required to provide transport services for Technical Delegates, National and International Technical Officials, and their accompanying baggage and sport equipment for the Games period.

Each IF whose sport is included on the programme of the Games shall be allocated, at the OCOG's expense, one larger vehicle and driver per sport discipline.

The Presidents and Secretaries General of the IFs whose sport is included on the programme of the Games shall each be allocated a passenger vehicle and driver by the OCOG, at the OCOG's expense.

The Technical Delegates of the IFs whose sport/discipline is included on the programme of the Games shall be allocated a pool of passenger vehicles and drivers for shared use by the OCOG at the OCOG's expense.

The Media Transport system will be free of charge.

Transport services are required from the MPC/IBC to the stadium and back as well as to media accommodation sites from the ceremony stadium.

The OCOG must take into consideration the special transport needs of the OBO providing direct and dedicated transport to the venues from its specific accommodations.

The OCOG is required to provide a number of vehicles for the OBO's exclusive use.

The OCOG provides the IOC-recognised news agency members of the International Olympic Photo Pool (IOPP) with two vehicles per agency, together with parking at the MPC, all competition venues and the Olympic Village.

Rates for rental vehicles and parking/access permits should be included in the broadcast and press rate card catalogues and submitted to the IOC for approval.

The system of transport to be provided by the OCOG, at its expense, shall include a T3 Transport System for the use of persons designated such transport right (T1, T2 and T3) in the [Accreditation and Entries at the Olympic Games – Users' Guide](#).

Continued on next page



XI. Obligations Checklist, Continued

**Constituent
Groups -
Specific
(continued)**

Individual vehicles with drivers shall be provided by the OCOG for each of the following persons, where deemed necessary by the IOC: the IOC members (including honorary and honour members), the Director General and IOC Directors, and such other persons as may be designated by the IOC.

The OCOG shall provide, at its expense, a special pool of vehicles, with drivers, to enable the members of the IOC Medical Commission, CAS and WADA to properly carry out their functions at the Games.

The OCOG shall provide, at its expense, two vans to enable the transport of material to the different venues of the IOC Olympic Museum at the Games for a period of one week before the Opening Ceremony of the Games and until one week after the Games.

The OCOG shall provide vehicles, and in some instances, drivers for the IOC administration to meet their specific transport needs.

The specific obligations relating to the Marketing Partner Coach Programme include the requirement for the OCOG to:

- Identify and contract reasonable rates with local transport providers
- Develop a reasonable and fair payment schedule

Other specific obligations are detailed within this Technical Manual.

Under no circumstances, should the benefits of the Marketing partner transport operations, including managed coach services, venue access and parking, permits, group management at venues for constituents and priority load zones be provided to any groups that are not Olympic or OCOG Marketing partners.

Each TOP Marketing partner is provided 2 allocated vehicles and drivers by the OCOG at the OCOG's expense.

The TOP Marketing partner allocated vehicles require access to the IOC Hotels and all competition and training venues. These vehicles are not provided access to parking for the Opening or Closing Ceremonies.

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XI. Obligations Checklist, Continued

**Constituent
Groups -
Specific**
(continued)

Marketing partners have specific requirements relating to vehicle access and/or parking permits which are specified in this Technical Manual.

The Marketing Partner Coach Programme pricing and operations need IOC approval prior to the launch.

The City and the OCOG shall take the necessary steps so that ticketed spectators can benefit from a reliable, safe and efficient transport to and from the Olympic venues during the period of the Games.

**Constituent
Groups -
General**

The OCOG shall provide a safe, reliable and efficient system of transport, free of charge, for the accredited persons listed in the Host City Contract.

The Host City is required to provide free of charge the use of public transport systems to holders of Olympic and Paralympic accreditation cards.

If developed, Service Level Agreements should be approved in principle by the IOC.

IOC and OCOG are to agree what are the official ports of entry for transport services on arrival and departure by G-24 months.

The Accreditation Charts list the transport privileges and entitlements for each accreditation category and population.

Airport transfers shall be provided to all persons and their accompanying baggage attributed transport privileges in the Accreditation and Entries at the Olympic Games – Users' Guide, by the OCOG, at the OCOG's expense.

The OCOG is responsible for ensuring full comprehensive insurance for the vehicles and accredited drivers.

Fuel for constituent allocated vehicles is provided by the OCOG, at the OCOG's expense.

The cost of the phone provided with the constituent allocated vehicles for communication with the drivers, constituents and OCOG should be borne by the OCOG.

Continued on next page



XI. Obligations Checklist, Continued

**Constituent
Groups -
General**
(continued)

The OCOG is required to develop a departure plan with the appropriate airport and airline authorities and agencies for the peak departure days (day after Closing Ceremonies).

Any proposed changes to bid commitments or other obligations of the Host City / OCOG require IOC approval.

The Transport Operating Plan must be approved by the IOC.

**Paralympic
Games**

The Paralympic Games accreditation categories and transport codes have some key differences to the Olympic Games and can be found within this Technical Manual.

The OCOG is required to provide the same transport conditions for athletes and NPC team officials at the Paralympic Games as for the respective Olympic Games.

During the Paralympic Games, the OCOG must ensure that a sufficient number of fully-accessible vehicles are allocated to the wheelchair team sports.

The OCOG is required to provide an accessible fleet of buses and cars for NPC delegations as per the formula listed within this Technical Manual.

Wheelchair Rugby, Wheelchair Basketball, Sledge Hockey and Wheelchair Curling teams have considerable equipment and an additional equipment van may be required to be allocated to NPCs with participating athletes in these sports if there is not sufficient storage space at the competition venue (one per participating team).

Each NPC allocated vehicle will be provided vehicle access and/or parking permits for all competition and training venues and the Paralympic Village/s.

The OCOG is required to provide an accessible fleet of buses and cars for International Paralympic Sports Federation (IPSF) Games Officials.

In addition to the NPC dedicated vehicles, a small pool of accessible mini-vans should be made available on an on-call basis to cover any additional needs that may occur, especially for smaller delegations which will not have any accessible vehicle allocated to their teams.

The Technical Delegates of each sport included on the programme of the Games shall be allocated a pool of passenger vehicles and drivers for shared use, by the OCOG, and at the OCOG's expense.

Continued on next page



XI. Obligations Checklist, Continued

Paralympic Games
(continued)

Each IPSF whose sport is included on the programme of the Paralympic Games shall be allocated, at the OCOG's expense, one passenger vehicle and driver per sport discipline.

In the Paralympic Games, Chief Classifiers should have access to the dedicated car pool for the Technical Delegates (see also next section on IF allocated vehicles) due to their similar role and needs.

The OCOG is required to provide a minimum of one accessible vehicle for every four (4) T3 accredited users requiring an accessible vehicle in the T3 Transport System.

The IPC President, Vice-President, Governing Board Members and the IPC Chief Executive Officer are entitled to individual vehicles with drivers to be provided by the OCOG free of charge.

The OCOG will need to provide approximately 5 vehicles, and in some instances, drivers to be provided for the IPC technical staff.

The IPC-recognised news agencies (mostly the same as during the Olympic Games) shall be allocated one vehicle per agency, together with parking at the MPC, all competition venues and the Paralympic Village.

Airport transfers shall be provided to all persons and their accompanying baggage attributed transport privileges in the Accreditation and Entries at the Paralympic Games - Users' Guide, by the OCOG, at the OCOG's expense.

The OCOG is required to develop a departure plan with the appropriate airport and airline authorities and agencies for the peak departure days (day after Paralympic Closing Ceremonies).



XII. Specific Glossary

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

Term	Definition
A&D	Arrivals and Departures; process and information system
Access control points (ACP)	Specific zones in an Olympic venue require accreditation access privileges. An ACP is located at the entrance to such an area, for accreditation zone access to be checked prior to entry.
Accessible Vehicles	Vehicles that provide access and space for a minimum of one wheelchair.
Activation	Activation refers to the process of introducing a constituent to their allocated assistant/driver, or allocation of the vehicle to the constituent directly and their services for Games-time commencing.
ADS	Arrival and Departure Information System
Airside	Referring to an Olympic Airport, Airside is the term that describes the restricted access or back of house areas that are not open to general public. Some areas of Airside, prior to immigration controls, are not considered within the legal boundaries of the Country.
Allocated Vehicles	Allocated Vehicles are vehicles that are provided to a constituent or responsible organisation for the period of the Games. The vehicles are allocated according to formulas provided in this Manual.
Anchor points	This refers to the start, the finish or a specified point between, within a transport system. Specifically, venue load zones are transport system anchor points.
Arrival or Departure profile	This refers to a summarised arrival or departure behavioural pattern. Depending on the context, this can refer to either people or vehicles and either arrival and departure to a Host Country or to a specific Venue or location.
Baggage handlers	Refers to workforce who specialise in the movement of baggage (or baggage) or accompanying equipment
Baggage trucks	Refers to trucks used for movement of accompanied baggage or equipment, larger than cargo vans and usually requiring a specific drivers' licence. (also baggage trucks)
Base Stations	With reference to radio communications, a base station is the central operations unit that provides the link with many mobile receivers.

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XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
BOH	Back of House, usually referencing Olympic Competition Venues, training venues and ticketed non-competition venues.
Buffer zone	The zone immediately surrounding the secure perimeter of a venue. Generally, access permits are required for entry to the buffer zone.
Bump in	The period of time and operations when people are arriving at a venue before the start of competition
Bump out	The period of time and operations when people are departing a venue after the competition or event.
Cargo Vans	Vehicle with seats for one (1) passenger + the driver (1+1+cargo space)
Central hub	The central point of a transport system, generally referring to the Hub and Spoke or Star Principle
Constituent Transport System	Exclusive transport system provided for the dedicated transport of a constituent group. The system can include bus or fleet provided services. Constituent groups that require transport systems include Athletes and Team Officials, IFs, Media, IOC (T3), Marketing Partners, Spectator sand Workforce.
Cluster	A cluster of venues is where a number of venues or facilities (more than one) is located in close geographic proximity to each other, although without a common secure perimeter. The operations of the venues and/or facilities impact on each other and are therefore integrated to the extent necessary.
Commissioning	The process and task of making either a vehicle or operation ready for Games-time use.
Contingency Plans	A series of plans established that outline the procedures to be implemented when an incident or situation occurs. Contingency plans that require development are usually identified through OCOG risk assessments and developed as part of the Games contingency plans. Additionally, Transport may identify and develop some transport-specific contingency plans for their internal use.
Coordination Commission	An IOC committee established by the IOC President, composed of IOC Members and other members of the Olympic Movement in their individual capacity or on behalf of the organisation they represent. The Coordination Commission oversees the planning of an OCOG by supervising, monitoring, assisting, recommending, verifying and resolving issues, throughout the OCOG planning lifecycle.

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XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Core team	Usually refers to a small central group of people who either manage a specific project or are the key managers for an operation.
Decommissioning	The process and task of removing any Olympic-specific items or overlay to make a vehicle or operation ready for return after the Games.
DRM	Delegation Registration meeting
Depot (bus or fleet)	A facility that is used for the parking, dispatch and administration of bus or vehicle transport systems and services
Dot Plans	Usually refers to resource planning process using a map and dots to indicate people, technology or FF&E requirements on a venue or facility
Drivers' lounge	A waiting facility for drivers associated to venues, facilities or parking areas.
FF&E	Furniture, fixtures and equipment
FOH	Front of House, usually referencing Olympic Competition Venues, training venues and ticketed non-competition venues.
Functional Schedule	The Functional Schedule is a detailed project plan which contains tasks and milestones that support the delivery process of the function's key deliverables.
G-xx	Refers to the number of months prior to Games operations. For example G-12 means 12 months before Games-time.
Games INFO	Refers to the Games-time information system that is provided via the Games Management System. INFO (for example INFO2008) is provided for accredited constituents, particularly media, to have access to official Games information, including transport information.
Games Official	An IPC term used to describe a constituent group consisting of Technical Officials and Classification Officials.
Gateway	Refers usually to the Olympic Airport, as the 'gateway' to the Games.
GMS	Games Management System
Holding areas	Areas are used for vehicles to wait, or be staged, before they enter the venue, load zones or transport mall. (Holding areas can also be referred to as Staging Areas)

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XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Host City Olympic Transport Supply	Infrastructure networks that will be available at Games-time that are defined and guaranteed for the Candidature Procedure by the Host City transport authorities. These may include traffic management schemes such as Olympic lane networks, new or enhanced public transport systems, parking and fleet and rolling stock
Hub	A hub refers to a point in the transport system that has multiple lines or services starting and finishing. A hub may not serve a single constituent group or mode of vehicle. For example, an interchange hub may be where vehicles are parked and bus services commence. (also referred to as nodes)
Hub and Spoke	This refers to a network system design, where all services connect through a central point.
International Zone	A zone within the Olympic Village
IOPP	International Olympic Photo Pool
IPSF	International Paralympic Sport Federation
Landside	Referring to an Olympic Airport, landside is the term that describes the unrestricted areas or front of house areas that are open to the general public.
Larger Vehicle	Vehicle with seats for 7 passengers + the driver (7+1)
Load zone	Specific areas within a competition and non-competition venue where vehicles arrive and depart and where passengers wait, embark or disembark their vehicle.
Marshalling areas	Referring to areas where large volumes of pedestrians are marshalled (or staged) for entry to a vehicle or venue. Also refers to the area for athletes and team officials prior to the Athlete Parade during the Opening and Closing Ceremony.
Master Delivery Schedule	The delivery schedule for Olympic competition and non-competition venues. Usually managed by Logistics function.
Master Schedule	The Games Master Schedule is a project management tool identifying the key events (key milestones/deliverables) the Organisers have to deliver for each important aspect of the Games Organisation. The schedule covers the lifecycle of the OCOG and allows progress to be tracked. A generic master schedule is provided by the IOC to the OCOG which is then jointly adapted to fit the context of the specific OCOG. This adaptation occurs initially during the Foundation Planning phase and then progressively as needed over the lifecycle of the OCOG.
Multimodal	Refers to a transport system that includes many transport modes, such as train, car, bus, ferry etc.

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XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
MV	Media Village
Nodes	Refer Hub
Non-system vehicles	Vehicles that operate within the Olympic venues that do not work to a timetabled service or within a constituent transport system.
OGKM	Olympic Games Knowledge Management
OCOG	An Organising Committee(s) for the Olympic Games and/or the Olympic Winter Games. The staging of the Games is entrusted by the IOC to the NOC of the host country. The host country NOC forms the OCOG as the organisation that is responsible for managing the operations necessary for the staging of the Games.
OCOG function vehicles	Vehicles allocated to OCOG functions pre-Games and Games-time that are part of the OCOG vehicle fleet
OLV or OV	Olympic Village
On Demand Services	On demand services are services / vehicles that operate according to the immediate demand at the load zone. For example, the T3 load zone at the Olympic Family Hotel will operate on demand, rather than as scheduled services.
Off-venue areas	Areas associated with a venue that are not within the venue secure perimeter or buffer zone that are used for transport operations
OH&S	Occupational Health and Safety
Olympic Lanes	Roads, or lanes within roads that are dedicated to Olympic vehicles during Games-time
Olympic port of entry	The official nominated (and agreed with IOC) ports of entry into a host country that the OCOG provides either logistics and/or transport services to constituents for arrival and departure
Olympic priority routes	Roads or lanes within roads that provide priority to Olympic vehicles, however they are not dedicated as Olympic lanes
ONS	Olympic News Service
Olympic Transport Demand	The total estimated demand for Olympic transport services, including all constituent groups, modes of transport and behaviour patterns
Olympic Transport Task	The sum of the components required to be delivered and operated for the execution of Olympic Games Transport, including the delivery of services to meet Olympic Transport Demand including Host City Transport Supply, enhanced and Olympic-specific supplementary transport services and operations.

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XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
OTOC	Olympic Transport Operations Centre
Park and Ride	Parking areas for vehicles that serve Olympic venues with a transport service. Also referred to as an interchange hub.
Passenger Car	Vehicle (sedan) with seats for 4 passengers + the driver (4+1)
Peak 'xx'	Usually refers to the maximum estimated demand for a time period or operation, for example, peak days, peak hours, peak shifts
Reserved bus corridors	Refers to lanes or road that are restricted for bus or coach use only
Reserved or Pre-Booked Services	Services that are reserved or pre-booked are primarily 'one off' services that are provided based on an individual booking or reservation. Some of these services may be user-pays.
Rolling Stock	Refers to the usable fleet of vehicles (usually trains, buses or coaches) available for operations
Route signage	Signage used to mark all nominated primary and secondary routes for transport services
Scheduled Service	A service that runs to a pre-determined timetable, most often on a regular schedule e.g. every 20 minutes, every 30 minutes) Also known as a shuttle service or a timetabled service.
SIC	Sports Information Centre, located in the Olympic Village
Secure Perimeter	The outer edge of the venue. The secure perimeter is usually fenced and security measures applied (security screening, accreditation access control) prior to authorised entry.
SIS	Staffing Information System
SLA	Service Level Agreements are documents prepared by Transport and agreed with the OCOG constituent owner that detail a constituent group's transport service provision.
T3 reservation call centre	Refers to the operational base for the receipt, management and dispatch of T3 service bookings
Staging Areas	Refer holding areas
TOP	The Olympic Partners, referring to IOC Marketing Partners

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XII. Specific Glossary, Continued

Presentation (continued)





Term	Definition
TOV	Technical Officials Village
Transport Infrastructure	Transport infrastructures primarily include works relating to Airport, Road, Rail and Marine. Infrastructures are usually long term legacy items funded by non-OCOG budget
Transport Facilities	Transport facilities refers to temporary transport facilities, including Transport depots (fleet and bus), Transport areas outside venues (parking, holding/staging, load zones), Transport malls, hubs and interchanges. Transport facilities do not include areas within the venue buffer zone and are usually funded by the OCOG budget.
Transport Mall	A transport mall is a hub, dedicated to a single constituent and often located with a venue or facility. Olympic Transport Malls are located in the Olympic Village and at the MPC/IBC or MMC.
Transport System	A transport system describes the collective transport services that are provided to a Constituent. The OCOG needs to understand what the constituent requirements are and then determine the best way to provide the services. The options for service delivery include scheduled services or on demand services; they can be provided via buses with professional drivers (bus operations) or via OCOG fleet vehicles and drivers (fleet operations).
Transport Signage	Special way-finding and directional signage used to direct both vehicles and constituents to their destinations to ensure efficiency of traffic flow and mobility is achieved
VAPPs	Vehicle Access and/or Parking Permits
VCP	Vehicle Check Point – where VAPPs or permits are required for entry
VICS	Venue and Infrastructure Construction Schedule
VSA	Vehicle Screening Area – where vehicle security screening is conducted for entry into the venue secure perimeter
Work as Directed (WAD)	These are vehicles that are held at key points of the transport system (for example the Media or Athlete Transport Malls) that are available to provide additional capacity during the peak times to the scheduled services that are operating. The Media buses may have 2 buses operating on each scheduled service, but during peak times the demand requires 3 or 4 buses. The Work as Directed ‘called up’ to meet the required capacity.

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XII. Specific Glossary, Continued

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

Icon and Colour	Type of Information
	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.





1.0 → Transport Task and Strategic Framework

Executive Summary

Overview This chapter provides a high-level overview of Olympic transport. It identifies the Olympic Transport Task and provides a strategic framework for its development.

Important transport planning and operations themes are introduced, each of which is the subject of further detail in Chapter 3.

The organisation of transport is explained, including essential integration with OCOG-internal and external entities and providing structural considerations.

Transport Command, Control and Communication is explained, and a strategic overview of structure provided.

The Games Planning Process is described, identifying transport outputs by type of output. An additional transport-specific output is also identified.

Lastly, essential monitoring and approval processes are described.

Contents This chapter contains the following topics:

Topic
1.1 Transport and Olympic Concept
1.2 The Olympic Transport Task
1.3 Transport Planning and Operations Themes
1.4 Olympic Transport Organisation
1.5 Games Planning Process and Transport Outputs
1.6 Monitoring and Approvals



1.1 Transport and Olympic Concept

Olympic Transport Vision

The vision for Olympic Transport should be developed by the Host City to meet the mission, not only of Olympic Transport, but the Olympic mission and vision of the Host City.

The vision should incorporate the long-term transport legacy (physical, behavioural and environmental) that the Host City wants to develop from the Games.

Olympic Concept △ ×

The 2014 [Candidature Acceptance Procedure and Questionnaire](#) requires an Applicant City to answer questions related to the motivation and concept for hosting the Olympic Games.

Applicant Cities are required to provide the principal motivation and the impact and legacy for the city/region, and details on the cities Olympic concept including:

- motivation behind the choice of location of key Olympic infrastructures
- expected benefits at Games-time and post-Olympic use
- Olympic concept fit into the long-term planning strategy

Applicant Cities are also required to provide their proposed general transport and mobility concepts to address Olympic constituents' transport needs, in particular athletes and media, together with spectator, workforce and volunteer mobility demands.

The 2012 [Candidature Procedure and Questionnaire](#) requires a Candidate City to describe its vision of the Olympic Games, including a description of the city's motivation behind the choice of location of key Olympic infrastructure.

The Olympic concept map has the Olympic project superimposed thus giving a complete visual overview.

Continued on next page



1.1 Transport and Olympic Concept, Continued

Olympic Transport Impact

An Olympic Games has a tremendous impact on cities including catalytic effects on urban development and rehabilitation as well as considerable pre-Games developments effects on metropolitan transport.

The Olympic Transport Task is interlinked with the Olympic Concept, with key decisions on locations of venues, capacities, accommodation clusters, Host City infrastructure commitments and traffic management measures critical to the early planning for an Olympic Games.

In developing the Olympic Concept, it is recommended to minimise travel times and distances between venues.



1.2 The Olympic Transport Task

Host City Contract task specification

The Host City Contract specifies the obligation of the OCOG with respect to the transport task, as follows:

Host City Contract Obligation △ ×

“The OCOG shall provide a safe, reliable and efficient system of transport, free of charge, for the following accredited persons: competitors, team officials and other team personnel, technical officials, media, sponsors/suppliers/licensees, Games/related workforce and other persons, as designated by the IOC, in accordance with the transport privileges referred to in the [“Accreditation and Entries at the Olympic Games- Users’ Guide”](#), which forms an integral part of this contract. All aspects of transport shall be subject to the prior written approval of the IOC. “

“In addition, the OCOG shall abide by the terms and conditions regarding transport set forth in the [“Technical Manual on Transport”](#), which forms an integral part of this contract.”

Olympic Transport Task Characteristics

Olympic and Paralympic Games are the biggest sport events in the world with complex transport services to be planned and delivered. Regardless of whether the task at hand is a Summer Games, a Winter Games, an Olympic Games or Paralympic Games, planning and delivering transport for such events is challenging.

Understanding the Games Transport Demand is an essential early step for organising committees and their partners to fully understand the planning and implementation task ahead. To understand demand means understanding constituent group requirements, location of venues, competition schedule, key dates of operation and other essential information.

Metropolitan, regional and City transport infrastructure networks that will be available at Games-time, that is, the Host City Transport Supply, need to be defined. The Host City may already be at the limit of what its urban and metropolitan transport system can handle before Games Transport Demand is added, with challenges such as increasing traffic congestion, complex safety and environmental challenges, high infrastructure development investments and rising transport operating costs. Consequently, it needs to assess, define and agree necessary upgrades and enhancements to existing systems. Supplementary services may need to be introduced, to address any difference between demand and supply.

Continued on next page



1.2 The Olympic Transport Task, Continued

**Olympic
Transport Task
Characteristics**
(continued)

Integrating a new but mostly temporary high performance Games transport system necessitates complex political decisions and partner interactions which should be initiated and managed by the OCOG Transport function. This transport integration challenge can only be faced by an innovative and well-managed transport organisation established in close and strong partnership with Host City and government authorities as well as with other public and private transport providers. While urban and metropolitan transport systems and institutional and political environments are extremely different from city to city, in all cases, strong integration is essential to the successful delivery of Games transport.



1.2.1 Olympic Transport Strategic Framework

Strategic Framework - Context

Transport is one of the most complex operations in every Olympic Games. This is due not only to its size and multi-dimensional nature, but also because it has to be as specific to the local environment as possible.

Olympic Transport planners need to be prepared to face situations where they have to innovate and develop professional solutions to meet the Olympic Transport Demand. These solutions should take into account previous Games experiences and best practices, but they typically have to be redesigned for the conditions of their specific Host City. Applicability to local situational factors is a key issue in each Host City's Olympic Transport planning and operations.

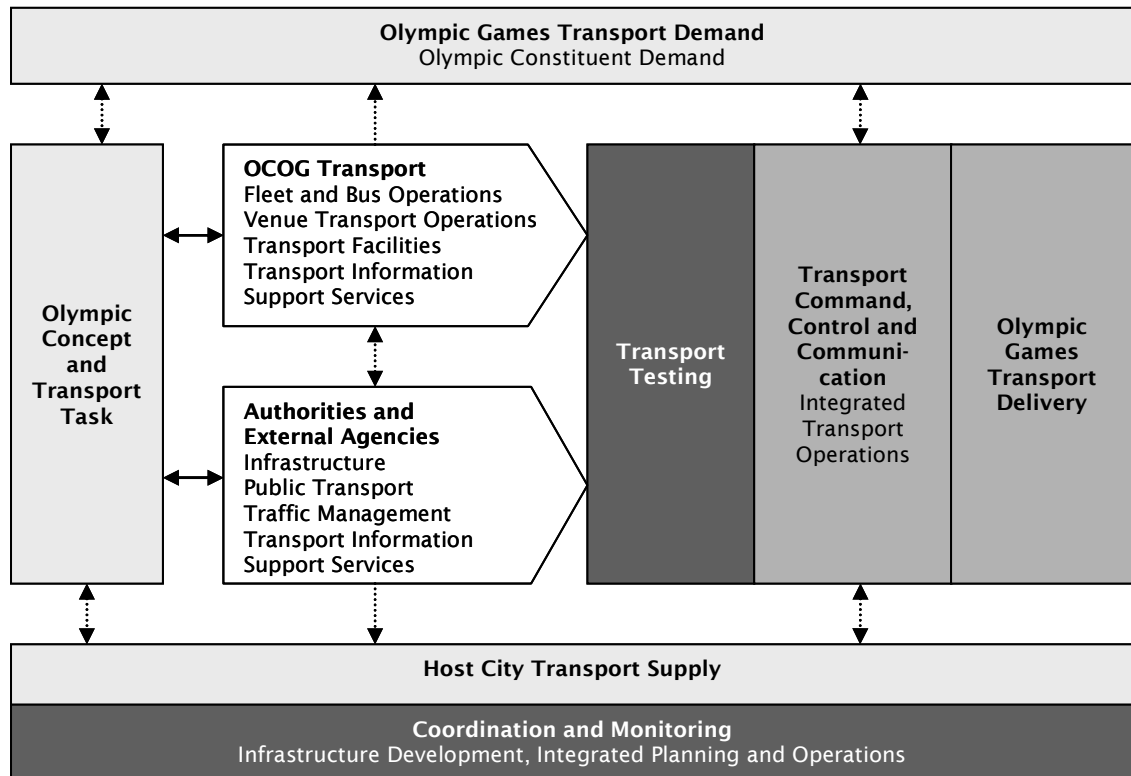
The Olympic Transport Task is developed by careful assessment of the Olympic Games Transport Demand and the Host City Olympic Transport Supply. Transport planners need to define what enhancements to existing systems can be implemented and what supplementary systems are needed to meet the Olympic Transport Demand. Understanding this enables the definition of what infrastructures, facilities, vehicles, workforce and integrated management are required for the delivery of Olympic Games Transport.

The following diagram provides the synthesis of the Olympic Transport Strategic Framework and graphically depicts the evolution from first definition of Games concept and task through to Games Transport delivery.

Continued on next page

1.2.1 Olympic Transport Strategic Framework, Continued

Diagram 1 Olympic Transport Strategic Framework



Olympic Games Transport Demand Olympic Games Transport Demand requires careful definition so the Host City and OCOG know what they have to deliver, thus enabling them to develop an agreed and integrated approach for planning and operations. Defining and assessing the Olympic Transport Demand is an activity that starts with the Candidature process, and is ongoing through to the commencement of Games-time operations as information is refined.

The Host City, and later the OCOG, will have to make key assumptions in order to estimate transport demand; over time, the directions and the principles of demand estimation will be established and further elaborated.

Continued on next page



1.2.1 Olympic Transport Strategic Framework, Continued

Key Elements of Olympic Games Transport Demand	<p>To determine Olympic Games Transport Demand, an OCOG needs to understand some key elements:</p> <ul style="list-style-type: none">• Olympic constituent group transport requirements and numbers• Accommodation locations• Competition venue locations• Key non-competition venue locations, including airport, IBC, MPC, training venues, Olympic Village, IOC Hotel• Competition Schedule and event frequencies within each day• Key dates of operations of each system, during the training and competition periods• Cultural and non-sporting events and venues location and schedules
Quantitative Assessments of Transport Requirements	<p>Based on those key elements, and on comparative assessment of previous Games Olympic transport demand and supply, first quantitative estimates of transport requirements can be made during the Candidature phase, and then enhanced for the development of the Transport Business Plan (refer Section 1.5 Games Planning Process and Transport Outputs). As time progresses, the transport demand models become more accurate and focused on operational planning.</p> <p>It is recommended to:</p> <ul style="list-style-type: none">• Rationalise number, users and routes of Olympic Family vehicles to reduce number of vehicles, traffic control, special load/unload zones at venues and parking zones• Plan Olympic Family transport system capacity on a demand basis, rather than supply basis, to reduce excess and unused capacity
Host City Transport Demand	<p>Each Host City has different environments, so the development of Host City specific transport demand models to provide both strategic and detailed information over time is an important task. Investing in programs or systems to understand demand for transport services, constituent travel profiles and flows and venue cluster transport flows is valuable in the long term. This understanding drives the fundamental planning efforts for the constituent transport systems, the operational resource requirements and the development of the Olympic Transport Demand Management plan (refer to Section 3.6.2 Regional Mobility Measures).</p>

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1.2.1 Olympic Transport Strategic Framework, Continued

Demand Modelling

Demand modelling is a critical activity for Olympic Games transport planning. It is recommended that once the OCOG Transport function is established, they become the central coordination point for demand modelling and Olympic Transport planning and operational studies, which provide the fundamental basis for decision-making regarding the Olympic Transport system.

Due to the different scope, competitions and nature / needs or constituents, demand modelling for Paralympic Transport should be part of this exercise.

Host City Transport Supply

At the Candidate stage, metropolitan, regional and City transport infrastructure networks that will be available at Games-time are defined and guaranteed by Host City transport authorities.

The Foundation Phase for OCOG Transport planning includes the further definition of what the Host City Olympic Transport supply will be.

The following reviews, undertaken for the Candidature Questionnaire, need to be further analysed:

- Infrastructure developments, Olympic and non-Olympic
- City travel patterns including key routes, modal splits (car, train, tram, ferry, taxi, motorcycle, bicycle, walking) and peak non/peak hours
- Public transport services available for all Olympic Venues
- Parking and Transport logistical areas
- Fleet and Rolling Stock
- Traffic Management and Incident response
- Traffic Restriction requirements, procedures and operations
- Transport and Traffic command and control

The analysis of these elements identifies what is provided by the Host City as part of its existing city transport master or strategic plan. This enables the Host City and OCOG to define what services, infrastructure and operations constitute the Host City Olympic Transport Supply.

The difference between the demand and the Host City Supply requires supplementary services, most likely provided and funded as part of the OCOG operations.

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1.2.1 Olympic Transport Strategic Framework, Continued

Estimating Traffic Supply and Demand

The Games-time traffic supply and demand should be estimated for each competition venue or venue cluster according to the Games competition schedule. Increased transport and traffic loads should be taken into account, particularly in cities with fast population, economic and vehicle ownership growth. Four traffic components should be considered:

- Background (or base) traffic loads, approximately G-72 and G-48
- General traffic growth between G-60 and G-48
- Olympic Games supplemental traffic
- Games-time traffic reductions as a result of travel demand programs

Games-time traffic is the sum of the first three components less the final component. This data should be estimated (modelled) venue by venue, event by event and day by day for the entire Games period to build the Games-time traffic supply and demand models.

Motorisation Rates



The Transport theme in the 2012 [Candidature Procedure and Questionnaire](#) requests motorisation rates for automobiles and motorcycles (vehicles per thousand people), current and projected for the year of the Games. The data provided in the Candidature File should be included in the estimations for traffic supply and demand.

Upgrades, Enhancements and Supplementary Systems

Once Olympic Transport Demand and the Host City Olympic Transport Supply is established and understood, the Host City needs to assess necessary upgrades and enhancements to existing systems and what additional supplementary systems need to be established. These upgrades, enhancements and supplementary transport services and operations need to be defined, agreed and action plans implemented for their delivery.

Olympic Transport Task

The Olympic Transport Task is the combined total of these elements:

- Olympic Transport Demand
- Host City Transport Supply, enhancements and upgrades
- OCOG supplementary services and operations

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1.2.1 Olympic Transport Strategic Framework, Continued

Task Evolution The definition and development of the Olympic Transport Task is an evolutionary process commencing with the Candidature File and continuing through to the Transport Operating Plan.

The Host City initially, and later the OCOG in cooperation with the Host City, needs to make strategic decisions regarding 'how' to deliver the Olympic services and operations. To do this, the city-specific challenges need to be identified and strategic solutions incorporated into the plan.

Additionally, the operations that ensure the delivery of Olympic Transport need to be identified and guaranteed. These include transport demand management plans, Olympic lanes, regulatory guidelines for ensuring key functions such as land acquisition or road restrictions and the interaction and working methodology between the OCOG and the Host City transport and security authorities.

The strategic business decisions of each OCOG and Host City should be the result of careful consideration of the transport demand, the transport supply and the Host City challenges. These decisions will impact each of the Transport planning and operations themes (refer to Section 1.3 Transport Planning and Operations Themes).

Integrated Planning

A basic prerequisite for the planning and implementation of the OCOG Olympic Transport task is integration and close cooperation with all involved public and private entities (refer to Section Olympic Transport Organisation). The transport sector is never homogeneous which calls for complex multi-partnership arrangements. The type and level of interaction will differ tremendously from city to city and country to country. The OCOG should build its network of partnerships and agreements according to its contextual environment and business plan orientations.

This integrated planning is extremely important for both the OCOG and Host City agencies and authorities. The Transport Business Plan is the key integration and agreement mechanism for the OCOG and the Host City agencies to confirm their Candidature commitments and ensure that the system to be put in place matches Olympic Transport Demand and the Host City Transport Supply, and provides the first transport operations budget. More details about the Transport Business Plan are included in Section 1.5 Games Planning Process and Transport Outputs.



1.2.2 Olympic Transport Scope

Anticipated Scope

While there are differences between the Summer Games and Winter Games transport tasks, the type and magnitude of transport services to deliver successful Olympic Games are now broadly the same from Summer Games to Summer Games and Winter Games to Winter Games.

The following tables from previous Games provide an indication of an overall scope of transport services for an Olympic Games and Olympic Winter Games.

Sydney 2000

The table below gives the figures for the Sydney 2000 Games:

Item	Sub-item	Amount
Allocated Vehicles	Olympic Family	639 vehicles
	NOC	518 vehicles, including Chefs de Mission 110 minibuses
	OCOG Operational Vehicles	1872 cars, utilities station wagons, 4wds, trucks etc
	Rate card Vehicles	N/A
Transport System	Athletes and Team Officials	470 buses
	Technical Officials	
	Media	300 buses
	IOC (T3)	544 vehicles
	Marketing Partners	650 coaches
	Workforce	130 buses
	Spectator	1700 buses

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1.2.2 Olympic Transport Scope, Continued

Sydney 2000 (continued)

Item	Sub-item	Amount
Spectator and Workforce Key Statistics	Spectator System: Rail	
	Trains daily to Sydney Olympic Park	419
	Spectator System: City Rail Network	
	Passenger trips per day (Games-time)	29.48mil
	Passenger trips per day (normal conditions)	13.85mil
	Buses to supplement and serve rail services	440
	Spectator System: Rail Services to Sydney Olympic Park	
	Biggest Arrival Hour (0900-0100, 23 Sept - day 8)	44,140
	Biggest Departure Hour (2200-2300, 22 Sept - day 7)	55,000
	Biggest single hour (1700-1800, 23 Sept -Day8)	50,000
	Spectator System: Parking Facilities	
	Spectator park and ride (automobile to shuttle bus transfer)	24
	Workforce park and ride (automobile to shuttle bus transfer)	9
	Park and rail (automobile to rail service transfer)	15
OCOG Workforce (staff, contractors and volunteers)	120,000	
Allocated Vehicles	Olympic Family	430 vehicles
	NOC	350 vehicles
	OCOG Operational Vehicles	1700 vehicles
	Rate card Vehicles	1400 vehicles
Transport System	Athletes and Team Official	425 15-passenger vans 30 cargo vans 50 recliner coaches
	Technical Officials	50 vehicles
	Media	90 15-passenger vans 350 recliner coaches
	IOC	230 vehicles

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1.2.2 Olympic Transport Scope, Continued

Salt Lake 2002 The table below gives the figures for the Salt Lake 2002 Games:

Item	Sub-item	
Key Parameters	NOC	4,900 athletes and team officials
	International Federations	350 Technical Delegates and Officials, decentralised accommodations
	Media	2,661 Press and 7,519 Broadcasters 96 Accommodation Sites
	IOC	3350 Accredited Constituents for IOC transport system Primarily accommodated in 1 Olympic Family Hotel
	Marketing Partners	20,000 sponsors and distinguished guests in four waves of 5,000 Sponsor turnover days key to airport operations
	Workforce	19,000 staff and volunteers
	Spectators	10 Competition venues + 2 ticketed Non-Competition venues 1.6 million ticket holders Buses borrowed from U.S transit agencies and from 47 US cities Buses were supported by three 15-acre bus maintenance facilities Park and Ride lots - 35 in total Parking Places provided, Valley spectators - 26,500 Parking Places provided, Mountain spectators - 30,000

Continued on next page



1.2.2 Olympic Transport Scope, Continued

Athens 2004 The table below gives the figures for the Athens 2004 Games:

Item	Sub-item	Amount
Allocated Vehicles	Automobiles	1740
	Specialty vehicles and minibuses	702
Transport System	Athletes and team officials, media	1,206 buses
	Dedicated service	500 buses
Spectator and Workforce Key Statistics	Rail	
	Trains daily to OAKA	150
	City Rail Network	
	Passenger trips per day (Games-time)	3.6 mil
	Passenger trips per day (normal conditions)	2.6 mil
	Rail Services to OAKA	
	Biggest Arrival Hour	55,600
	Biggest Departure Hour	47,200
	Parking Facilities	
	Spectator park and ride (automobile to shuttle bus transfer)	4
	Workforce park and ride (automobile to shuttle bus transfer)	6
	OCOG Workforce (staff, contractors and volunteers)	140,000

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1.2.2 Olympic Transport Scope, Continued

Anticipated Scope – Torino 2006 The following table from Torino 2006 Olympic Winter Games provide an indication of the planned scope one year prior to the Olympic Winter Games:

Item	Sub-item	Amount
Allocated Vehicles	Olympic Family	390 vehicles
	NOC	370 vehicles
	OCOG Operational Vehicles	800 vehicles
	Rate Card Vehicles	1000 vehicles
Transport System	Athletes and Team Officials	170 19-seat minibuses 80 buses
	Technical Officials	65 vehicles
	Media	300 buses, including Olympic Family Mountain Service
	IOC	250 vehicles
	Marketing Partners	20 coaches
	Workforce	150 coaches
	Spectator and Workforce	450 buses, mountain area City Area spectator transport provided and operated by the City of Torino 70 additional Trains

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1.2.2 Olympic Transport Scope, Continued

Anticipated Scope – Torino 2006 (continued)

Item	Sub-item	Amount
Key Parameters and Statistics	NOC	5,500 residing in 3 Olympic Villages 300 residing in Official Additional Accommodation
	International Federations	350 Technical Delegates and Officials, decentralised accommodations
	Media	2,800 Press, 2,350 OBO and 6,800 Broadcasters 7 Media Villages multiple Accommodation Sites, located in 9 city and 8 mountain clusters
	IOC	2520 Accredited Constituents for IOC transport system 4 Olympic Family Hotels
	Marketing Partners	Additional 2 days of coach hire to 19 day SCP for guaranteed and dedicated driver training Sponsor turnover days key to airport operations
	Workforce	19,000, staff and volunteers Strategic choice to restrict function vehicles
	Spectators	14 Competition venues + 2 ticketed Non-Competition venues 1 million ticket holders Park and Ride areas – 6 City + 4 Mountain Parking Places provided, City spectators – 3,000 Parking Places provided, Mountain spectators – 5,500 3 Mountain-based Train and Ride 3 City-based Train and Public Transport



1.2.2.1 Summer/Winter Considerations

Introduction Summer and Winter Olympic Games transport tasks and objectives are identical in nature but not in magnitude or physical environment.

The following highlights some of the principal considerations faced by summer and winter Olympic Games Transport teams.

Summer Considerations A substantially higher number of Summer Games' sports and disciplines makes operational planning complex and requires more resources to deliver Games transport services. However, venues are typically located within the Host City decreasing travel times relative to Winter Games, and have more reliable travel conditions, longer daylight hours and less event rescheduling.

Summarised below are some summer-specific considerations to be taken into account during planning:

- Air-conditioned vehicles
- All services need to be able to operate in hot conditions.
- Workforce may work in direct sun, so appropriate provisions should be put in place to ensure health and safety, e.g. temporary shelters, misting fans, hats as part of Games uniform, frequent provision of cold water.
- Preliminary matches for football are typically located in several cities beyond the primary Host City, therefore usually involving planning and implementation of air transport services inter-city

Winter Considerations A substantially lower number of Winter Games' sports and disciplines makes operational planning generally less complex and requires fewer resources to deliver Games transport services. However, mountain locations often require much longer travel times, and have less reliable travel conditions, shorter daylight hours, adverse weather, possible event rescheduling and higher cost per spectator and potentially all constituent groups.

Continued on next page



1.2.2.1 Summer/Winter Considerations, Continued

List of Winter Considerations

Summarised below are some winter-specific considerations to be taken into account during planning:

- Special equipment such as snow chains or tyres and ski racks must be available and fitted, where appropriate, to vehicles and buses that operate in alpine areas. Chain fitting bays and staff must be provided to fit chains when needed
- Infrastructure at transport depots, such as washing and fuelling facilities, needs to be able to operate in adverse cold weather conditions
- Roads and car parks must be regularly snow-cleared and salted to reduce the formation of ice, so that services operate to expectations
- Queuing times on load zones should be kept to a minimum, especially for spectators
- Consideration should be given to transport staff that operates outside in adverse conditions: special clothing and equipment should be provided so they can effectively carry out their assigned roles
- Limitation on infrastructure projects in mountain areas for environmental reasons
- Road access to venues is often limited to one road making separation of flows difficult
- Lack of flat land within or around venues may limit vehicle access, thus resulting in additional land sourcing outside the venues
- Identified off-venue areas will need to be connected to the venue via shuttles which can adversely affect Transport's budget in terms of vehicle numbers
- Consideration given to using non-road transport modes for relevant constituent groups to maximise efficiency (e.g. cable car, chair lifts)
- Suitable land often being at a premium in alpine areas, there may be numerous constituent groups' points of origin which will make transport operations complex
- Climatic conditions will dictate that staff welfare is a major consideration and this will adversely affect overlay facilities and shift lengths
- Venue transport staff may be required to work off-venue leading to an increase in costs in terms of infrastructure and communication technology
- Climatic conditions will dictate strong policies and procedures in terms of heavy snowfall, low temperatures and high winds etc.
- Postponement of competitions is highly likely due to climatic conditions; contingency plans should be well developed at an early stage
- Climatic conditions can adversely affect road capacity planning assumptions. Schedule changes are likely.
- Operational solutions are limited due to a lack of alternatives. Winter Games are often planned with only one option, therefore plans are difficult to change
- Reinstatement costs are high due to environmentally sensitive geography
- Road surfaces may not be built to sustain high road usage and heavy vehicle loads



1.2.2.2 Olympic/Paralympic Considerations

Introduction

The principals and physical delivery of transport services are basically identical between Olympic and Paralympic Games. In both the Olympic and Paralympic Games, the primary requirement is to deliver safe, reliable and efficient transport systems and services to Athletes and team officials, media, IFs, IOC, sponsors, spectators and OCOG workforce across a diverse geographical area. There are however planning considerations that need to be taken into account when comparing systems and services required to deliver Olympic and Paralympic transport services.

It is recommended that Olympic and Paralympic transport planning are integrated throughout the Games planning phases.

Paralympic Considerations

The following highlights some of the principal considerations faced by Paralympic Games Transport teams:

► IPC

- Paralympic Games are always smaller than an Olympic Games. The number of participants in a Paralympic Games is usually two thirds less than those attending an Olympic Games (either summer or winter) and therefore fewer resources and infrastructure are needed to deliver Paralympic transport services
- All buses used in Paralympic athlete transport should be accessible. A number of accessible vehicles and minibuses will need to be provided to the IPC and participating NPCs
- Ensure venue survey of Olympic venues considers accessibility, including for load zones
- Ensure the venue selected for the Model Venue Operating Plan exercise is an Olympic and Paralympic venue
- Scope and train additional staff training for constituents' with accessibility needs
- Ensure that the transport areas of Olympic venues hosting Paralympic events are accessible and that a minimum amount of transition work is required.
- Legacy values should be considered before the removal of any accessibility works e.g. ramps

Transition to Paralympic Games

To ensure a smooth transition between the Olympic and Paralympic Games, the Transport function should develop a robust transition plan, included within the Transport Operating Plan that takes into account the reduction of transport assets, staff and facilities, and the inclusion and deployment of accessible buses and vehicles. Ideally, no additional major overlay works should be required at venues as accessibility needs should have been captured during the initial construction stage of the venues hosting both Olympic and Paralympic events.

Continued on next page



1.2.2.2 Olympic/Paralympic Considerations, Continued

Paralympic Games Growth

An important consideration is the continuing growth and development of the Paralympic Games, the increased sophistication of the NPCs, IPSFs and Media regarding expectations and levels of service.

The area of Marketing is an example with potential for growth. Currently there is minimal demand and Marketing Partners have generally conducted their own ad hoc programs and transport.

Broadcast is another example as the host broadcast will be produced by the OBO from Beijing and beyond as part of the IOC-IPC Agreement. The increase of Rights holding Broadcasters from Sydney to Athens will continue.

Paralympic Games Ticketing

Another key consideration or difference is the ticketing programme. Paralympic ticket sales do not provide the same information for modelling purposes, as tickets are purchased just prior to or at the Games. The day pass ticket provides the spectator with total flexibility to choose the date of attendance, the venue, the session and the time.



1.2.3 Olympic Transport Task Management

Olympic Transport Task Management

A fundamental decision that can have a significant impact on the success of transport for the Games is selecting a management approach for organising the planning and operations of the Olympic Transport Task. In simple terms, there are two primary approaches that have been used in recent Games. One is constituent-system-based and the other is resource-based.

Under the constituent-system-based approach, each system (athletes/NOC, IF, media, IOC, marketing partners, workforce, spectators, venue transport and arrivals and departures) has dedicated managers, staff, vehicles, equipment, and other resources. While each constituent system is set up to function autonomously, an individual system can also request back-up or additional resources from another system. The release of resources from one system to another requires the mutual agreement of the affected system managers as well as the approval of the OCOG Director of Transport.

In a resource-based organisation, the management of different types of resources (buses, rail, automobiles and vans, ferry, etc.) dictates the organisational structure and resource management. Under this approach the resource provider is responsible for managing the vehicles, equipment, and services, and providing them to the various constituent groups on an allocated basis. Depending on how the management structure is implemented, re-allocation of vehicles, equipment, and operators from one constituent group to another may be at the discretion of the resource manager.

Benefits and Challenges

There are benefits and challenges inherent in both approaches.

Either approach, a combination of the two, or other possible approaches can be successful if the benefits and challenges of a potential approach are fully understood, and a strategy is developed early in the planning process for maximising the benefits and overcoming the challenges inherent in the approach selected.

It is important to understand that the OCOG Transport function structure will be different according to the approach chosen.

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1.2.3 Olympic Transport Task Management, Continued

Constituent-System-based Management Approach

In the constituent-system-based approach, each constituent system manager has control over their transport assets. They should have the responsibility, authority, and capability to respond to the needs of their constituent group throughout the Olympic region. This includes both planned and contingency operations. Another benefit of the constituent-system-based approach is that operational problems in one system (or its resources) can be isolated to have minimal impact on the other constituent operating systems.

A potential challenge for a constituent-system-based approach is that autonomously operated and resourced systems can suffer from a lack of integration at their critical interface points. These interface points occur at the venues and on the transport infrastructure that serves the venues. This challenge can be met by:

- establishing a systems integration responsibility in Venue Transport, or other coordinating entity
- promoting teamwork among the various system managers, and
- establishing a planning approach that continuously reviews integrated operational planning on a comprehensive basis.

Another potential challenge for a constituent-system-based approach is that economies of scale can be lost and consistency in quality of resources can vary due to each system developing its resources independently. This potential challenge can be met by:

- establishing centralised procurement and staffing processes
- promoting teamwork among the various system managers, and
- implementing a disciplined review and approval process of resource and staffing planning.

Continued on next page



1.2.3 Olympic Transport Task Management, Continued

Resource-based Management Approach

In a resource-based approach, each resource system manager has control over their transport assets. A benefit is efficiency of operation by vehicle, equipment, or service type. This approach promotes economies of scale, consistency in quality of resources and more centralized control over the transport assets.

A potential challenge for a resource-based approach is that a problem with a major asset (such as number of available buses and drivers) can affect operations for multiple constituent groups simultaneously. Another challenge is that resource-based organisations can be focused more on operating the vehicles and equipment than on meeting the complex needs of the various constituent groups. Both of these challenges can be met by:

- focusing on constituent requirements early in the planning process and continuing that focus throughout operations
- developing a base plan and contingency plans that respond to the unique requirements of the various constituent groups and the unique transport operating environment of the Olympic region, and
- developing resource allocation protocols that avoid impacts to multiple constituent groups in the event of a resource limitation or problem.

Simplified example diagrams for both constituent-system-based and resource-based organisations are shown in Section 1.4.2.1 Organisation During Planning.



1.3 Transport Planning and Operations Themes

Introduction

The Olympic Transport Strategic Framework (refer to Section 1.2.1) highlights a number of operations required for the planning and delivery of Olympic Transport.

These operations are summarised into eight transport planning and operations themes. These themes are not proposed as an organisation structure. Regardless of the structural set up of the Host City and OCOG, these operations are fundamental for the delivery of Olympic Transport.

Themes

The transport planning and operations themes, listed below take the OCOG and Host City from definition of the task through to delivery. A brief description of each theme is provided, with details found in the third part of this manual.

- Infrastructures and Facilities
- Fleet Operations
- Bus Operations
- Public Transport
- Venue Transport
- Traffic Management
- Transport Information
- Support Services

Each planning and operation theme has a specific deliverable for Olympic Transport, however they cannot be planned and managed in isolation and constant interaction and coordination between each theme is strongly recommended.

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1.3 Transport Planning and Operations Themes, Continued

Infrastructure and Facilities

The infrastructures required for an Olympic Games are identified, defined and included in the Candidature File. Olympic transport operations also necessitate temporary transport facilities such as transport malls, transport hubs, staging areas and various bus terminals and train stations as well as park and ride facilities. While the OCOG Transport function is responsible for identifying its requirements, the responsibility for working with external agencies building infrastructure may rest with OCOG Construction function or OCOG Transport function.

This theme includes the development, monitoring and coordination of infrastructure and facility delivery. The transport areas within the venues are considered part of the venue and are discussed in Venue Transport.

Infrastructures include:

- Airport
- Road
- Rail
- Marine
- Transport areas outside venues (parking, load zones, holding/staging)
- Approaches to roadways and loading areas

Facilities include:

- Transport Hubs
- Transport Depots

Fleet Operations

Fleet Operations are responsible for planning, designing, procuring, testing, operating, and delivering the OCOG Fleet vehicles and services, according to the IOC requirements. This includes services planning, fleet and driver procurement and fleet facilities management. Fleet Operations are the responsibility of the OCOG Transport function.

Bus Operations

Bus Operations are responsible for planning, designing, procuring, testing, operating and delivering Olympic transport services provided by buses that are required for each constituent group, according to the IOC requirements. This includes network operations planning, bus and driver procurement and bus facilities management. Bus Operations are the responsibility of the OCOG Transport function.

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1.3 Transport Planning and Operations Themes, Continued

Public Transport

Public Transport during an Olympic Games is different to the Public Transport systems in place to manage normal city travel requirements. Enhancements to the existing services need to be planned, designed, tested and operated. An OCOG does not operate the Olympic public transport systems; however they do supply the travel demand information and cooperate closely throughout planning and delivery with the relevant external agency.

Venue Transport

Venue Transport defines the transport operations of competition and non-competition venues. Venue Transport plan and manage the vehicle access and/or parking permit project. Venue Transport planning and operations are carried out in close coordination with OCOG Venues, Sport, Security and Logistical functions. Venue Transport is part of the OCOG Transport function.

Venue Transport plans are needed for the operational areas of:

- Competition Venues
- Training Venues
- Olympic Village
- IOC Hotel
- Main Press Centre/International Broadcast Centre/Main Media Centres
- Airport
- Other non-Competition venues

Traffic Management

Traffic Management requirements for an Olympic Games include Travel Demand Management and Traffic Management plans. Traffic Management plans include Olympic and Paralympic travel times, city mobility and parking restrictions and signage. These plans need to be developed by the agencies responsible for traffic and parking, using the information provided by the OCOG. Coordination with these agencies is of critical importance.

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1.3 Transport Planning and Operations Themes, Continued

Transport Information

Transport information is important for all constituents, the city residents, local businesses, general public and visitors. Strong communication campaigns should be implemented to alter travel behaviour and to inform constituents of the transport services available. Transport Information can be the responsibility of the OCOG Transport or Communication function, or external agencies. It is likely that a mixture of ownership will occur for this important theme.

Transport information communication includes:

- Olympic / Paralympic Family
- Spectators
- Residents, Local Business and Public
- City Visitors
- Modify Travel Habits as required

Support Services

The Olympic Transport Task necessitates the OCOG Transport function to focus attention on the supporting services of Arrivals and Departures, Technology, Workforce, Budget and Administration, Transfer of Knowledge and Mapping.

Support Services that assist with the development and delivery of Transport include:

- Olympic Airport Operations and Arrivals and Departures
- Transport Workforce
- Transfer of Knowledge (TOK) / Education
- Mapping
- Finance and Administration
- Technology



1.4 Olympic Transport Organisation

Introduction The Host City and OCOG will need to define the organisation for the planning and delivery of Olympic Transport. This necessitates coordination of the Olympic Transport Task and integrated planning and operations, with authorities and external agencies, within the OCOG and within the Transport function. Finally, the Transport Command, Control and Communication principles need to be agreed, tested and implemented prior to Games-time.

This section provides an overview for Olympic Transport coordination, integrated planning and operations and Transport Command, Control and Communication.

Coordination The OCOG Transport function needs to understand, coordinate, integrate, report on and manage a variety of programs, operations, partners, stakeholders, constituents, external entities and authorities.

To do this, a strong project management system is recommended. Olympic transport planning and delivery is a complex project, requiring a planning effort integrating the OCOG, IOC, Host City and external entities. The OCOG Transport function should coordinate the project planning and integration of activities.

Project Management for Olympic Transport includes coordination of the following:

- Games Planning Process
- OCOG planning processes and outputs
- Stakeholders and institutional relationships
- City and External Agencies planning and delivery processes
- Constituent planning processes
- Internal OCOG Transport function planning processes

It is important that the project management for Transport does not become overcomplicated or result in bureaucratic monitoring, but supports and drives the planning activities to ensure all the elements are ready to deliver and are integrated to ensure efficiency of effort.



1.4.1 Integrated Planning Operations

Introduction

This section includes:

- External Entities Interactions
- Internal OCOG Interactions



1.4.1.1 External Entities Interactions

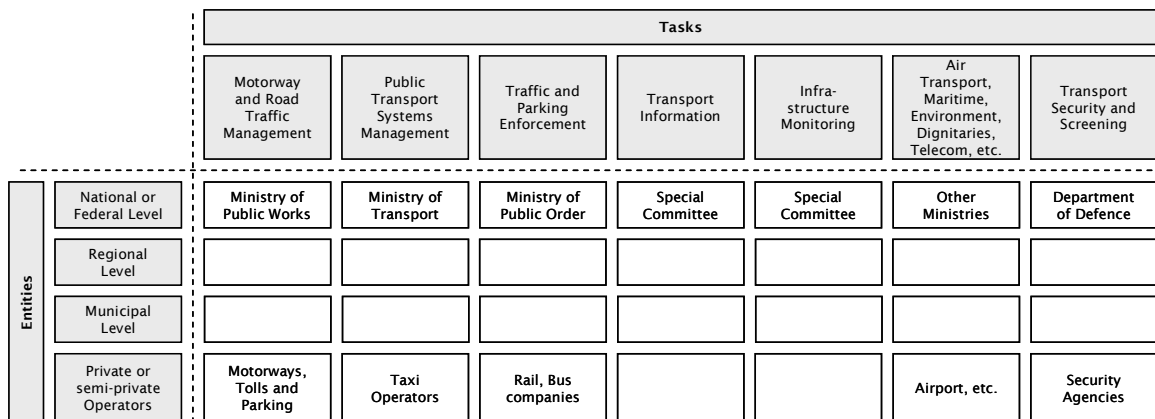
External Entities Interactions Framework The following diagram provides an external entities framework for an OCOG's Transport function, and an overview of how the entities could interact within the various Games-time command centres. In the Candidature File, all the responsible entities need to be identified and by the time an OCOG develops its Transport Business Plan, memoranda of understanding should be developed where appropriate.

An OCOG could use the model provided in the diagram below, adjusted to reflect its own context, to capture all the interactions and respective responsibilities at a high level. It is expected this will vary from city to city.

However an OCOG approaches it, it is essential to establish collaborative relationships that encourage teamwork between the OCOG and the external agencies responsible for delivering major transport systems, equipment, and services.

Games-time command, control and communication is discussed further in Section Transport Command, Control and Communication.

Diagram 2 External Entities Framework





1.4.1.2 Internal OCOG Interactions

Internal OCOG Interactions

Transport is required to work closely with many internal functions. The most critical OCOG functions for Transport include Venues (construction and operations), Security and Accommodation.

Interactions with Venues

The fundamental strategic decisions related to venue capacities, location, and proximity to high capacity roadways and public transport nodes are critical to the success of the Olympic Transport Task. The Venues function typically has the responsibility for performing the due diligence and evaluation that form the basis of these decisions. It is strongly recommended that Transport be involved in this process, as well as in detailed planning throughout the planning and design evolution of the venue layouts. The Venues function also is typically involved in the design and construction of venue-related transport facilities and vehicle loading and unloading areas for the identified constituent groups. Olympic transport operations also require temporary transport facilities such as transport malls, transport hubs, staging areas and various bus terminals and train stations, as well as park and ride facilities. Depending on the assignment of responsibilities within the OCOG, Venues may also be involved in the provision of these temporary transport facilities.

Venue Transport in particular, but also bus and fleet operations, is closely involved with Venue management function as it is Venue Operations that has primary responsibility for the planning and operation of venues. Venue Transport is a critical component of successful venue operations, and it is essential that Venue Transport is well integrated into the planning processes of Venue management function.

Interactions with Security

The interaction with the Security function is fundamental to the integration of external agencies and transport operational success. Security and Transport functions need to work together, and with the external agencies responsible for traffic, road and parking enforcement. Security also works with external agencies to provide staff to ensure the safe transit of Olympic constituents, and in particular athletes and secure operation of athlete vehicles, parking lots and bus service centres. Security or Law Enforcement may also manage areas that are crucial to overall transport success, such as vehicle check points and vehicle screening areas. Additionally, Security typically has responsibility for important policy decisions that directly impact transport planning and operations.

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1.4.1.2 Internal OCOG Interactions, Continued

Interactions with Accommodation Also critical to Transport are strategic decisions related to the specific constituent accommodation allocations within the Host City’s available accommodation supply. Transport needs to be informed of these decisions and preferably involved in location and clustering decisions for the constituent groups. The Accommodation function may also be responsible for providing housing for professional drivers and mechanics required to operate the various constituent-based systems.

Interactions with Workforce Transport typically manages the OCOG vehicle fleet and fleet services provision, the allocation of vehicle access and/or parking permits and coordination of transport services for workforce. This necessitates Transport to meet and work with every function of the OCOG during pre-Games and Games-time. These items are not detailed in the examples listed below, as they impact every function.

Interactions with Other Functions This table includes examples of other functions that will interact with Transport, both as service recipients and service providers:

Function	Interaction
Accreditation	Provide the proper accreditation for paid staff, volunteers and contractors.
Authority Relations	Work with Transport to develop good relationships with the venue communities and to assist with the public information process. Assist in securing funding for access improvements to venues, capital and operating costs of spectator and public transport systems, and roadway signage programs.
Brand Protection	Ensure brand protection principles are maintained in public parking areas and areas operated by Transport.
Broadcast	Coordinate with Transport to provide transport services to meet broadcaster requirements.
Catering	Coordinate with Transport the catering provisions for Transport workforce, including contractors and both professional and volunteer drivers. .
Ceremonies	Coordinate the transport of staff and cast associated with Opening, Closing and Medals Ceremonies.
Cleaning and Waste	Provision of cleaning and waste for transport facilities and areas including snow removal in Olympic Winter Games.
Doping Control	Coordinate with Transport for the provision of services for athletes after doping control. Transport may provide vehicles and drivers to Doping Control for sample transfer (if this is the OCOG business decision for the provision of this service).
Environment	Develop an air quality plan as part of the Olympic Transport Plan. Monitor fuelling operations to meet environmental compliance requirements.

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1.4.1.2 Internal OCOG Interactions, Continued

Interactions with Other Functions (continued)

Function	Interaction
Event Services	Coordination with transport for the ingress and egress of constituents at the competition venues and selected non-competition venues and content for the Olympic and Paralympic Spectator Guide.
Finance	Implement policies and procedures for effective contract tracking to support transport facilities and operations.
Image and Identity	Create the standards for signage and publications.
International Constituent Services	Coordinate with Transport to provide transport services to meet International Olympic Committee (IOC) requirements.
Language Services	Coordination of required translation services .
Legal	Develop, negotiate, and enforce all contracts required to meet Olympic Transport Task needs.
Logistics	Agree policies and implement operations for the transfer of baggage and equipment (generally Transport manage accompanied and Logistics manage unaccompanied and freight).
Look of the Games	Develop the Look of the Games for vehicles.
Marketing	Develop sponsorship opportunities relevant to transport needs; coordinate with Transport to provide transport services to meet marketing partner requirements.
Medical	Coordination for routes and accesses for emergency services, policies and procedures for provision of medical assistance at transport facilities, parking areas, areas off venues and in-transit.
Merchandise	Coordinate with Transport to ensure merchandise vehicle access to, from and within venues.
NOC Services	Coordinate with Transport to provide transport services to meet National Olympic Committee (NOC) requirements.
Olympic Village	Provide information and design support for the Village Transport Mall, the associated Village park and ride/walk lots, and allocation of vehicles.
Paralympics	Help transfer the equipment and staff after the Olympic Games period is concluded and ensure that Paralympic-specific needs are incorporated into the transport plans.

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1.4.1.2 Internal OCOG Interactions, Continued

Interactions with Other Functions (continued)

Function	Interaction
Press Operations	Coordinate with Transport to provide transport services to meet written press and photographer requirements.
Procurement	Coordinate with Transport to ensure all Transport requirements are procured.
Publications	Print all transport-related information, distribute it to ticket holders, workforce and Olympic Family members, and aid in distributing information on transport demand management strategies.
Risk Management	Identify key risks and mitigation strategies and policies and procedures for accidents, incidents, damage and injury.
Site Management	Coordinate with Transport for the final delivery and operations of overlay of transport areas on venues and potentially in transport facilities and parking areas.
Sport	Coordinate with Transport to provide transport services to meet International Federation requirements. Coordinate with Transport to understand impact of infrastructure works on scheduling of test events.
Technology	Provide equipment such as portable hand-held radios, cellular phones and pagers to support transport operations and services. Develop and maintain internal information and computer technology systems; evaluate and secure external systems.
Ticketing	Work with Transport and Venue Construction to ensure ultimate decisions about number of seats per venue match Transport's capabilities to deliver people to the venue distribute transport-related information to ticket-holders.
Venue Communications	Coordinate on venues the communication within the transport team and between transport and other functions.
Workforce	process applicants for both full and part-time positions required to run the transport systems; recruit volunteers to staff multiple shift work days, work with Transport on the workforce transport demand and requirements.
Uniforms	Provide uniforms for transport workforce. This potentially could include contractors (bus drivers).



1.4.2 OCOG Transport Organisation

Responsibility Specification

It is recommended that the transport organisation structure includes clear responsibilities for each of the transport planning and operations themes outlined in this manual, whether the responsibility is with the OCOG or with an external entity.

The Transport planning and operations themes that have the greatest external influences are Infrastructures, Public Transport, Traffic Management and the public Transport Communications. How these planning and operations themes are integrated among the external entities and the OCOG needs to be thought through before the OCOG Transport function is charged with delivering these activities. The Host City and OCOG strategy may include the introduction of steering committees or working groups for the delivery of integrated projects or, alternately, the OCOG may outsource responsibility for the transport operations to the external agencies. In any case, the OCOG should be the primary source of the Olympic transport demand data analysis and reports to ensure consistency and accuracy in planning and decision making.

The planning and operations themes most likely to be managed and delivered by the OCOG Transport function are Facilities, Venue Transport, Fleet and Bus Operations, Transport Communications to Olympic Constituents, Support Services and Project Management.

Each OCOG Transport function needs to consider the Host City's management culture, the OCOG management culture and structure and the assessment and assignment of tasks when developing its organisation.

As the OCOG Transport function is responsible for the integrity and delivery of all transport plans, irrespective of any outsourcing approach, this should be appropriately reflected in the organisation structure.

The Transport organisation for the planning of Olympic Transport, including OCOG and external entities integration and interaction is included in the Transport Business Plan, Transport Operating Concept and Transport Operating Plan. Venue transport structure is included in Venue Operating Plans.

Paralympic Considerations ► IPC

Historically, Transport functions have approached the planning for Paralympics in two ways. One approach is to have a dedicated Paralympic manager (senior) to follow Paralympic strategies and planning. The other is to integrate the tasks and deliverables within the Olympic management structure.

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1.4.2 OCOG Transport Organisation, Continued

Organisation Structure Evolution

The Transport organisation structure will evolve from the time the Games are awarded through Games-time and dissolution. Key phases of the evolution are:

- Planning
- Transition to operations
- Games-time management

Each of these phases is described in the following sections:



1.4.2.1 Organisation During Planning

Planning Structure

The following two diagrams indicate the possible structure for Transport organisation during planning according to resource-based and constituent-system-based choices. They are based on examples from recent Olympic and Olympic Winter Games. Further examples from previous Games are available on the OGKM extranet.

Diagram 3 Resource-based Management Approach

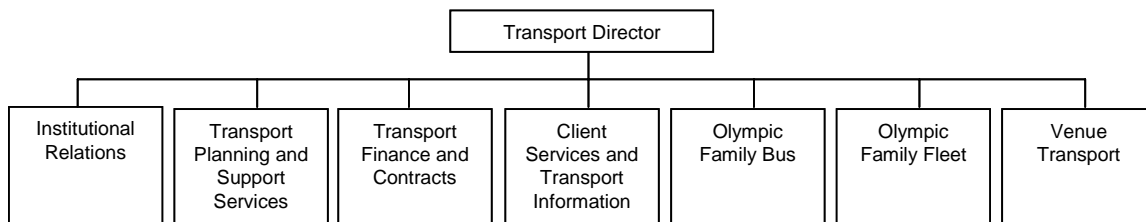
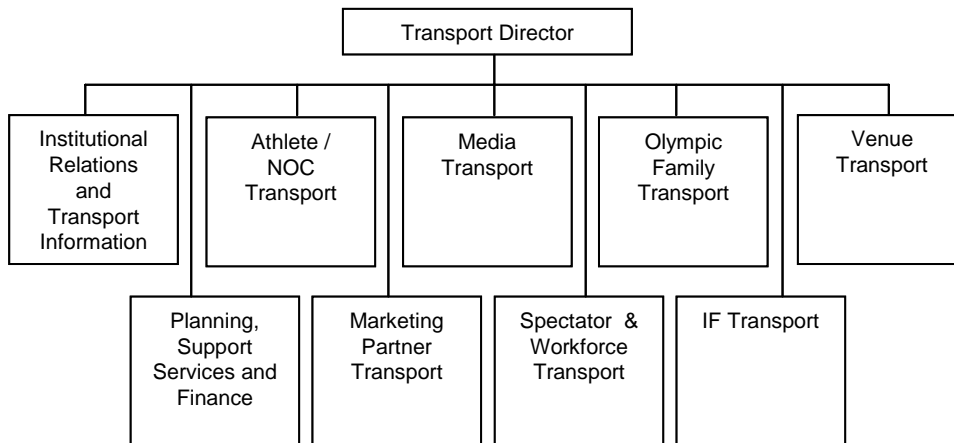


Diagram 4 Constituent-system-based Management Approach



Other Considerations

Depending on the integration and responsibilities of a particular Host City and OCOG Transport function, functional management consideration for Parking and VAPPs and Infrastructures and Facilities may be required.



1.4.2.2 Organisation During Transition to Operations

Transition Structure

An Olympic Games requires extensive planning and testing pre-Games and a period of transition to Games-times operations. Transition signals the end of planning and the commencement of action-oriented issue resolution and Games-time command, control and coordination. This transition generally commences one year prior to the Games during the test event phase and should be finalised six months prior to Games-time. During this time the Venue Transport Team 'venueises' and move to the Venue Teams and Fleet and Bus Operations start to move to their facilities.



1.4.2.3 Games-time Management

Roles and Responsibilities

The Games-time roles and responsibilities of the OCOG Transport function and the various transport entities will be somewhat dependent on the Olympic Transport task management approach adopted by the OCOG and the allocation of responsibilities for the planning and operations themes (refer to Section 1.2.3 Olympic Transport Task Management).

Aspects of Games-time management that are common to each task are:

- Provide management and statistical reports to the Olympic Transport Operations Centre (OTOC) (refer later in this section for more information regarding OTOC)
- Resolve service issues and manage incidents
- Escalate and inform the OTOC of serious issues and incidents
- Investigate and resolve service issues
- Manage staffing
- Ensure asset protection services are being provided

Task-specific aspects can be broken down as follows:

Constituent Group Managers

Tasks include:

- Manage day-to-day delivery of various constituent group transport services
- Coordinate with Venue Transport, Fleet Operations and Bus Operations to ensure required transport service delivery to constituent groups and, where necessary, to amend, alter or add services as required
- Coordinate with Venue Transport, Fleet Operations and Bus Operations to redistribute their resources as required to cover short-term deficiencies or incidents across a particular constituent group service
- Ensure constituent services are being provided
- Manage contact and interaction between the constituents, the OTOC and the MOC

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1.4.2.3 Games-time Management, Continued

Infrastructure and Facilities

Tasks include:

- Manage day-to-day maintenance of public transport infrastructure and facilities
- Participate in incident response to ensure the unobstructed operation of roads, highways, rail and ferry operations
- Amend, alter or add maintenance services as required according to Games activity and constituent group requirements
- Support monitoring of public transport activity along routes, at interchange nodes, and at venues
- Redistribute maintenance assets as required to cover short-term deficiencies or incidents across the transport network
- Ensure maintenance services are being provided
- Manage contact and interaction between public transport maintenance departments, the public transport agencies, and OCOG Transport function

Fleet Operations

Tasks include:

- Manage day-to-day delivery of all agreed services to constituent groups
- Amend, alter or add services as required according to Games activity and constituent group requirements
- Manage T3 reservation call centre
- Monitor fleet activity at depots, venues, villages and hotels
- Redistribute vehicle and driver assets as required to cover short term deficiencies across the fleet service network
- Ensure fleet management services are being provided
- Manage contact and interaction between vehicle supplier and/or service provider
- Manage contract

Bus Operations

Tasks include:

- Manage day-to-day delivery of all agreed bus services to constituent groups
- Amend, alter or add services as required according to Games activity and constituent group requirements
- Monitor bus activity at depots, venues, villages and hotels
- Redistribute bus and driver assets as required to cover short term deficiencies across the service network
- Ensure bus management services are being provided
- Manage contact and interaction between bus supplier and/or service provider
- Manage contract

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1.4.2.3 Games-time Management, Continued

Public Transport

Tasks include:

- Manage day-to day-delivery of all agreed public transport services for spectators, workforce, residents and commuters
- Amend, alter or add services as required according to Games activity and constituent group requirements
- Monitor public transport activity along routes, at interchange nodes, and at venues
- Redistribute public transport assets as required to cover short term deficiencies across the service network
- Ensure public transport services are being provided
- Manage contact and interaction between public transport agencies and OCOG Transport function

Venue Transport

Tasks include:

- Manage day-to-day operations of the various Constituent Services, Fleet Operations, and Bus Operations at and adjacent to the venues
- In conjunction with Venue management function, manage access and egress flows for all major constituent groups
- Manage day-to-day operations of every specific venue transport physical area including temporary facilities, staffing, technology, signage etc.
- In conjunction with Security monitor day-to-day vehicle screening, vehicle access, and vehicle permit checks at the venue
- Manage day-to-day on-venue parking operations. This may also include responsibility for park and ride lots and spectator interchange points off-venue but in close proximity
- Monitor incident response on access routes to the venue to ensure the unobstructed operation of roads, highways, rail and ferry operations
- Amend, alter or add operations as required according to Games activity and constituent group requirements
- Redistribute operational assets as required to cover short term deficiencies or incidents at the venue
- Ensure on-venue transport services are being provided
- Manage contact and interaction between Venue Transport, the Venue Manager and other on-venue functions

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1.4.2.3 Games-time Management, Continued

Traffic Management

Tasks include:

- Day-to-day set-up, management and enforcement of Olympic lanes, traffic control zones and parking control zones outside the venues
- Enforcement of freight delivery schedules to Olympic and non-Olympic customers along Olympic lanes and in close proximity to venue access points
- Monitor, manage and implement traffic incident or accident detection and traffic recovery measures, including rerouting and real-time traffic information and messaging
- Amend, alter or add traffic management measures as required according to Games activity and OCOG Transport requirements
- Monitor transport activity along routes, at interchange nodes, and at venues
- Redistribute traffic management assets as required to cover short-term deficiencies across the Olympic region
- Ensure traffic management measures are being provided
- Manage contact and interaction between traffic management, other public transport agencies and OCOG Transport

Transport Information

Tasks include:

- Support the OTOC and the MOC in the management and implementation of day-to-day transport communications to constituent groups, public transport agencies, freight companies, and residents and commuters in the Olympic region
- Recommend and develop content for transport updates and information through various information channels including help desks, websites, radio, television, newspapers, SMS and any others that are relevant to each of the constituents
- Assist the public agencies in the dissemination of information related to traffic incident or accident detection and traffic recovery measures, including rerouting and real time traffic information and messaging
- Amend, alter or add communications as required according to Games activity and OCOG Transport requirements
- Ensure communications services are being provided
- Manage contact and interaction between the OTOC and the communications services of the public transport agencies

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1.4.2.3 Games-time Management, Continued

Support Services

Tasks include:

- Provide day-to-day support to the responsible manager for the Arrivals and Departure process at the Airport(s)
- Provide updates to Mapping as required according to Games activity and OCOG Transport requirements
- Provide day-to-day support for Transport-specific technology systems (not those provided by IS)
- Provide day-to-day finance and administrative support as required according to Games activity and OCOG Transport requirements
- Ensure support services are being provided

Change Management

Change will occur during Games-time, sometimes at a rapid pace in numerous locations across numerous services and operations. The need for change must be identified, decisions made on what or how to change and these decisions communicated throughout the organisation so the process is completed and changes implemented effectively.

The Games-time structure, decision-making and reporting systems should support the need for change, and enable the team to adapt and adjust their operations in a rapidly moving environment. It is important that Transport staff are proactive and service-oriented.

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1.4.2.3 Games-time Management, Continued

Games-time Decision Making

The OCOG Transport Games-time operations is quite complex and diverse, with operations in every competition and non-competition venue, depots, interchange hubs and services provided by both OCOG Transport and external suppliers. A well-structured organisation, decision-making and management system is required.

There are three levels of decisions that can be made:

Strategic or executive:

Affect Transport as a whole, or having an impact on or requiring assistance from other OCOG functions or external entities or having a financial implication. These decisions will generally be made by the OTOC.

Tactical

Impact within a managed transport system that can be resolved within the Transport system from the resources available, such as reallocating buses within the Media Transport System resources. The transport manager responsible for the system or resource would usually make this decision.

Operational

Affect a single location that can be resolved by the transport team, such as adjusting the opening hours of the transport desk to meet demand. These decisions are likely to be made by the responsible transport manager or manager based in the location impacted by the issue.

The policies, procedures, contingency plans and decision-making levels of authority are developed as part of the Transport Operating Plan and are an important element of the Games-time training for the Transport managers and staff.

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1.4.2.3 Games-time Management, Continued

Olympic Transport Operations Centre (OTOC)

An OCOG Transport function, like many OCOG functions, will require a functional command centre for Games operations. The Olympic Transport Operations Centre (OTOC) is the central coordination centre for transport decision-making and management.

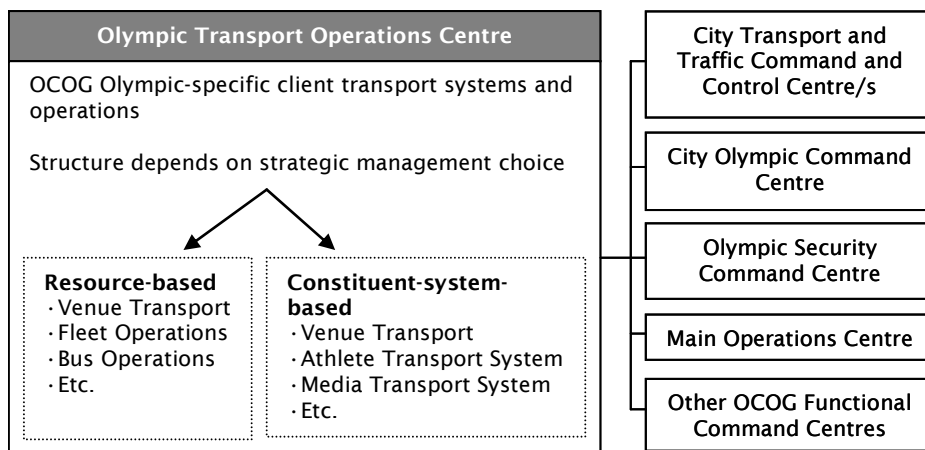
The OTOC has two key responsibilities:

- Coordination and integration of OCOG Transport operations including high-level monitoring of operations, exceptions and issue resolution
- Integration and communication with other OCOG functional command centres, external operations centres, such as the Olympic Security Command Centre, as well as the Main Operations Centre

The Transport managers and a core team of central coordination and support staff are generally located in the OTOC.

The following diagram provides a high level overview of the Olympic Transport Operations Centre.

Diagram 5 Olympic Transport Operations Centre Overview





1.4.3 Transport Command, Control and Communication

Transport Command, Control and Communication

Delivery of Olympic Games Transport requires the integration of all the transport planning and operations themes and the involved entities.

Transport Command, Control and Communication involves the integration of all Olympic-specific command, control and communication functions with the city multi-modal transport operations including security and emergency functions. The Transport Operating Plan (refer to Section 1.5 Games Planning Process and Transport Outputs) should clearly report the specific policies and measures proposed and approved by the multiple stakeholders involved.

Both the city-based transport and traffic centres and the OCOG Olympic Transport Operations Centre should be tightly interconnected and empowered to deal with transport and traffic management and emergency response.

For Olympic operations, a single coordination of the different types of city transport, traffic and other public operations is important to the overall success. Single coordination does not necessarily mean co-location. The set up varies from city to city but the following operations should be coordinated:

- City and metropolitan fire and other emergency response services
- Traffic light operations
- Olympic road maintenance
- City bus system coordination
- Tram/ light rail operations
- Metro / subway operations
- Suburban / regional rail operations
- Metropolitan motorways
- Taxi operators
- Olympic airport/s
- River / maritime / harbour navigation operations
- National / regional weather and natural catastrophe bureau

These operations need to be coordinated with the Olympic-specific centres such as:

- OCOG Main Operations Centre
- Olympic Transport Operations Centre
- Olympic Security Command

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1.4.3 Transport Command, Control and Communication, Continued

Traffic Command System and Authority



The 2012 [Candidate Procedure and Questionnaire](#) provides the following questions for inclusion in the Candidature File related to the traffic command system and authority:

- **Traffic Command System and Authority:** detail which authorities (state, region, city etc) will be responsible for managing transport activities in the Olympic region during the Olympic Games? What will their respective responsibilities be? Describe how these different authorities will be integrated and coordinated with the OCOG from the strategic planning phase to Games-time traffic management? Define under which authority the transport and traffic management command and control centre will be operated? A guarantee is required from the responsible authority.
- **Information:** describe the intelligent information technologies and communication equipment designed to control and command traffic, taking into account weather conditions, delays, accidents, diversion routes, special security requirements, etc.

Cooperation with External Entities

Cooperation with the Traffic Agencies and Police Authorities for delivery of Olympic and Paralympic Traffic Management systems is an important task for the OCOG Transport function. Typically, the OCOG does not deliver or manage the Traffic Management system and it needs to work very closely with the agencies to ensure that projects are finalised on time, that systems are implemented in time for testing and changing traffic behaviours and that Traffic Management communication and information is coherent with the Olympic and Paralympic communication programme.

Traffic Command System

The Traffic Command System should monitor Olympic region-wide traffic operations. Ideally it commands and controls hundreds of traffic signalised intersections, CCTV (closed circuit television) scanning traffic cameras, variable message signs (VMS), inductive loop data acquisition etc.

It is recommended that the traffic management control system be in place by the latest G-9 months.

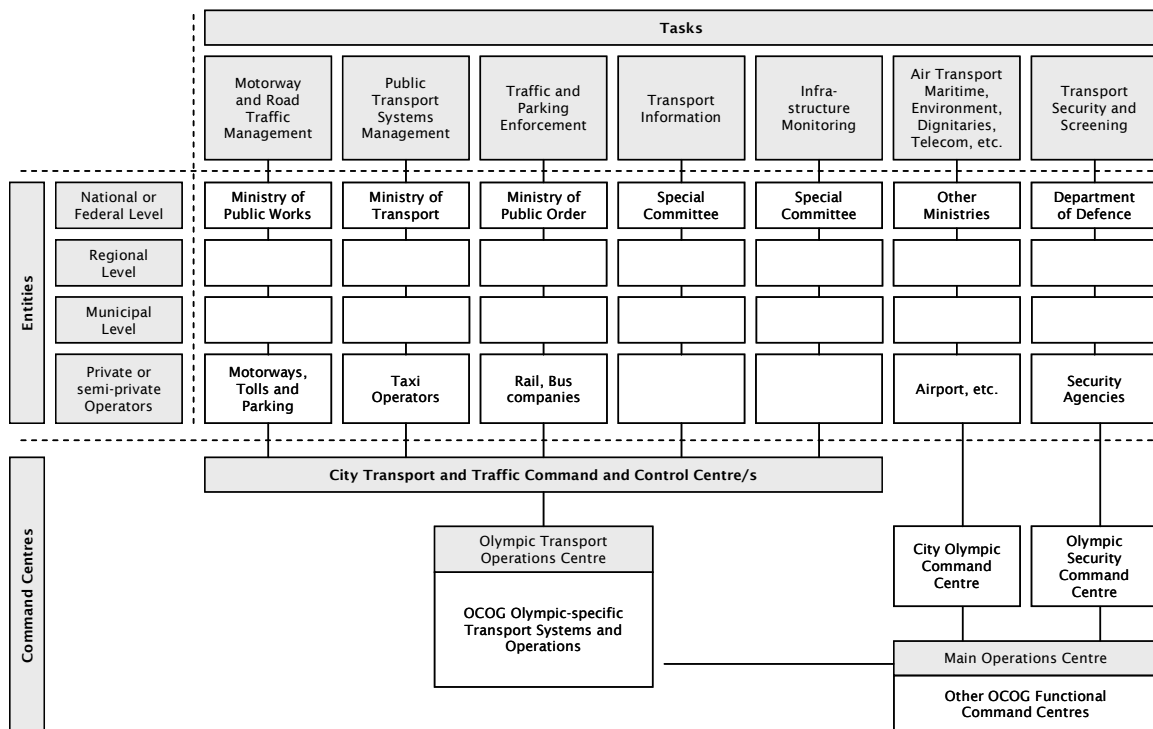
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1.4.3 Transport Command, Control and Communication, Continued

Structure The following diagram provides a strategic overview of the Games-time Transport Command, Control and Communication structure. It is depicted from the Transport perspective to show interactions, rather than to provide functional details of each command centre.

Diagram 6 Strategic Overview of Games-time Transport Command, Control and Communications Structure





1.5 Games Planning Process and Transport Outputs

Introduction

This section includes:

- Games Planning Process and Transport Outputs
- Transport Service Level Agreements



1.5.1 Games Planning Process and Transport Outputs

Games Planning Process and Transport Content X

The IOC has a recommended planning process to be applied to deliver the Games. This process is called the Games Planning Process (GPP). Each OCOG reviews the IOC recommended process, adjusts it if necessary to fit its own context and agrees the revised model with the IOC.

The GPP is an evolutionary planning process in that each output is a further evolution of the previous output, starting from the Candidature file. Progressive learning, development and detailed planning over the lifecycle of the OCOG allow this evolution.

This section describes each GPP output, including the specific transport content that should be incorporated into each output.

The following diagram indicates the planning phases and outputs developed within each phase, as listed below.

Planning Phases:

- Foundation
- Strategic
- Operational
- Testing
- Operational Readiness
- Games Operations
- Dissolution

Output:

- Candidature File
- Games Foundation Plan
- Functional (Transport) Business Plan
- Functional (Transport) Operating Concept
- Functional (Transport) Operating Plan
- Model Venue Operating Plan
- Venue Operating Plan

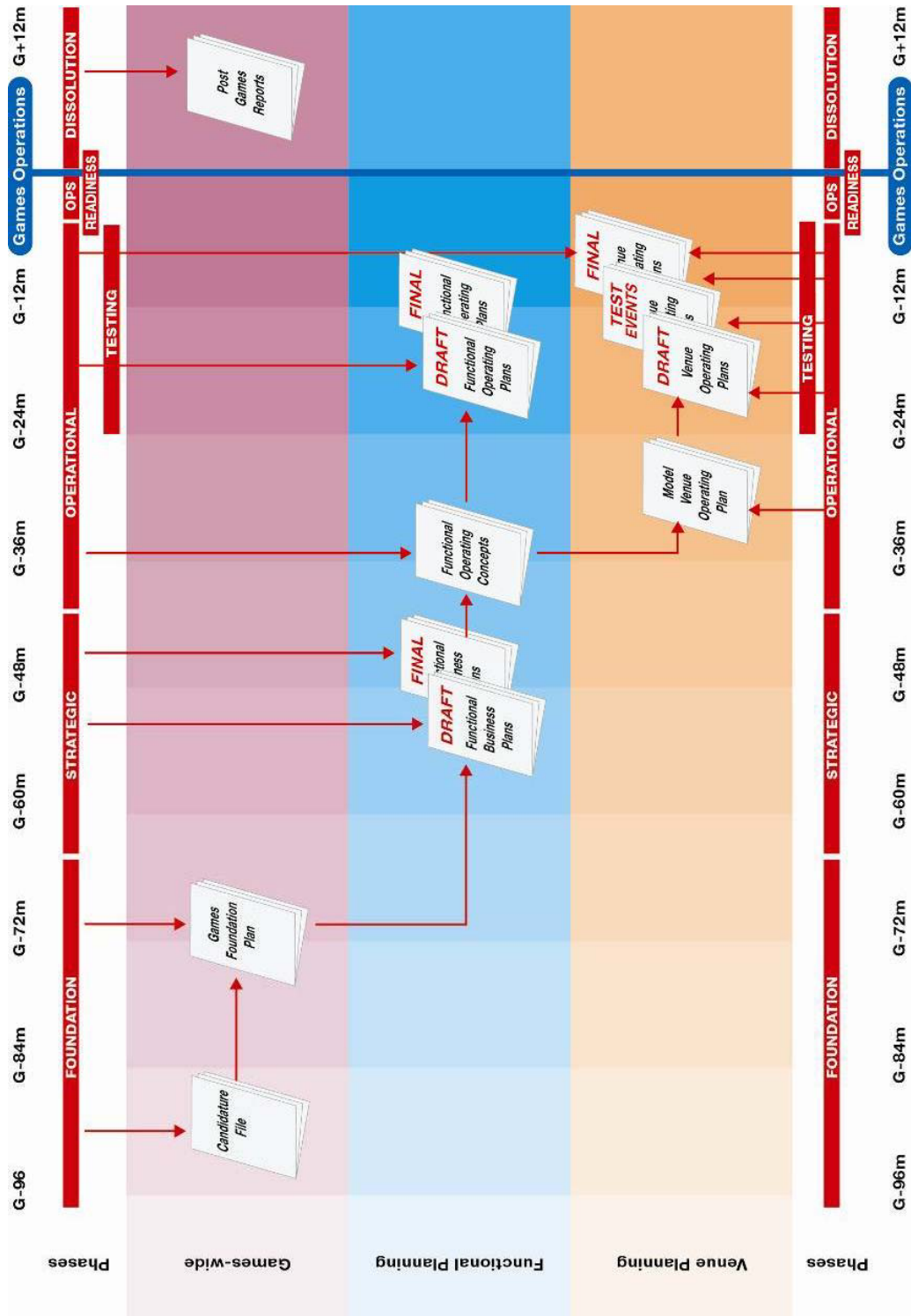
The [Technical Manual on Planning, Coordination and Management of the Olympic Games](#) provides further detail about the Games Planning Process.

Continued on next page



1.5.1 Games Planning Process and Transport Outputs, Continued

Diagram 7 Games Planning Process





1.5.2 Transport Games Planning Process Outputs

Outputs The Games Planning Process outputs and their transport content are described below.

**Candidature
File
X**

The Candidature File contains the compilation of a Candidate City's answers to the [Candidature Procedure and Questionnaire](#). It is the starting point for the organisation of Olympic Transport for a Host City.

Along with the guarantees, it is one of the IOC's principal tools in evaluating a candidature and analysing its technical characteristics. The Candidature File must therefore accurately reflect the current situation of the city and present its plans in a realistic manner.

The [Candidature Procedure and Questionnaire](#) includes a Transport theme, which asks Candidate Cities to provide information with respect to:

- Infrastructure (existing, planned, additional) and infrastructure testing concept
- Airport data (existing, planned) and flight network
- Motorway and main roads networks
- Parking (existing, additional)
- Public transport network, fleet and rolling stock
- Distances and journey times
- Motorisation data
- Workforce demand and recruitment programs
- Spectator estimates
- Traffic management objectives and measures
- Constituent transport principles
- Ticketing link to transport access and parking
- Workforce recruitment, training and testing
- Traffic command system, authority and information

All responsible entities must be identified.

Maps are requested, indicating the Games concept, with key venue locations and transport infrastructure shown.

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Candidature File (continued) **X**

The following Transport guarantees must be included:

- Guarantees for planned and additional transport infrastructure project
- Guarantees for projected capacity improvements at Olympic airport/s
- Guarantees for projected fleet and rolling stock capacity improvements
- Guarantee for the transport and traffic management command and control centre

The Finance theme of the IOC [Candidature Procedure and Questionnaire](#) also impacts Transport in that it asks Candidate Cities to provide a detailed budget for the Olympic Games and a budget overview of all capital investments.

Other Candidature Phase Tasks

While not specifically included in the Candidature File, during this phase the bidding city would typically undertake the following tasks:

- First quantitative estimates of transport requirements, based on understanding the key elements determining Olympic Games transport demand, and on comparative assessment of previous Games Olympic transport demand and supply
- Assess the accessibility of fleet and rolling stock, at the time of the Candidature File and projected for Games-time.

Games Foundation Plan

The Olympic and Paralympic Games Foundation Plan is the first formal update of the Candidature File with a much more detailed understanding of the task ahead and an emphasis on how the Host City and OCOG intend to organise the Games.

The Games Foundation Plan sets the overall objectives of hosting the Games, puts forth how the Host City and the OCOG will be organised to achieve these goals and provides an overall roadmap for the preparations. The OCOG General Organisation Plan and the IOC Master Schedule, adapted to the OCOG context, are part of the Foundation Plan. The Games Foundation Plan has a Games-wide focus.

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Games Foundation Plan (continued)

Transport is an important element in the Games Foundation Plan. Transport content should include:

- Key transport information within the Organisers' mission, vision and objectives, project scope, obligations, risks and challenges, resources (workforce and budget)
- Transport legacy
- Organisations and authorities involved in planning and delivery of transport, and their respective responsibilities
- Method of integrating all organisations and authorities
- IOC Master Schedule transport key events

Infrastructure and Facilities

- Confirmation of infrastructure commitments and schedules

Venue Transport

- Confirmation of Games venues
- Identification of venues with operational interdependencies, such as venue clusters

Support Services

- OCOG Internal transport structure, including high level recruitment plan
Maps

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Transport Business Plan

The Functional Business Plans are the second major output of the Games Planning Process. OCOGs write a Business Plan for each function, focusing on definition of scope, objectives and proposed delivery strategy, while also establishing overall resource requirements.

The Transport Business Plan is a critically important document for the organisation of transport. It is developed in two stages, with the first draft being completed prior to the previous edition of the Games. This allows the OCOG Transport function and its partners to develop the preliminary business plan, observe transport operations at the previous edition of the Games, then adjust and finalise the Transport Business Plan accordingly.

During the writing and approval phases, Transport should work with relevant internal functions and with all involved external agencies. The final output is reviewed by the IOC.

The Transport Business Plan should include:

- Olympic and Paralympic Transport objectives
- Olympic Transport task (Olympic transport demand by constituent group, by venue, by day, the Host City transport supply and the supplementary transport operations)
- Summary of past Games relevant transport experiences
- Key transport challenges and solutions, including city-specific
- Confirmation of planning and delivery commitments and obligations
- Olympic transport strategic options for planning and operations themes including:
 - Delivery of all transport services and operations
 - Transport staffing approach to enable planning and integration of venue transport, bus and fleet operations, constituent services
 - strategic parking concept
 - vehicle and driver strategy
 - arrivals and departures strategy
 - transport communications strategy
 - management approach (constituent-system-based or resource-based)
 - strategic outsourcing directions
- Olympic transport operational principles
- Map of Olympic transport infrastructure and venue locations
- Competition and training schedules
- Olympic transport network and key interchanges
- Additional guarantees if required from bodies responsible for services, operations or projects, such as implementation of Olympic lanes, land acquisition, road restrictions
- Functional schedule for planning period for all planning and operations themes
- Project management plan

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Transport Business Plan (continued)

- OGOC Transport interrelationships and working methodology with governmental authorities, agencies and any other external transport entities, including confirmed role, responsibilities and commitments of each organisation
- OCOG Transport Games-time role
- OCOG Transport structure evolution throughout planning period

Constituent Requirements

- Constituent group numbers, Olympic and Paralympic
- Constituent group accommodation locations and clusters

Infrastructure and Facilities

- Description of process for monitoring infrastructure projects
- Definition of transport infrastructure and facilities e.g. depots

Venue Transport

- Further definition of venues and facilities, Olympic and non-Olympic, with operational interdependencies
- Definition of venue clusters
- Venue capacities and by-constituent summary for venues and clusters
- Daily attendances (all constituents) by venue and cluster

Public Transport

- Public transport network applicable to Games

Traffic Management

- Olympic lane system
- Olympic and Paralympic travel time / distance
- Transport command, control and communications structure and concept

Traffic Information

- Transport Communication working methodology with other OCOG functions and with city and relevant authorities

Support Services

- Required resources including budget
- Maps

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Transport Operating Concept

The Functional Operating Concepts are the third major output of the GPP. OCOGs write a Functional Operating Concept for each function. The documents describe in greater detail the envisaged operations of a function at Game-time. This is a crucial step to further develop functional planning and also is an important preparation for venue planning that follows.

The Transport Operating Concept provides the important description and clarification of each of the transport planning and operations themes.

During the writing and approval phases, Transport should work with relevant internal functions and external agencies.

The Transport Operating Concept should include:

- Transport mission
- Confirmation of scope
- Games-time role and operations
- Critical success factors
- Risks
- Constraints
- Strategic decisions
- Operational delivery methods
- Centrally managed services and operations
- Planning and operational interrelationships and interdependencies among OCOG functions and external agencies
- Operational policies
- Timelines

Constituent Requirements

- Summary of the constituent services and service levels

Venue Transport

- Venue transport operating concept including the concepts for venue-related traffic management and vehicle access and parking
- Operational framework for Vehicle and/or Parking Permit Scheme

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Transport Operating Concept (continued)

Fleet Operations

- Initial understanding of the task, overview of how to deliver the task, constituent and service expectations, vehicle and infrastructure resources, planning and logistical need.

Bus operations:

- Initial understanding of the task, overview of how to deliver the task, constituent service outcomes, bus requirements, bus resource availability, scheduling approach, vehicle and infrastructure resources, planning and logistical needs

Traffic Management

- Transport command, control and communication operations
- Olympic travel time / distance

Traffic Information

- Communications base plan, including objectives, publications and other deliverables

Support Services

- Arrivals and departures project respective responsibilities
- Workforce training concept
- Resources
- Transport structure, integrating OCOG Transport with external agencies
- Maps

Model Venue Operating Plan

The Model Venue Operating Plan has two sections:

- operations in a generic competition venue, that is, definition of standard venue concepts
- operations in a specific competition venue, applying the standard venue concepts to a specific venue

The OCOG produces one Model Venue Operating Plan integrating the planning of all functions involved in venue operations.

The venue selected by the OCOG is deemed as appropriate for modelling operations for other venues. As such, it should be a venue that includes all typical venue operations and has both Olympic and Paralympic phases of operation.

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Model Venue Operating Plan (continued)

Transport-specific content should include:

Constituent Requirements

- Quantify size of constituent groups served by Transport
- Define Transport services offered to different constituent groups

Infrastructure and Facilities

- Define optimum position and size of operational areas by constituent and vehicle type

Venue Transport

- Concept of Venue Transport Operations
- Key Principles of Venue Transport Operations
- Verify that Transport capacity is equal to or more than planned venue capacity
- Highlight different phases of Venue Transport operations
- Highlight interactions of vehicle flows with Transport system and venue operations
- Highlight interactions of pedestrian flows from Transport areas with venue operations and the Transport system
- Highlight interactions of Transport with other functions
- Agree standard measurements for vehicle and pedestrian movements
- Highlight preliminary parking concept for non-system controlled vehicles within, adjacent to and distant from the Model Venue
- Introduce concept of a control mechanism for Vehicle Access and Parking within the venue
- Identify essential Policies and Procedures for operational delivery, including for accessibility

Traffic Management

- Relevant travel time information
- Venue-specific traffic management measures
- Venue-specific transport codes

Support Services

- Maps
- Venue transport organisation and staffing requirements
- Transition plan

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Transport Operating Plan

The Functional Operating Plans describe how functions intend to operate at Games-time with a focus on operations outside venues. While a function's operations within a venue are captured in the Venue Operating Plans (described below), a function's operations outside the venue, such as systemic or centralised operations, should be captured within the Functional Operating Plans.

The Functional Operating Plan is a further evolution of the Functional Operating Concept.

The Transport Operating Plan should include:

- Games-time operations, focusing on centralised and systemic activities
- Policies and procedures, including vehicle use, driving OCOG-allocated vehicles, driver accreditation
- Olympic Transport testing
- Policies and procedures, including for accessibility
- Any other centrally managed services / operations
- Operational risks and contingency planning
- Paralympic transition plan

Constituent Requirements

- Olympic transport demand summary
- Constituent transport services

Infrastructure and Facilities

- Games infrastructure and facilities
- Transport overlay schedules

Venue Transport

- Venue by venue transport plan overviews (single map per venue)

Fleet Operations

- Definition of T3 services
- Fleet operations

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Transport Operating Plan (continued)

Bus Operations

- Bus operations, including accessible operations

Public Transport

- Public Transport operations

Traffic Management

- Traffic Management policies and operations
- Olympic travel times / distances
- Command, control and communication operations (all internal and external interactions)
- Issue resolution and escalation procedures

Traffic Information

- Transport Communication plans, including Games-time operations

Support Services

- Arrivals and departures operations (transport component)
- Games-time structure
- Resources
- Workforce rosters
- Timelines
- Key contacts
- Maps

Transport Operating Plan Approval



The Transport Operating Plan must be submitted to the IOC for approval at G-8.

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Venue Operating Plans

Venue Operating Plans are developed for each venue, both competition and non-competition by applying the standards developed in the Model Venue Operating Plan. Each plan outlines how each specific venue will operate at Games-time; identifies policies and procedures, explains the venue layout and the resources required to run the venue, defines who is responsible for what in the venue and how they will do it, explains how the venue team will interact and how it will fit within the Games Command, Control and Communication structure

It should be noted that Venue Operating Plans are developed in stages. A first draft is developed, and implemented at test events. Lessons learned from the test events are then integrated into the plans and additional detail is developed before Games-time.

Transport-specific content should include:

Constituent Requirements

- Quantify size of constituent groups served by Transport
- Define Transport services offered to different constituent groups

Infrastructure and Facilities

- Define position and size of Transport operational areas by constituent and vehicle type
- Design layout for Venue Transport areas

Venue Transport

- Verify that Transport capacity is equal to or more than planned venue capacity
- Highlight different phases of Venue Transport operations
- Establish within the Venue Team the activities occurring on land adjacent to identified Transport areas to ensure smooth end-to-end process for user groups
- Identify transport activities and operations taking place in each transport area
- Define operations within each Transport area
- Identify interactions of vehicle flows with Transport system and venue operations
- Identify the inward and outward flows for all vehicles to Venue Transport Areas
- Identify interactions of pedestrian flows from Transport areas with venue operations and the Transport system
- Identify interactions of Transport with other functions
- Specify integration between functions operating adjacent to Transport areas (e.g. Event services, Security etc.)
- Identify parking plan
- Define Vehicle access and/or parking permit system application to venue

Continued on next page



1.5.2 Transport Games Planning Process Outputs, Continued

Venue Operating Plans (continued)

- Integrate Bus Operations, Fleet Operations and Constituent Services into venue transport operations
- Integrate security considerations into Venue Transport plans
- Policies and procedures, including any that are venue-specific

Fleet Operations

- Incorporate fleet service delivery mechanisms on a venue level

Bus Operations

- Incorporate finalised bus schedules to serve every constituent

Traffic Management

- Establish concept of Traffic Management requirements on and adjacent to Venue
- Finalise command, control and communication procedures within Transport and Venue Team
- Relevant travel time information
- Venue-specific traffic management measures
- Venue-specific transport codes

Traffic Information

- Establish communication mechanisms and management procedures for Venue Transport

Support Services

- Scope overlay, workforce, technology, signage etc. for each Transport area
- Develop operational maps for every specific Venue Transport area
- group
- Maps

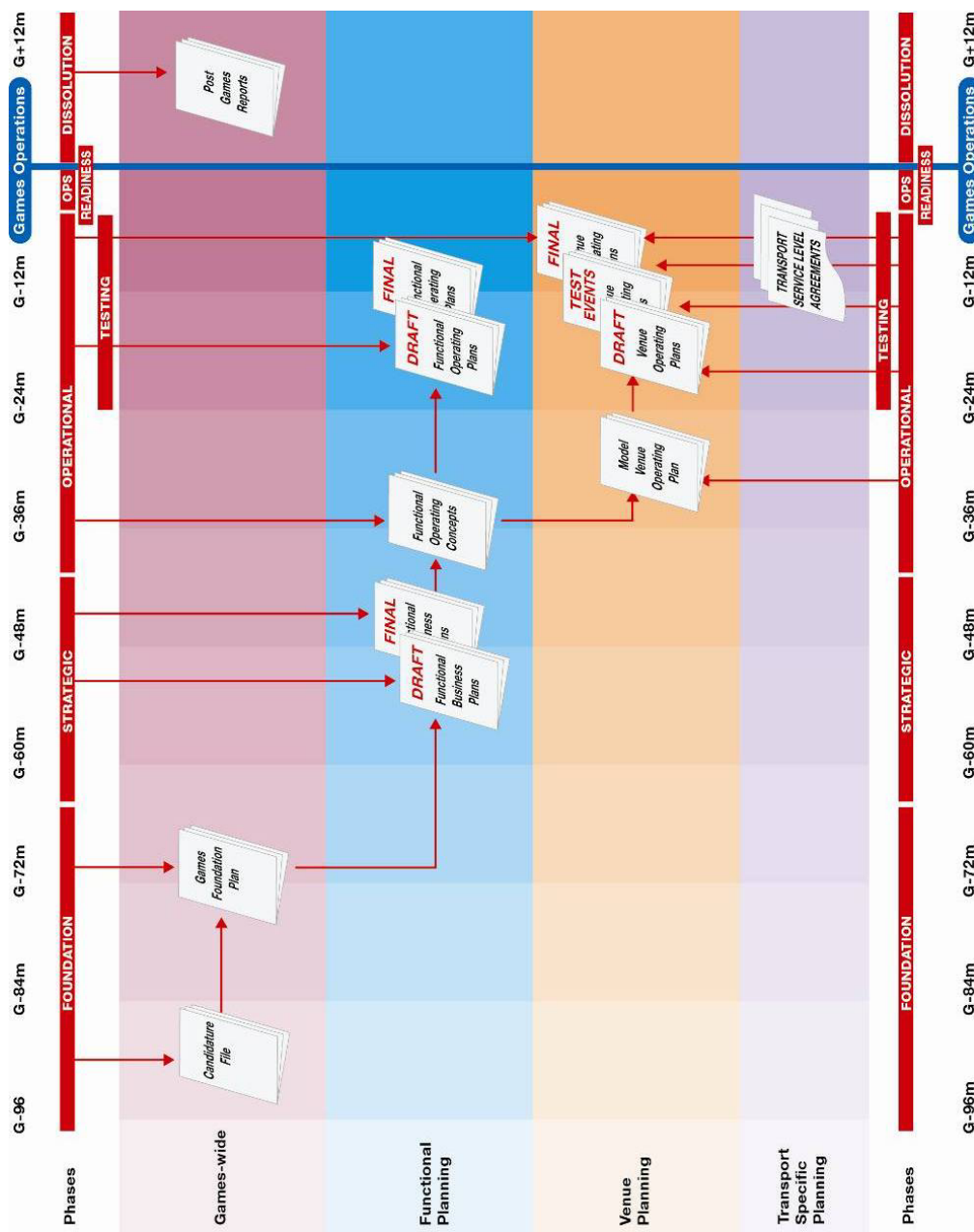


1.5.3 Transport Service Level Agreements

Introduction

In addition to the documents identified in the Games Planning Process, Service Level Agreements (SLA) are needed for delivery of Olympic Transport. This section outlines what each of these agreements are, and the key items that should be included. The SLAs are superimposed onto the Games Planning Process in the following diagram to highlight the activity timeline.

Diagram 8 Games Planning Process and Transport Service Level Agreements



Continued on next page



1.5.3 Transport Service Level Agreements, Continued

Service Level Agreements

Transport-specific Service Level Agreements (SLA) are strongly recommended to be developed.

In particular SLAs provide specific information pertaining to each service or system that is to be delivered to each constituent group. Service Level Agreements are used for the following critical planning purposes:

- To be clear during planning regarding what will be provided (and what will not)
- To document in detail what the service is to be provided, how, when and to whom
- To ensure a sign-off mechanism is in place between OCOG Transport and the relevant constituent group thus reducing any confusion regarding what level of service/s is required and is to be delivered
- To allow Transport to prepare detailed operating plans in a timely and efficient manner

Separate agreements are recommended for Paralympic Games Transport services that require the approval of the respective constituent group and the IPC.

Specific or separate SLAs may be needed for Arrivals and Departures and Opening and Closing Ceremony operations, depending on the planning timelines and details of these operations.

Examples of previous Games Service Level Agreements are available from the IOC's OGKM extranet.

Service Level Agreement Approval



If developed, Service Level Agreements should be approved in principle by the IOC.

Continued on next page



1.5.3 Transport Service Level Agreements, Continued

Constituent Service Level Agreements

Service Level Agreements should be developed for each constituent group, with specific sections according to the services provided:

Athlete and Team Officials / NOCs		
Athlete and Team Officials Transport System	One SLA for all services per sport discipline	Approved by Sport and the respective International Federation
NOC Allocated Vehicles and VAPPs	One SLA outlining services in principle	Approved by NOC Services and IOC
	After DRM, an NOC-specific summary of allocations with the approved SLA in attachment	Approved by each NOC

IFs		
IF Transport System	One SLA for all services per sport discipline	Approved by Sport and the respective International Federation
IF Allocated Vehicles and VAPPs	One SLA outlining services in principle	Approved by Sport and the IOC
	One SLA per IF	Approved by the respective IF

Media		
Media Transport System	One SLA for all services	Approved by Press Operations and the respective media agency
Media Allocated Vehicles and VAPPs	One SLA for each agency receiving vehicles and/or VAPPs	Approved by Press Operations, OBO, IOC and receiving agency
OBO Transport Services, Allocated Vehicles and VAPPs	One SLA outlining services	Approved by OBO

Continued on next page



1.5.3 Transport Service Level Agreements, Continued

Constituent Service Level Agreements, (continued)

IOC		
T3 Transport System	One SLA for all services	Approved by Protocol and IOC
IOC Allocated Vehicles and VAPPs	One SLA outlining services	Approved by Protocol and IOC
	One SLA for each constituent summarising allocation with the approved SLA in attachment	Signed on receipt by the receiving constituent

Marketing Partners		
Marketing Partner Coach Program	According to supply strategy	Approved by Marketing Constituent Services/Hospitality and Marketing Partner
Marketing Partner Allocated Vehicles and VAPPs	One per Marketing Partner	Approved by Marketing Constituent Services/Hospitality and Marketing Partner

Other SLAs

The following SLAs do not require external agreement or approval, however they may be beneficial for the OCOG to develop.

Workforce		
Workforce Transport System	One SLA for all services	Approved by Workforce and Senior Management
Workforce Allocated Vehicles and VAPPs	One SLA outlining services	Approved by Workforce and Senior Management

Spectators		
Spectator Transport System	One SLA for all services	Approved by Host City, External Entities and OCOG Senior Management

Continued on next page



1.5.3 Transport Service Level Agreements, Continued

Constituent Transport System

The Service Level Agreements for Constituent Transport Systems should contain:

- Service name
- Service Purpose (i.e. International Broadcast Centre – Media Village)
- Service commencement date and dates of operation
- Service start and finish times per each day of operation
- Service frequencies per day and per time of day (if this is variable)
- Service capacity during peak periods (if additional buses are considered necessary at peak periods)
- Route description (road-by-road with details about directions)
- Route numbering system
- Route travel time for scheduling (fixed time based on tested average plus agreed percentage contingency to assist in service reliability); it may be necessary to consider two travel times (peak and off-peak)
- A timetable per day (or range of days if timetable is consistent); detailing departure time from point A (e.g. Olympic Village) and arrival time at venue (e.g. Aquatics Centre)
- Route maps
- Type of bus service to be provided i.e. – Bus Consortium
- For T3 transport system, the list of on-demand and reservation venues and associated policies and procedures

Constituent Allocated Vehicles

Service Level Agreements for Constituent Allocated vehicles should as a minimum contain the following:

- Constituent background
- List of services to be provided
- Vehicle numbers to be provided
- Period and area of operation
- Dates and hours of operation
- Driver numbers and rosters
- Driver time and duty day table, assignment and call up procedures
- Transport information, communication and issue resolution procedures
- Holding and vehicle parking area locations
- VAPPs
- Vehicle policies and procedures
- Activation dates
- Arrival and departure procedures
- Opening and Closing Ceremonies procedures
- Key contacts

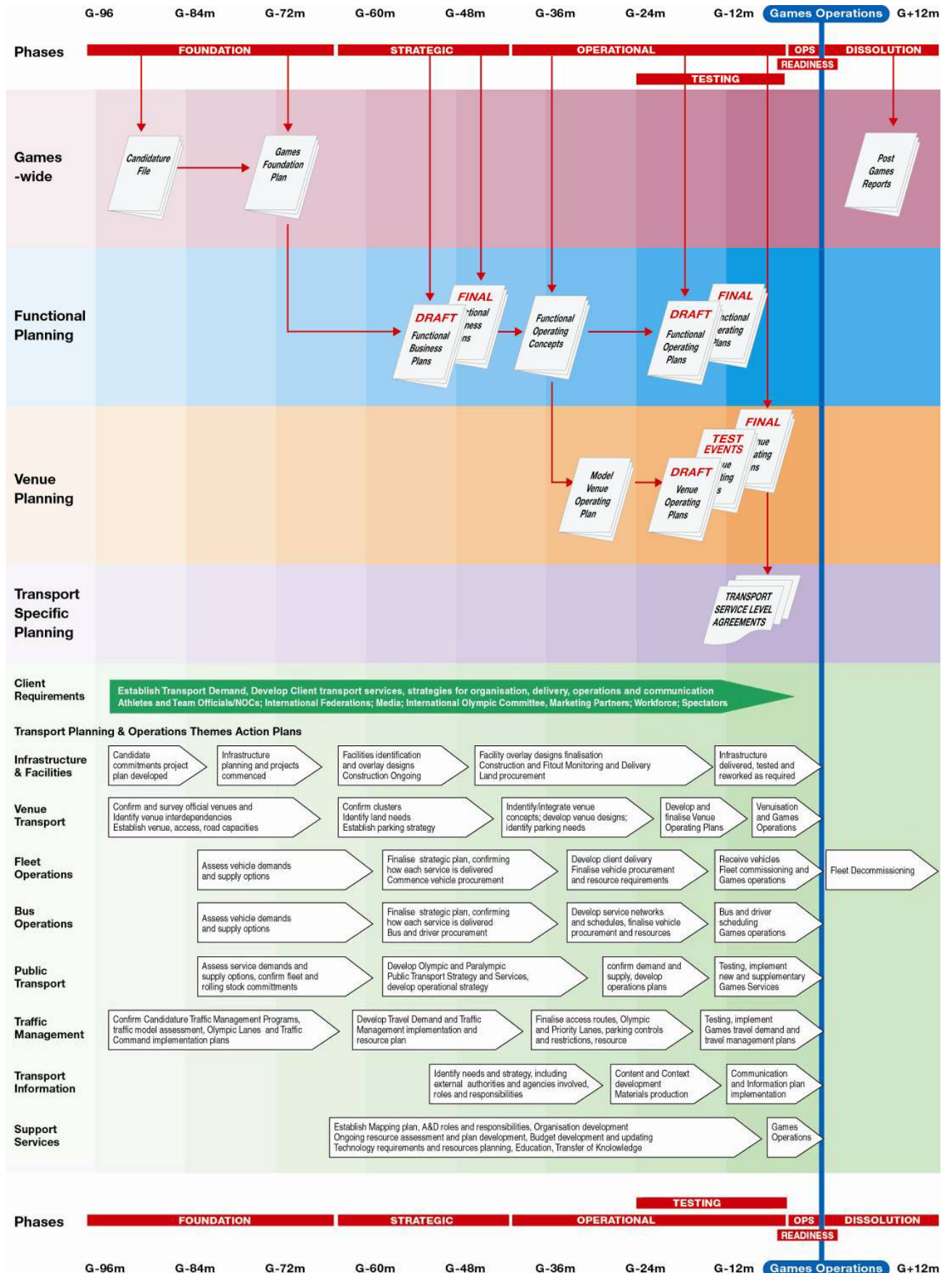
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1.5.3 Transport Service Level Agreements, Continued

Diagram 9 The diagram below is a roadmap for Olympic Transport. It provides the vision of the Games Planning Process, the Transport Service Level Agreements and the key activities of the transport planning and operating themes outlined in this section.

(see next page)





1.6 Monitoring and Approvals

Introduction

This section includes:

- Monitoring
- Approvals Process



1.6.1 Monitoring

Introduction

Transport is one of the OCOG functions that depends the most heavily on Government and Host City public authorities and agencies. Strong and effective public sector support and partnership is required for the delivery of Games transport. Transport is a complex, multi-stakeholder and multi-decision system with high cost implications for infrastructure and operations. This necessitates sound monitoring of all transport planning and operations.

The following considerations for transport monitoring are recommended:

- Monitoring is a management tool to reduce Olympic Games operational risks, which are quite high
- Transport monitoring should be 'tailor made' to suit the Host City and OCOG
- Transport monitoring should include external entities, authorities and stakeholders to effectively coordinate, integrate and secure all Olympic transport services
- Transport monitoring should incorporate IOC transfer of knowledge orientations and guidelines at crucial points of the planning process
- Transport monitoring should closely follow the key phases of the Games transport system development from foundation planning to Games delivery

Continued on next page



1.6.1 Monitoring, Continued

Pre-Games Monitoring

The OCOG needs to establish a monitoring mechanism to ensure all transport plans are being developed appropriately, including infrastructure and operations. This necessitates the OCOG to agree a monitoring, communication and reporting approach with the partners responsible for delivery of particular elements (e.g. infrastructure providers, operations/service providers, security authorities). This will enable effective reporting on progress to the IOC and IPC.

The OCOG and its partners should meet with the IOC on a regular basis to report progress, discuss and resolve any issues, seek advice, and work with the IOC and IPC towards their common vision and objectives. A number of processes and tools are used to support these meetings and to ensure the use of common project management principles, methods, tools and reporting principles.

The IOC will monitor the development of all aspects of Olympic transport while the IPC will monitor the development of all aspects of Paralympic transport. This includes monitoring progress of commitments made by the Host City in the candidature file, monitoring achievement of IOC master schedule key events and tasks, and monitoring the various necessary planning outputs (Transport Business Plan, Transport Operations Concept etc.).

Infrastructure commitments and developments must be carefully monitored, in close cooperation with the organisations responsible for infrastructure delivery, whether public or private. This subject is addressed in more detail in Section 3.1.3 Transport Infrastructures and Facilities Monitoring.

Operations planning must be monitored progressively throughout the lifecycle of the OCOG.

Continued on next page



1.6.1 Monitoring, Continued

**Pre-Games
Monitoring
Monitoring**
(continued)
X

The processes and tools used, all of which are described in detail in the [Technical Manual on Planning, Coordination and Management of the Olympic Games](#), include:

- OCOG Progress Reports
- IOC Executive Board Meetings
- IOC Coordination Commission Meetings
- Representation Meetings
- Project Reviews
- Technical Meetings
- IOC / OCOG conference calls
- IOC internal Games Management forums
- Games Planning Process
- IOC Master Schedule
- Integrated Risk Management
- Change Management

Transport would typically be addressed in each of the above-listed processes and tools, with focus and levels of detail varying according to the lifecycle of the OCOG, and according to the state of progress and issues.

Continued on next page



1.6.1 Monitoring, Continued

Games-time Monitoring X

During Games-time, a number of important meetings take place to monitor, manage and resolve Games-related issues. Of primary importance is the Daily Coordination Meeting.

The IOC Games Coordination Office (GCO) provides centralised information, coordination and reporting and supports these meetings and the overall decision-making system using a number of tools and processes.

The organisers have the Main Operations Centre (MOC) as the nerve centre of their operations. The GCO and MOC communicate and cooperate intensively.

Transport function has the Olympic Transport Operations Centre (OTOC) as the nerve centre of its operations. The OTOC interacts constantly with all other elements of the Transport Command, Control and Communications structure, as further described in Section 1.4.2.3 Games-time Management, and reports in to the MOC.

The [Technical Manual on Planning, Coordination and Management of the Olympic Games](#) provides further detail about monitoring.



1.6.2 Approvals Process

Introduction The Transport function needs to understand which of its many tasks, plans and activities require approval, either from internal or external stakeholders, or from the IOC and/or IPC.

Changes to Commitments and Obligations Any proposed changes to bid commitments or other obligations of the Host City / OCOG require IOC approval.



Internal and External Stakeholder Approval The OCOG must specify its own approval process for interactions with other OCOG functions and with external entities.

Typically, the Transport function will require approval or “sign-off” from other functions with which it interacts on particular tasks. This is a method used successfully in previous OCOGs to ensure all parties have a common understanding of services being provided by or provided to Transport.

Examples include:

- Transport would approve the transport systems provided by Technology
- Press Operations would approve Transport’s plans for provision of transport services to the press
- Service Level Agreements signed (“approved”) by constituents

With respect to approvals with external stakeholders, these may be in various forms, initially perhaps in the form of a signed Memorandum of Understanding specifying respective roles and responsibilities between the OCOG Transport function and the external stakeholder. Depending on the working methodology developed between Transport function and the external stakeholders, there may be some forms of approval needed to finalise certain transport plans.

Continued on next page



1.6.2 Approvals Process, Continued

IOC / IPC Approval



The IOC's major role is in reviewing and monitoring the various transport tasks, plans and activities, as described in the previous section. However, there are some specific elements of Transport function's work that require formal IOC approval, as indicated in Section X - Master Schedule Reference.

These include:

- Games Foundation Plan
- Transport Operating Plan
- Constituent service levels

Likewise, the IPC needs to approve the Paralympic Transport Operating Plan.

Further Reference



The [Technical Manual on Planning, Coordination and Management of the Olympic Games](#) provides further detail on all review and approval mechanisms.



2.0 → Constituent Requirements

Overview

Overview To host an Olympic Games, OCOGs are required to provide transport services for each of the constituent groups associated with the Games. This chapter explains transport privileges and priorities and outlines the transport services and delivery requirements for each of the constituent groups.

Contents This chapter contains the following topics:

Topic
2.1 Transport Privileges and Priorities
2.2 Athletes and Team Officials / NOCs
2.3 International Federations
2.4 Media
2.5 International Olympic Committee
2.6 Marketing Partners
2.7 Workforce
2.8 Spectators

Candidature File The transport principles form part of the [Candidature Procedures and Questionnaire](#). The Candidature File is required to distinguish between arrival, departure and Games-time logistics, routes and demand to be met (people, equipment and delivery)

Transport Principles



The transport principles for the following constituent groups are required:

- Athletes and team officials
- Technical Officials
- NOCs
- Media
- Sponsors
- T1-T3 constituents



2.1 Transport Privileges and Priorities

Introduction

This section summarises the current descriptions used to describe the transport privileges and indicates the changes intended by the IOC to apply for Beijing 2008 Olympic Games and beyond.

It provides a summary of the priorities for planning and delivering Olympic Transport.

Possible Changes

The IOC is studying the following possible changes for Beijing 2008 Olympic Games and beyond:

- Change transport codes on the accreditation pass to reflect the transport system the constituent is entitled to use
-
- Change the approach to allocated vehicles such that the approach currently used for allocating vehicles to NOCs would also be applied to other constituent groups.

These changes do not increase or decrease service levels or the requirements outlined in this version of the Technical Manual on Transport. The changes impact terminology and the accreditation codes used to describe the services.

These changes will be incorporated into the next version of this Technical Manual on Transport.

Accreditation Chart



The Accreditation Charts list the required transport privileges and entitlements for each accreditation category and population.

For further information regarding Accreditation, refer to the [Accreditation and Entries at the Olympic Games – Users Guide](#).

Continued on next page



2.1 Transport Privileges and Priorities, Continued

Transport Codes and Revised Descriptions
△ ×

The following table contains the 2004 IOC [Accreditation and Entries at the Olympic Games - Users Guide](#) accreditation transport codes and their revised description. The revised description is used throughout this Technical Manual.

Transport Code	Current Accreditation Guide Description
T1	Assigned Car and Driver
T2	Allocated Vehicle Pool and Drivers
T3	General Vehicle Pool
T4	Special Transport Network
T5	Free Public Transport

Transport Privileges
△ ×

The following table summarises the Transport Privileges afforded to the current IOC accreditation transport codes, as explained in the [Accreditation and Entries at the Olympic Games - Users Guide](#).

These codes and privileges must be followed.

Transport Code	Description	Transport Privileges
T1	Allocated Vehicle and Driver	Allocated Vehicle and Driver Access to T3 Constituent Transport System Free Public Transport Systems
T2	Allocated Vehicles and Drivers	Allocated Vehicles and Drivers Access to T3 Constituent Transport system Free Public Transport Systems
T3	Constituent Transport System	Constituent Transport System Free Public Transport Systems
T4	Constituent Transport System	Constituent Transport System Free Public Transport Systems
T5	Free Public Transport Systems	Free Public Transport Systems

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2.1 Transport Privileges and Priorities, Continued

Paralympic Games Transport Categories
△ ×

The Paralympic Games accreditation categories and transport codes have some key differences to the Olympic Games.

They are summarised in the table below, with their corresponding level of services as defined in the [Technical Manual on Paralympic Games](#).

For more details refer to the Accreditation and Entries at the Paralympic Games – Users Guide.

IPC Transport Categories	IPC Level of Services
T1	Dedicated vehicle and driver service to entitled individual 12 hours per day, seven days a week Entitlement to access T3 vehicle pool at all times
T2	Not applicable
T3	Call-up vehicle pool service with operations 24 hours per day seven days per week Vehicle call-up response time 30 minutes or less At least one (1) vehicle for every ten (10) T3 accredited users and One (1) accessible vehicle for every four (4) accredited users requiring an accessible vehicle
T4	Schedules and pre-booked 24 hour service of buses seven days per week
T5	Access to free public transport defined as the Paralympic transport network



2.1.1 Transport Priorities

Introduction Transport services are planned and delivered according to general constituent priorities.

There are many sub-sectors within each constituent group that need to be considered when developing the detailed operating plans.

The following diagram summarises the key priorities for the delivery of Transport Services.

Diagram 10 Constituent Transport Priority Pyramid





2.1.2 Free Public Transport

Free Public Transport



The Host City is required to provide free of charge the use of public transport systems to holders of Olympic and Paralympic accreditation cards.

As a minimum, free public transport should be available from the opening of the Olympic or Paralympic Village to three days after the Closing Ceremony.

This includes all public transport systems, rail, tram, bus, ferry etc, within a reasonable metropolitan boundary. The scope of the free public transport systems is to be agreed with the IOC.

Further information can be found in the [Accreditation and Entries at the Olympic Games - User's Guide](#), the [Technical Manual on Olympic Village](#), and the [Technical Manual on Media](#).

Exclusion

This requirement does not extend to Other Olympic Cities.

Considerations

The OCOG should consider the needs of the OCOG workforce when finalising the plan for free public transport.



2.1.3 Other Olympic Cities

Other Olympic Cities

Other Olympic Cities are cities that host Olympic events but are located beyond the primary Host City perimeter. Examples in previous Games include Football and Sailing.

In principle, the same services are to be provided to each of the constituent groups as outlined in this part of the manual.

Transfers between the Host City and Other Olympic Cities are borne by the OCOG.

The service levels and details are to be included in the Transport Operating Plan, due for finalisation G-8.



2.1.4 Olympic Youth Camp

Olympic Youth Camp In the instance when an Olympic Youth Camp is provided, the costs of transport for participants should be borne by the OCOG. These services are likely to include:

- arrival and departure services
- transfers to competition sessions
- transfers to Opening and Closing Ceremonies
- transfers to cultural and educational events

The Olympic Youth Camp transport plan and budget should be incorporated into and approved as part of the Olympic Youth Camp Operating Plan.



2.2 Athlete and Team Officials / NOCs

Introduction Transport Services for Athletes and Team Officials, NOCs and the Olympic Villages include:

- Athlete and Team Officials Transport System
- NOC Allocated Vehicles
- Vehicle access and/or parking permits

This section provides service requirements and guidelines for the provision of these services.

Constituent Numbers The following table summarises the key numbers from previous Games.

	Participating NOCs / NPCs	NOC/NPC Team Size
Athens 2004 Olympic Games	201	approx. 16 800
Salt Lake 2002 Olympic Winter Games	78	approx. 4 900
Athens 2004 Paralympic Games	135	approx. 3,850
Salt Lake 2002 Paralympic Winter Games	36	approx. 880

Constituent Numbers For more specific information about Athletes and Team Officials and NOCs, refer [Technical Manual on Olympic Village](#).

X

Priority Athlete and Team Officials and NOC Transport is one of the highest priorities for Olympic Transport planning and delivery. The effectiveness and efficiency of these services cannot be compromised.

Continued on next page



2.2 Athlete and Team Officials / NOCs, Continued

Consultation and Approval

Athlete and Team Official/NOC transport necessitates a consultation process with the internal OCOG functions of NOC Services, Sport, Olympic Villages and Security. Consultation with NOCs and IFs through NOC Services and Sport is also needed.

The service levels and operating details for the Athlete and Team Official / NOC transport systems and NOC allocated vehicles are to be included in the Transport Operating Plan, due for finalisation G-8.

The OCOG should develop service level agreements for each sport's specific training and competition services for agreement with the respective International Federation.

The IOC is also consulted through the monitoring and approvals process described in Section 1.6 Monitoring and Approvals.

Paralympic Games



In principle, the OCOG is required to provide the same transport conditions for athletes and NPC team officials at the Paralympic Games as for the respective Olympic Games.



2.2.1 Athlete and Team Officials Transport System

Introduction

The Athlete Transport System is required to provide transport services for Athletes and Team officials, and their accompanying baggage and sport equipment, from the date of the opening of the Olympic Village through to the Closing of the Olympic Village.

The services include:

- Training and competition services
- Arrival and Departure services
- Opening and Closing Ceremonies
- Olympic Village-related services

There is no requirement for transport services to be provided to delegations staying outside the Olympic Villages, Ancillary Villages, Grooms Village or Additional Official Appointed Housing.

Accompanying Equipment

The Athletes and Team Officials will travel with their accompanying equipment and transport needs to make provisions for the safe transfer of this equipment.

It is recommended that transport develop a sport equipment matrix with the Sport function to understand in detail the size, weight and type of accompanying equipment for each sport. A separate matrix is recommended for Olympic and Paralympic sport equipment.

It is recommended that the accompanying baggage and sport equipment travel with the Athletes/NOCs.

The OCOG Transport function may need to acquire a number of baggage trucks to facilitate the transfer of baggage and accompanying equipment.

Baggage handlers may also be required at key areas in the athlete and team officials transport system to assist with the loading and unloading of accompanied baggage and sport equipment. These areas may include the Airport, Arrivals/Welcome Centre, Departure pick up points and the Olympic Village Transport Mall.

Unaccompanied equipment or freight is generally the responsibility of the Logistics function.



2.2.1.1 Training and Competition Services

Athlete Transport System △ ×

A dedicated Athlete Transport System is required between the Olympic Village/s and each training and competition site.

This system will be free of charge.

These services must be provided in comfortable coaches, buses or minibuses, air conditioned or heated where appropriate.

These services operate for the period of training and competition, ceasing on the completion of the training or competition of each sport.

Further information can be found in the [Technical Manual on Olympic Village](#).

Service Planning

The athlete and team official training and competition transport services are planned and developed in consultation with Sport function and the IFs. The numbers and travel patterns need to be provided and updated by Sport to enable the modelling of flows and the plans for the management of accompanying sport equipment to be as accurate as possible.

Services should be able to be changed during Games operations to cater for changes in training and competition session timings. The service timings should:

- enable arrival to sessions according to the warm-up and preparation requirements
- cater for arrival to and departure from the session during the session time
- enable departure immediately following the session
- enable departure for a period after the session to provide time for warm-down and other requirements
- cater for doping control procedures

There are two types of services provided:

- scheduled services
- team sport vehicles

It is recommended that the detailed planning for these services commence G-24.

Ancillary Olympic Villages

The services planned to be provided from each Olympic Village need to be identified and agreed with Sport, the International Federations, NOC Services and the IOC. This should be done early, as part of the Transport Operating Concept, to manage expectations and enable accurate communication to NOCs for their planning.

Continued on next page



2.2.1.1 Training and Competition Services, Continued

Scheduled Services

The use of the athlete and team official transport system is not restricted to designated sports, with the exception of team sport vehicles, and is available to all "A" or equivalent accredited people with assurance given to athletes going to their competitions.

Dedicated spectating athlete services may be required to some venues due to location of venue and demand to see the sport. For the sports that have allocated team sport vehicles, then spectating athlete services are needed.

It is recommended to start the service planning based on competing athlete and team official requirements and then add the demand for spectating athletes and team officials.

Careful planning with Venue Operations and Event Services is needed when services are shared for competing, training and spectating athletes. These services are likely to arrive at the accredited venue entrance and therefore access to/from the spectator entrances for spectating athletes and team officials will be needed as part of the venue design and operations.

Team Sport Vehicles



Every team participating in team sports must be allocated a vehicle per team for their exclusive use to and from scheduled training and competition.

The vehicle that transports a team to training or competition are required to stay during the training and competition for the return journey to assure services in the event that the session finishes earlier or later than initially planned.

During the Paralympic Games, the OCOG must ensure that a sufficient number of fully-accessible vehicles is allocated to the wheelchair team sports (see following pages).

It is not required that the same vehicle and drivers are dedicated to the teams for the whole games period, or that the vehicles and drivers work directly for/with the teams.

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2.2.1.1 Training and Competition Services, Continued

Pre-booked Mini-Bus or Bus

The majority of the team sports will need minibus or buses on a pre-booked basis.

It is possible for Transport to schedule the services based on the training and competition schedule, however the training schedules will change when the team managers arrive. Changes are managed via the Sport Information Centre in the Olympic Village (refer to Section 3.7.2 Client Information). Transport needs to implement a system for collecting, approving, communicating and managing changes.

Additional NOC Allocated Vehicle

It is possible that some team sport transport needs can be met by providing an additional allocated vehicle to the NOC, for example Curling.

In this instance, the vehicle, with driver, is allocated to the NOC similarly to a NOC Allocated Vehicle and is managed by the NOC for the duration of the Games period.

It is also possible that the NOC would prefer to drive the vehicle rather than be provided with an additional assistant/driver. It is recommended that a survey of NOCs is conducted to understand these needs (G-12).

List of Team Sports

The following table lists the Olympic team sports:

Olympic Games	Olympic Winter Games
Basketball (women)	Curling (men)
Football (men)	Curling (women)
Football (women)	Ice Hockey (men)
Handball (men)	Ice Hockey (women)
Handball (women)	
Hockey (men)	
Hockey (women)	
Volleyball (men)	
Volleyball (women)	
Water polo (men)	
Water polo (women)	

Continued on next page



2.2.1.1 Training and Competition Services, Continued

List of Team Sports - Paralympics

The following table lists the Paralympic team sports:

Paralympic Games	Paralympic Winter Games
7 a Side Football (men)	Sledge Hockey (men)
5 a Side Football (men)	Wheelchair Curling (mixed Teams)
Sitting Volleyball (men)	
Sitting Volleyball (women)	
Wheelchair Basketball (men)	
Wheelchair Basketball (women)	
Wheelchair Rugby (men)	



2.2.1.2 Arrival and Departure Services

Transfers



The OCOG Transport function is responsible for transferring NOCs and their accompanying baggage and sport equipment to/from the designated and agreed Olympic port of entry/s to their official OCOG accommodation location.

Arrival and departure transport services are required from the day of the Olympic Village opening to the closing of the Olympic Village.

Transport Services for Chef de Missions and the accompanying delegates arriving during the pre-opening period for the Delegation Registration Meeting are also required.

The OCOG is required to develop a departure plan with the appropriate airport and airline authorities and agencies for the peak departure days (day after Closing Ceremonies). This plan, including off-airport check-in facilities within the Olympic Village, must ensure the most efficient departure processing possible.

Further information can be found in the [Technical Manual on Olympic Village](#).

Service Planning

NOC arrival and departure services are planned and developed in consultation with NOC Services, Olympic Villages and the IOC. The services provided need to reflect the arrival and departure pattern predictions. On peak days they may be scheduled, with on-demand services provided during slower periods.

These services need to be flexible as the provision of exact arrival and departure information is not guaranteed, and this needs to be taken into consideration when planning vehicle resources.

The 1 or 2 days after the Closing Ceremonies are the peak departure days and provide transport with the most intense period for service provision between the Olympic Village/s and the Olympic Airport. Care needs to be taken to ensure vehicles and drivers are managed to cater for this peak period.

Generally, the starting hours for departure services are much earlier than the other services, and may be 24 hours. The turnaround period between the Closing Ceremony and first departures needs careful planning.

OCOGs should be prepared for excessive or increased amounts of accompanied baggage and equipment for departures.

The arrival and departures process for the Paralympic Games will need to consider competition wheelchairs, which will accompany the NPCs in addition to daily living wheelchairs.



2.2.1.3 Opening and Closing Ceremonies Services

Transport Considerations for Ceremonies

Integrated Planning

The movement of Athletes/NOCs to the Opening and Closing Ceremonies requires an integrated planning approach by numerous OCOG functions including, but not limited to, NOC Services, Ceremonies, Stadium Venue Planning Team, Olympic Village Operations, Catering, Transport and Security. Transport participates but typically does not lead or direct the planning or operations, and is responsible for the vehicle management and ensuring efficient transport services and effective load zone organisation and operation at the Olympic Village/s and the Olympic Stadium.

Training Sessions

It is suggested that Transport work with Sport to reduce or cease training sessions on the afternoon of the Opening Ceremonies. NOCs can use their allocated vehicles for services to venues for training on this afternoon, but OCOG provided athlete and team official transport services will typically cease at 13h00 to enable the buses to be prepared and staged for the ceremony movement.

Competition Sessions

Transport will need to work with any sports that have competition sessions in the afternoon of the Closing Ceremonies. It may be necessary to provide services direct from late finishing competitions to the Closing Ceremonies.

Non-marching Athletes and Team Officials

A small number of athletes and team officials attending the Ceremonies may not march, and consideration for non-marching athletes and team officials should also be incorporated into the planning. For example, depending on the Olympic Stadium design, non marching members may arrive at different load zones rather than the staging area for marching delegation members, and after the ceremony they may exit from a different location.

Continued on next page



2.2.1.3 Opening and Closing Ceremonies Services, Continued

Transport Considerations for Ceremonies (continued)

Alternative Accommodation

Transport needs to consider the movement of the NOC delegates housed outside the Olympic Villages, in Ancillary Villages, Grooms Villages or Additional Official Appointed Housing, into the Olympic Village or allocated area for preparation and staging, and return at the conclusion of the Ceremony.

Early Departures

Services need to be considered for athletes and team officials who wish to leave the ceremony during the performance, rather than wait for the conclusion of the ceremony.

Rehearsals

Additionally, services may be required for some NOC representatives to attend ceremony rehearsals.

Medals Plaza △ ×

The Medals Ceremonies for the Olympic Winter Games are traditionally held in the Host City Medals Plaza. The OCOG needs to arrange dedicated vehicles and drivers for the medallists for transfer to and from the Medals Ceremony. Medallists awarded the same day should receive the vehicle and driver at their competition venue. Medallists awarded the next day should meet the car and driver at the Olympic Village, or at an agreed location the following day at an agreed time.

More information can be found in the [Technical Manual on Ceremonies](#).

Spectating NOC Delegations

Transport services for spectating members of NOC delegations need to be implemented, connecting the Olympic Village/s and the Medals Plaza.



2.2.1.4 Olympic Village-Related Services

Intra-Village Connection Services

When more than one Olympic Village is planned, a connection service between the Villages is needed.

This service is for the use of all Olympic Village Accredited persons.

Additional Official Appointed Housing

Transport services connecting any Additional Official Appointed Housing with the Olympic Village are needed 24 hours, for the duration of operations.

Grooms Village Connection Services

The Grooms Village should have transport services to the Olympic Village. This can be an extension of the training and competition service for the Equestrian Venue.

City Connection Services

Connection services between the Olympic Village and the city centre are needed.

The Olympic Village should be easily accessible by public transport.

In the instance where there is no appropriate public transport service connecting the Olympic Village and the city centre, a connecting service is needed for all Olympic Village accredited athletes, team officials and workforce.

City connection services are needed 24 hours from the opening of the Olympic Village to the closing of the Olympic Village. These services may also be needed in advance of the Olympic Village opening for workforce and contractors. It is important that these services are safe for all users for the duration of the Games period.

A taxi point for the Olympic Village should be provided, for pick up and drop off.

NOC Guest Transport Services

NOC guests should arrive and depart the Olympic Village by public transport. In the instance where there is no appropriate public transport service, a connecting service is needed. These services should operate between 08h30 and 21h30 each day according to the guest visiting hours.

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2.2.1.4 Olympic Village-Related Services, Continued

In-Village Transport Services

The size of the Olympic Village may require the implementation of an In-Village Transport Service. These services should be adequate to meet demand at peak times, and should operate consistently, both in frequency (e.g. every 5mins) and route. These services will be needed 24 hours from the opening of the Olympic Village to the closing of the Olympic Village. This service is for the use of any person in the Olympic Village.

These services should be provided in the form of low noise and environmentally friendly transport.

Special Event Services

NOCs are likely to have special events or meetings requiring transport for part/all of their team. These events may involve large numbers of people and therefore bus services may be required. These services are also needed during the Paralympic Games.

These services should be provided as a pre-booked/reserved service (at charge to the user) via the OCOG. This can be done via Transport providing the services from their existing fleets, via the provision of a list of potential providers or through Ratecard. Assistance and booking of these services should be available at the Olympic Village.

These vehicles need to be permitted to enter the Village load zones or Transport Mall to provide for more secure and efficient management for the team.

T3 Transport System

The Olympic Village has a number of T3 accredited residents and guests. The T3 transport system is needed to operate from the Main Entry.

The service provision is on-demand for the core guest hours, 08h30 to 21h30. Reservations are needed outside these times.

Transport Information

During Games Operations Transport information desks are needed to ensure the Athletes and Team Officials/NOCs understand and use the transport services to their maximum potential.

Refer to Section 3.7.2 Client Information for further details.



2.2.2 NOC Allocated Vehicles

Categories Vehicles are allocated to NOCs in the following categories:

- NOC President and Secretaries-General vehicles
- NOC dedicated vehicles
- NOC Team Sport Vehicles
- NOC Equipment Vehicles

The NOC Team Sport Vehicles are outlined in 2.2.1 Athlete Transport System, while the other NOC allocated vehicles are explained below.

**NOC Presidents
and Secretaries
Generals**



Individual cars and drivers shall be provided to the NOCs, by the OCOG at the OCOG's expense, to the Presidents and the Secretaries General of the NOCs whose delegations participate in the Games. They shall be allocated one car and driver between them.

Should the delegation of an NOC consist of fifty-one (51) or more competitors in the Olympic Games, the OCOG shall provide an individual car and driver to the President and one to the Secretary General of each such National Olympic Committee.

Should the delegation of an NOC consist of forty-nine (49) or more competitors in the Olympic Winter Games, the OCOG shall provide an individual car and driver to the President and one to the Secretary General of each such National Olympic Committee.

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2.2.2 NOC Allocated Vehicles, Continued

NOC Dedicated Vehicles



Each NOC is allocated a number of dedicated vehicles based on total team size. Total team size is calculated as the number of Athletes and Prime Team Officials as calculated by Rule 39 of The Olympic Charter.

The NOC dedicated vehicle allocation formulae below include the vehicle allocations for the use of Chef de Mission and deputy Chef de Mission which must be followed.

The split of passenger cars and larger vehicles is to be agreed with the IOC.

Also refer to the [Technical Manual on Olympic Village](#).

Olympic Games	
NOC Delegation Size	Total NOC Dedicated Vehicles (passenger cars and / or larger vehicles)
1-10	1
11-50	2
51-100	3
101 - 200	4
201 - 300	5
301 - 400	6
401 - 500	7
501 +	8
Winter Olympic Games	
NOC Delegation Size	Total NOC Dedicated Vehicles (passenger cars and / or larger vehicles)
1 - 10	1
11 - 20	2
21 - 40	3
41 - 60	5
61 - 80	6
81 - 100	8
101 - 140	9
141 - 160	10
161 +	11

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2.2.2 NOC Allocated Vehicles, Continued

NOC Equipment Vehicles



Some team sports have considerable equipment and an additional equipment van is required to be allocated to NOCs with participating athletes in those sports, agreed with the IOC (one per participating team). These equipment vehicles for these sports are in addition to the NOC team sport vehicles listed in 2.2.1.

Cycling equipment also requires some special consideration. The OCOG could operate special vehicles for equipment transfer or provide them to the cycling teams to self manage or the OCOG could consider providing a permit to NOCs that may bring their own specialist vehicles to move equipment between the Olympic Village and the competition and training venues.

Allocating the NOC Vehicles

NOC Allocated vehicles should be available after the Delegation Registration Meeting has been conducted. Vehicles are to be returned at the latest on the day of the NOC departure or the day of the Olympic Village Closing.

The Vehicles are allocated to the Chef de Mission or designee and are the responsibility of the NOC for the duration of their allocation. The OCOG provides the guidelines for use and support for servicing the vehicles. For more information on Fleet Operations refer section 3.3 Fleet Operations.

NOCs will use a number of their allocated vehicles to move equipment, and may want the vehicles reconfigured to provide more equipment space. The OCOG should consider offering to remove seats to avoid NOCs misplacing seats, screws etc from removing seats themselves.



2.2.2.1 National Paralympic Committee (NPC) Allocated Vehicles

Introduction Specific formulas for the allocation of NPC vehicles are provided below.

NPC Vehicle Allocation Formula The OCOG is required to provide an accessible fleet of buses and cars for NPC delegations as per the formula listed below:

△ ▶ IPC

Paralympic Games		
NPC Delegation Size	Accessible Vehicles*	Total NPC Dedicated Vehicles (Passenger Cars / Larger Vehicles)
1-10	0	1
11-50	0	2
51-100	1	3
101-200	1	4
201-300	2	5
301-400	2	6
401 +	3	7

Paralympic Winter Games		
NPC Delegation Size	Accessible Vehicles	Total NPC Dedicated Vehicles
5 or fewer	0	1
6 - 20	0	2
21 - 40	1	3
41 - 60	1	5
61 - 80	1	6
81 - 100	2	8
101 - 140	2	9
141 +	3	10

* The accessible vehicles are already included in the total and do not represent additional vehicles.

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2.2.2.1 National Paralympic Committee (NPC) Allocated Vehicles, Continued

Car pool of accessible Vehicles △ ▶ IPC

In addition to the NPC dedicated vehicles, a small pool of accessible mini-vans should be made available on an on-call basis to cover any additional needs that may occur, especially for smaller delegations which will not have any accessible vehicle allocated to their teams.

NPC Equipment Vehicles △ ▶ IPC

Wheelchair Rugby, Wheelchair Basketball, Sledge Hockey and Wheelchair Curling teams have considerable equipment and an additional equipment van may be required to be allocated to NPCs with participating athletes in these sports if there is not sufficient storage space at the competition venue (one per participating team)

The OCOG should provide an assessment of storage space and agree the NPC equipment vehicle allocations with the IPC as part of the Transport Operating Plan.



2.2.3 Vehicle Access and/or Parking Permits

Introduction All Vehicles entering an Olympic Venue will require a Vehicle Access and/or Parking Permit (VAPPs).

**NOC Allocated
Vehicles VAPPs**
△ X

Each NOC allocated vehicle will be provided vehicle access and/or parking permits for all competition and training venues and the Olympic Village/s. For Olympic Winter Games, access to wax cabins is also included.

Team sport and equipment vehicles should be provided with permits for their specific sport training and competition venue/s and the Olympic Village parking areas and Transport Mall.

These permits are free of charge.

Also refer to the [Technical Manual on Olympic Village](#).

Considerations It should be noted that where parking permits are provided, the parking location may not necessarily be within the venue/s.

An OCOG may provide permits for specialist equipment vehicles to NOCs to enable the NOCs to move their equipment between their accommodation and the competition and training venues and for Olympic Winter Games, the wax cabins.

**Rate Card
Vehicles and
VAPPS**
△ X

NOCs shall be assisted in the hiring of cars (at their own expense) and be provided with a reasonable number of parking permits for those cars, on request, for the secure car parks or non-secure car parks (at a reasonable fee).

Also refer to the [Technical Manual on Olympic Village](#).

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2.2.3 Vehicle Access and/or Parking Permits, Continued

**NPC Allocated
Vehicle VAPPs**
△ ▶ IPC

Each NPC allocated vehicle will be provided vehicle access and/or parking permits for all competition and training venues and the Paralympic Village/s. For Paralympic Winter Games, access to wax cabins is also included.

Team sport and equipment vehicles should be provided with permits for their specific sport training and competition venue/s and the Paralympic Village parking areas and Transport Mall.

These permits are free of charge.



2.2.4 Dignitaries

Dignitaries X

Dignitaries are accredited T3 and consideration of their specific requirements needs to be made.

Dignitaries include Sovereigns, Heads of State and Heads of Government. Dignitary programs require detailed policies and procedures to be developed and communicated for a range of items, including transport. This is generally managed by the Protocol function through an official Protocol Working Group, involving the Ministry of Foreign Affairs, International Embassies, Security forces and the OCOG (typically established G-24).

The exceptions for dignitaries transport to T3 services can include:

- Host City/Country Security agencies may provide vehicle and driver for certain delegations that have specific security accessories, these vehicles may not be the same brand as the OCOG official supplier of vehicles
- The Embassy or Consulate may provide a vehicle, which may not be the same brand as the OCOG vehicle supplier
- The OCOG may determine that a dedicated car and driver is required and provide this to the constituent.
- The OCOG may provide a number of VAPPs for each visiting Dignitary delegation

For more information on Dignitaries, please see the [Technical Manual on Protocol](#).

Dignitary delegation visits vary from Games to Games. A guide for planning purposes is provided in the following table:

Olympic Games	over 50
Olympic Winter Games	over 20
Paralympic Games	approximately 30
Paralympic Winter Games	approximately 10



2.3 International Federations

Constituent Description X

There are several specific transport services and considerations for International Federations (IF):

IF Transport System:

- International and national technical officials, judges, jury members

IF Allocated vehicles and drivers (T1, T2):

- IF President and Secretaries-General of IFs on the Games Program
- IF Technical Delegates

T3 transport system (refer to Section 3.3.3 Olympic Client Allocated and T3 Operations):

- IF Executive Board Members and IF full-time senior staff

T5 public transport (refer to Section 3.5 Public Transport):

- Equipment technicians
- IF staff

Venue Access and/or Parking

For further information regarding Accreditation and consequent transport privileges, refer to:

[Accreditation and Entries at the Olympic Games – Users Guide](#)

[Accreditation and Entries at the Paralympic Games – Users Guide.](#)

Paralympic Games Difference

► IPC

For the Paralympic Games, International Federation is replaced with International Paralympic Sport Federation (IPSF).

The term Games Officials applies to Technical Officials and Classification Officials. This is an IPC term.

Continued on next page



2.3 International Federations, Continued

Constituent Numbers The following table summarises key numbers from previous Games.

	Participating IFs / IPSF	Number of Disciplines	Total Numbers IF/IPSF Transport System
Athens 2004 Olympic Games	28	42	2652
Salt Lake 2002 Olympic Winter Games	7	15	284
Athens 2004 Paralympic Games	20	21	950
Salt Lake 2002 Paralympic Winter Games	3	4	65

More Information **X** For more specific information about International Federations, refer to the [Technical Manual on Sport](#).

Priority Technical Delegate and Technical Official Transport is a high priority for Olympic Transport planning and delivery as it has a direct impact on competition.

Consultation and Approval IF Transport requires a consultation process with the OCOG Sport function and, through them, with IFs.

Service Level Agreements for the provision of the IF transport system are to be developed and approved by each IF. These can be included within the Cooperative Agreements (managed by the Sport function) or as separate documents.

The service levels and transport operations relating to IF transport are to be included in the Transport Operating Plan, due for finalisation G-8.

The IOC and IPC is also consulted through the monitoring and approvals process described in Section 1.6 Monitoring and Approvals.



2.3.1 IF Transport System

IF Transport System



The IF Transport System is required to provide transport services for international and national technical officials, judges, jury members and their accompanying baggage and sport equipment, for the Games period.

The IF transport system is free of charge.

The services required include:

- Competition, Training and Official Meetings Services
- Arrival and Departure Services
- Opening and Closing Ceremonies

The transport system also provides arrival and departure and opening and closing ceremonies transport services for IF Presidents, IF Secretaries-General and IF Technical Delegates.

Limit

There is no requirement for transport services for IFs to be provided to locations other than official OCOG accommodation or venues.

Accessible Vehicles



▶ IPC

The OCOG is required to provide an accessible fleet of buses and cars for International Paralympic Sports Federation (IPSF) Games Officials.

Paralympic Games Consideration

Games Officials will reside in a dedicated section of the Paralympic Village, as such the Games Officials Transport System will need to be Paralympic Village-based. A portion of the Transport Mall may be used or another alternative developed. A Transport Desk should be placed in the Resident Centre located in the Games Officials section of the Village.

Chief Classifiers



▶ IPC

In the Paralympic Games, Chief Classifiers should have access to the dedicated car pool for the Technical Delegates (see also next section on IF allocated vehicles) due to their similar role and needs.



2.3.1.1 Competition, Training and Official Meetings Services

Competition	Technical Officials require transport services to and from their accommodation and their competition venue/s. These services operate in accordance with the competition schedules and agreed timings with Sport function and the International Federations. Technical Officials are often required to stay after the conclusion of the competition for appeals, jury meetings etc. There will also be changes required to these services, and the transport system must be flexible to enable changes to be requested and implemented.
Training	Transport will be required to and from official meetings of the International Federation. These meetings should typically be known in advance and can be included in the initial transport service levels agreed with Sport and the International Federations.
Official Meetings	Technical Officials do not generally require transport services to training venues, however occasionally teams request their presence. The OCOG should make the transport system flexible to enable these services to be implemented on request.
Weigh-in	Some sports have official weigh-in requiring the presence of Technical Officials. Weigh-in is not always conducted at the official venue and therefore transport services are needed to the weigh-in locations. The transport services should be defined and included in the initial transport service levels agreed with Sport and the International Federations.
Spectating Technical Officials	The OCOG needs to provide information to Technical Officials on how the different sport venues can be reached. The OCOG is not obliged to provide special services.

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2.3.1.1 Competition, Training and Official Meetings Services, Continued

Delivery of IF Transport System

The operational delivery of these services may vary, depending on the accommodation strategy and volume of constituents per discipline.

The services could be delivered by scheduled bus operations or via a dedicated pool of vehicles (with or without drivers) allocated to each IF sport discipline to self-manage.

In the event that an allocation of vehicles (and possibly drivers) is provided to an International Federation for them to self-manage, then the vehicle numbers, types and driving policies need to be agreed in advance through the Service Level Agreement with the Sport function and the International Federation.

Recreational / City Connection Services

Technical Officials Accommodation and/or Village should be easily accessible by public transport. The Accommodation/Village needs connections with the city centre and public transport services.

In the instance that the accommodation / village is not connected, a service may be required to the nearest public transport hub to enable access to the public transport services. It is important that these services are safe, consistent and reliable throughout the Games period.

A taxi point for the Technical Officials Village should be provided, for pick up and drop off.

In-Village Transport

The size of the Technical Officials Village may require the implementation of an in-Village transport service. This service should be adequate to meet demand at peak times, and operate consistently, both in frequency (e.g. every 7 minutes) and route.



2.3.1.2 Arrival and Departures

Transfers



The OCOG Transport function is responsible for transferring IF Presidents, IF Secretaries-General, IF Technical Delegates, Technical Officials, IF Executive Board Members and senior staff and their accompanying baggage and sport equipment to/from the official Olympic port of entry/s to their accommodation location.

Integrated Planning

The arrivals and departures process is a complex operation that requires an integrated working methodology with a number of functions including for example, Sport, Security, Accommodation, Airport Venue Team, Accreditation and Protocol.

These services need to be efficient and as direct as possible.

It is recommended that the accompanying baggage and sport equipment travel with the passengers. The OCOG Transport function will need to acquire a number of baggage trucks to facilitate the transfer of baggage and accompanying equipment.

The complexity of the arrivals and departures operation is dependent on the accommodation strategy determined by the OCOG. In the instance that there is a Technical Officials Village it is recommended that the arrival and departure services are operated as base scheduled services as much as possible, with additional resources allocated for the peak arrival and departure periods.

In the case that Technical Officials receive uniforms from the OCOG, transport services to/from the uniform centre and accreditation centre will be needed. The uniform and accreditation centres may be co-located and will potentially be incorporated into the arrival process. These items need to be considered when developing and dimensioning the transport services for arrivals.

The OCOG is likely to be more involved in the booking or scheduling of flights for the arrival and departure for Technical Officials and therefore the information for this constituent group is potentially one of the most accurate.



2.3.1.3 Opening and Closing Ceremonies

Ceremonies Services

Transport is responsible for ensuring efficient and effective transport services from/to official Technical Official Accommodation to/from the Olympic Stadium.

All Technical Officials may not attend the ceremony so a base plan needs to be prepared in advance of the Games, and then reviewed after the arrival of the constituents to ensure the planning reflects the final requirement. If possible, egress priority needs to be given to Technical Officials who are working the day following the Opening Ceremony.

It may be necessary to provide services direct from late finishing competitions to the Closing Ceremony.

Transport is responsible for ensuring efficient and effective transport services from/to the IOC Hotel for IF Presidents and Secretaries-General and from/to official Technical Delegates Accommodation to/from the Olympic Stadium.

As for Technical Officials, all Technical Delegates may not attend the Opening Ceremony. Egress priority needs to be given to Technical Delegates who are working the day following the Opening Ceremony.

It may be necessary to provide services direct from late finishing competitions to the Closing Ceremony.



2.3.2 IF Allocated Vehicles

Constituent IF Allocated vehicles and drivers are provided to IF Presidents and Secretaries-General of IFs on the Games Programme and IF Technical Delegates. These constituents use their allocated vehicles for all their transport needs, within the parameters set by the OCOG, except for Arrival and Departure and Opening and Closing Ceremonies services.

IF President and Secretaries-Generals The Presidents and Secretaries General of the IFs whose sport is included on the programme of the Games shall each be allocated a passenger vehicle and driver by the OCOG, at the OCOG's expense.



More information can be found in the [Technical Manual on Sport](#).

Paralympics Note that the IPSF Presidents and Secretaries-General will use the T3 transport service.
▶ IPC

IF Technical Delegates The Technical Delegates of the IFs whose sport/discipline is included on the programme of the Games shall be allocated a pool of passenger vehicles and drivers for shared use by the OCOG at the OCOG's expense. The number of vehicles per sport/discipline needs to be discussed and agreed by the IF and OCOG.



More information can be found in the [Accreditation and Entries at the Olympic Games – User's Guide](#).

Paralympic Games Technical Delegates The Technical Delegates of each sport included on the programme of the Games shall be allocated a pool of passenger vehicles and drivers for shared use by the OCOG at the OCOG's expense. The number of vehicles per sport/discipline needs to be discussed and agreed by the IPSF and OCOG.



Chief Classifiers should be entitled to use the same car pool as the Technical Delegates due to their similar role and needs.

Continued on next page



2.3.2 IF Allocated Vehicles, Continued

IF Dedicated Vehicles



Each IF whose sport is included on the programme of the Games shall be allocated, at the OCOG's expense, with one larger vehicle and driver per sport discipline.

IPSF dedicated vehicles



Each IPSF whose sport is included on the programme of the Paralympic Games shall be allocated, at the OCOG's expense, one passenger vehicle and driver per sport discipline.

More Information

For more information on allocating vehicles, refer to Section 3.3.3 Olympic Client Allocated and T3 Operations.



2.3.3 Vehicle Access and/or Parking Permits

IF Dedicated and Technical Delegate Vehicles

The IF dedicated and IF Technical Delegate vehicles need access and parking for their own training and competition venue/s and accommodation site/s, and if appropriate the wax cabins. These vehicles are not required to have access and parking for every venue or the Opening and Closing Ceremonies.

These permits are free of charge.

IF President and Secretaries General

Vehicles allocated to the IF President and Secretaries General need access to the IOC Hotels and all competition and training venues. These vehicles do not have permits for the Opening or Closing Ceremonies

These permits are free of charge.

Equipment Specialists Access

International Federations also have accredited equipment technicians, whose vehicles will need access and parking for their specific competition venue, and if appropriate the wax cabins. These vehicles are not required to be permitted for every venue or the Opening and Closing Ceremonies.

Transport function will need to work with the specific OCOG Sport Competition Managers to develop the number of permits and spaces available for this sub-category.

These permits are free of charge.

Other Permits

According to the availability of parking, additional permits for International Federations could be offered through the Ratecard.



2.4 Media

Media Constituents

The Media constituent group consists of:

- Olympic Broadcasting Organisation (OBO)
- Rights Holding Broadcasters
- Written and Photographic Press

Network Service

The Media Transport System is built on a network service. The design of the Media Transport Network is determined by the location and proximity of the media accommodation to the IBC, MPC and competition venues, and by the competition schedule.

The media network is one of the most complicated of all Olympic Transport Systems.

The OCOG's media transport network is not available to non-accredited members of the media.

The OBO crews are provided with additional direct and dedicated services designed to meet the specific needs of the OBO. This is applicable to both the Olympic and Paralympic Games.

Consultation and Approval

The development of the Media Transport System requires close consultation with the OCOG Press Operations and OBO functions.

The development of the OBO Services requires close consultation with the OBO. It is also valuable for key constituents to review and provide direct feedback on the transport plans.

The service levels and operating details for Media transport systems and OBO service are to be included in the Transport Operating Plan, due for finalisation G-8. The OCOG should develop service level agreements for the Media transport system for approval by OCOG Press Operations and the OBO and the OBO services for agreement with the OBO.

The IOC is also consulted through the monitoring and approvals process as described in Section 1.6 Monitoring and Approvals.

Continued on next page



2.4 Media, Continued

Previous Olympic Games Numbers

The tables below give the media numbers from previous Olympic Games:

Athens 2004	
OBO	4,253
Rights Holders Broadcasters	11,295
Written and Photographic Press*	5,219
Total	20,767
*Written and Photographic Press Quota 5,600	

Salt Lake City 2002	
OBO	1,450
Rights Holders Broadcasters	6,069
Written and Photographic Press*	2,661
Total	10,180
*Written and Photographic Press Quota 3,000	

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2.4 Media, Continued

Previous Paralympic Games Numbers

The tables below give the media numbers from previous Paralympic Games:

Athens 2004 (Paralympic Games)	
OBO	850
Rights Holders Broadcasters	1,901
Written and Photographic Press	1,202
Total	3,953

Salt Lake City 2002 (Paralympic Games)	
OBO	250
Rights Holders Broadcasters	150
Written and Photographic Press	436
Total	836

Further Information X

For more specific information about media requirements, including the OBO, rights holding broadcasters and written and photographic press, refer to [Technical Manual on Media](#).

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2.4 Media, Continued

Key Planning Considerations

The design of the Media Transport Network is determined by the location and proximity of the media accommodation to the IBC, MPC and competition venues, and by the competition schedule.

Where the MPC and the IBC are co-located or in very close proximity, one central media transport hub can serve both venues.

Where the MPC and IBC are not close, each will need a separate media transport hub connecting them to accommodation, competition venues and the airport.

The integration of accommodation and transport strategies is a critical success factor for media at an Olympic Games.

Where multiple accommodation locations are provided, such as in dispersed hotels, transport services require careful planning so that all accommodation options are served with equal efficiency.

The OCOG should allocate media hotels in “clusters” to allow the development of media transport routes feeding to the central hub/s at the IBC/MPC and to incorporate some direct services to competition venues where needed (i.e. where travel via the IBC/MPC increases greatly the travel time or is against the direction of the venue). It may be helpful to establish local transport hubs serving a media hotel cluster and additional nearby clusters.

Paralympic Games

► IPC

Traditionally the Paralympic Games do not utilise a Media Village. The transport system needs to be planned accordingly for a series of designated hotels.



2.4.1 Media Transport System

Introduction The Media Transport System comprises a number of different sub-services:

- Accommodation - MPC/IBC services
- Competition venue services
- Training venues (if applicable)
- MPC/IBC – Olympic Village services
- MPC/IBC – Executive Board and IOC Session
- Arrivals and Departures services
- Opening and Closing Ceremonies Services

**Media
Transport
System**
△ ×

The Media Transport system will be free of charge.

The OCOG must ensure that the efficiency, reliability and flexibility of its transport system encourage the media representatives to use it in preference to private vehicles.

Media transport plans must reflect the working habits of the media.

The build-up of media transport must correspond with increasing media numbers during the two weeks before the Games so that full capacity is reached no later than four days prior to the Opening Ceremony.

The Media Transport system will be based on a hub and spoke design, with the central point being the IBC/MPC as the main hub/s.

The media hotels and media village/s will be linked to the MPC/IBC. The designation of media hotels and media village/s in clusters will help streamline this service.

More information can be found in the [Technical Manual on Media](#).

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2.4.1 Media Transport System, Continued

Flexibility	The bus systems need to have flexibility within the reasonable parameters of a scheduled bus service. The reference to flexibility does not include a requirement for on-demand services.
Rationalise and Streamline	Rationalise and streamline media transport system and make better use of media bus/van fleet.
Provision of Work as Directed Buses	It is vital that OCOG transport plans include additional buses kept on stand-by at key points within the network for use when there are more passengers than seats available on scheduled buses. These buses can then 'work as directed' to replace the scheduled service.
Vehicles Depart when Full	Transport plans should include the policy that if vehicles are full to capacity before the scheduled departure time, they should depart ahead of schedule. Work as directed vehicles can be used to replace the scheduled service. It is important that transport workforce and bus drivers understand this policy.
Accompanying Equipment	Some accredited media will have large amounts of carry-on or accompanying equipment, such as professional and expensive camera equipment. Media should be considered as a two for three ratio when planning transport capacities (i.e.; for a 50 seat bus, plan a capacity per journey of 30-35 maximum to allow for equipment).
Staffing	The Media transport system includes key locations which need dedicated transport staff to liaise with bus drivers and ensure that buses run on schedule. The locations include media transport hubs for the IBC/MPC and for main accommodation sites.
Additional Transport Hubs	Depending on the OCOG operating environment, a second and even a third media transport hub may be required to serve major media accommodation sites.



2.4.1.1 Accommodation and MPC/IBC Venue Transport Service

Service Requirements The following table summarises the service requirements for accommodation to MPC/IBC, competition, Olympic Village, Executive Board and IOC Session services.
△

Service Type	Service Period	Service Hours
Accommodation - MPC/IBC	Starts 14 days before Opening Ceremony Ceases 3 days after Closing Ceremony	24 hours, with variations in frequency depending on the time of day or night.
MPC/IBC - Olympic Village	Starts 14 days before Opening Ceremony, or the day of the Olympic Village Opening Ceases the day after the Closing Ceremony.	Operates daily 08h30 to 21h30.
MPC/IBC - Executive Board and IOC Session	Operates for the period of the Executive Board and IOC Session	Operates according to the Executive Board and IOC Session hours
MPC/IBC - training venues	Operates according to the 'open to media' training schedule	Operates according to the training schedule. Services operate -1/+1 hours from the start and finish of training.
MPC/IBC - Competition Venues	Must be 100% operational for the 4 days before Opening Ceremony. Services cease to each competition venue after the final event session in the venue.	Operates according to the competition schedule and the venue media centre operating hours. The Venue Media Centre operates -3/+3 hours from the start and finish of competition. This timeframe could be increased or decreased by the IOC according to need. Transport services need to operate to allow media to reach the venue 3 hours before competition.

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2.4.1.1 Accommodation and MPC/IBC Venue Transport Service, Continued

Service Requirements, (continued)

Service Type	Service Period	Service Hours
Between Competition Venues, where appropriate	Operates according to the competitions in the venues being connected.	Same service hours as the MPC/IBC - Competition Venue Services (above).
Accommodation direct to Venues, where appropriate	Operates according to the competitions in the venues being connected	Same service hours as the MPC/IBC - Competition Venue Services (above).

Services Between Accommodation and IBC/MPC Considerations

Transport services from accommodation to the MPC/IBC during morning peak periods should have enough passenger capacity to ensure that all media personnel are able to make their journey quickly, comfortably and on time.

Service to Training Sessions

The OCOG needs to define the policy for media to attend training sessions. Training sessions may or may not be open to the media. If the sessions are 'open', the network should include training venues. If the sessions are 'closed' then the training venues are not included. It is the NOC of the training athletes that makes this decision. This may not be known until the day prior to each session.

Planning the transport services is complicated as some training is conducted in competition venues and some is conducted in training venues.

The services for training that is held in competition venues can be an extension of the competition venue transport system.

Ideally, dedicated training venues would be on an existing transport service line, and an additional stop could be provided on request for 'open' training sessions. If this is not the case, ad-hoc services or public transport services may be required to meet the needs for training sessions that are 'open' to media.

It is not recommended to run scheduled services to training venues for the duration of the Games period. This would be a very expensive use of resources.

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2.4.1.1 Accommodation and MPC/IBC Venue Transport Service, Continued

Service Flexibility for Competition Services

Cooperation between Transport and the Venue Media Manager is needed to ensure that no media are left at the venue without transport services after completing their work. Where late press conferences are scheduled well after the end of competition, this factor needs to be taken into consideration when determining the timing of media transport departures. In such circumstances flexibility is often required to ensure that the media can complete their work.

Services Between Competition Venues, where appropriate

Media transport between competition venues should be organised where appropriate, for example when competition is across two venues such as Nordic Combined, or when there is distance between the start and finish of an event such as the Marathon, or where two clusters of venues are in general proximity, but both located at a distance from the main IBC/MPC hub.

It is recommended that OCOG Transport and Press Operations functions and the OBO review the competition and training schedule to identify and plan for these services. They should be included in the Service Level Agreements for approval.

Services from Accommodation direct to Venues, where appropriate

Where a venue is situated closer to the accommodation area than to the MPC/IBC, a direct service based on the competition schedule should depart from and return to these accommodation sites.

It is recommended that OCOG Transport and Press Operations functions and the OBO review the competition and training schedule to identify and plan for these services. They should be included in the Service Level Agreements for approval.



2.4.1.2 Arrival and Departure

Transfers △

The OCOG Transport function is responsible for transferring accredited Media and their accompanying baggage and equipment to/from their Olympic port of entry to their accommodation location, and/or IBC and MPC.

Integrated Planning

The arrivals and departures process is a complex operation that requires integration with a number of functions such as Press Operations, Security, Accommodation, Airport Venue Team, Accreditation and Protocol.

As airport arrival is the media's first perspective of the Host City, an efficient airport arrivals (and departures) process, including accreditation/validation and transfers to the MPC/IBC/accommodation, should be given high priority. These services are required to be efficient and as direct as possible.

Baggage should travel with the passengers and the OCOG transport function will need to use trucks to facilitate the transfer of baggage and equipment. Certain members of the media, particularly ENG crews and photographers, will travel with bulky and expensive professional camera equipment which will usually be kept on the seat beside the passenger.

Accreditation services may be incorporated into the arrivals process (for example; at the Airport or Media Accommodation) or are required to be completed at an Accreditation Centre, located next to the IBC/MPC. In any case, the location of accreditation services needs to be incorporated into the planning of transport services for arrivals.

Arrivals and departure services are needed from 14 days before the Opening Ceremony and for 3 days after the Closing Ceremony.

At every Olympic point of entry, agreed by the IOC (airport, railway or bus station), the OCOG should provide transport to enable the media to reach their accommodation, or, if necessary, the media accreditation centre.

The OCOG should establish the service frequency on the basis of arrival times, and should also ensure there are taxi ranks. The OCOG is not required to provide services to every accommodation location to/from the Airport for the period between the Opening and Closing Ceremonies. The OCOG could provide a scheduled service between the IBC/MPC and the Airport, with media then connecting with the Media Transport System. A further option is for an on-demand service to be provided as required from accommodation sites.

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2.4.1.2 Arrival and Departure, Continued

Off-Airport Check-In

A number of the Rights Holding Broadcasters may arrive and depart via charter aircraft services. The OCOG will need to work closely with the Rights Holding Broadcasters to provide transport services for these specific movements. For charter departures the OCOG may assist in the coordination of Off-Airport Check-In if required.

OBO Considerations

OBO crews are likely to require uniforms from the OBO or OCOG and transport services to/from the uniform centre and accreditation centre will be needed. The uniform and accreditation centre/s may be co-located and will potentially be incorporated into the arrival process. These items need to be considered when developing transport services for arrivals.

The OBO is likely to be involved in the booking or scheduling of flights for the arrival and departure of OBO crews and therefore the information for this constituent group is potentially quite accurate.



2.4.1.3 Opening and Closing Ceremonies

Ceremonies △

Transport services are required from the MPC/IBC to the stadium and back as well as to media accommodation sites from the ceremony stadium.

Ceremonies Services

Transport is responsible for ensuring efficient transport services and effective load zone operations at the MPC/IBC, accommodation locations and the ceremony stadium.

All efforts should be made to facilitate a fast and efficient entry and exit for the media from/to the MPC/IBC and stadium for opening and Closing Ceremony.

For the Closing Ceremony, it will be necessary to provide services direct from late finishing competitions to the ceremony stadium.



2.4.2 OBO Direct and Dedicated Transport Services

OBO Transport Services



The OCOG must take into consideration the special transport needs of the OBO providing direct and dedicated transport to the venues from its specific accommodation.

More information can be found in the [Technical Manual on Media](#).

Service Characteristics

The OBO crews work at dedicated venues throughout the Games operations and need services from their accommodation to their venue of work, meeting their specific shift requirements.

It is recommended that the OCOG Transport and OBO functions work together with the OCOG Accommodation function on the accommodation plan.

It is recommended that the OCOG Transport function agree with the OBO some policies for the provision of these services. These policies may include:

- **Service Scheduling:** 2 services at the beginning and the end of each shift (i.e. services 3.5 + 2.5 hours prior to competition and 1.5 hours and 2.5 hours after competition). This policy means that the shifts are structured to avoid multiple service requirements for fewer persons. Individuals requiring services outside these times use the OBO Allocated Vehicles, or the Media Transport System.
- **Service Sharing:** Services can be used by other Media, with priority given to the OBO Crews. This policy enables other Rights holding Broadcasters and Press accommodated in the same locations to use the direct services provided for the OBO.

It is critical that the OCOG Accommodation function work with the OCOG Transport function and the OBO for the allocation of Rights Holding Broadcast crews. The importance of the accommodation allocation to the design of the transport network cannot be underestimated.

A proportion of Rights Holding Broadcaster crews have similar requirements to the OBO, with crews working permanently in specific venues. Where it is possible for the Rights Holding Broadcasters that are permanently venue-based to be co-located with the OBO crews working in same venues this should be considered. This enables the accommodation to venue services to be shared.



2.4.3 Media Allocated Vehicles

OBO Vehicles Allocation



The OCOG is required to provide a number of vehicles for the OBO's exclusive use. The vehicle types and numbers are to be agreed between the OCOG and OBO. The estimated / planning vehicles numbers are listed in the table below:

The estimated / planning vehicles numbers are listed in the table below:

Olympic Games	275 - 325 vehicles
Olympic Winter Games	150 - 200 vehicles
Paralympic Games	Approximately 60-70 vehicles
Paralympic Winter Games	Approximately 30 vehicles

Photo Pool Allocated Vehicles



The OCOG provides the IOC-recognised news agency members of the International Olympic Photo Pool (IOPP) with two vehicles per agency, together with parking at the MPC, all competition venues and the Olympic Village.

The OCOG should plan for between 6 - 10 vehicles for this allocation.

The IOPP representatives will be allocated the vehicles by the OCOG.

More information can be found in the [Technical Manual on Media](#).

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2.4.3 Media Allocated Vehicles, Continued

Allocated Vehicles



IPC

The IPC-recognised news agencies (mostly the same as during the Olympic Games) shall be allocated one vehicle per agency, together with parking at the MPC, all competition venues and the Paralympic Village.

The OCOG should plan for approximately 4 vehicles for this allocation.

Rate card Vehicles and Permits



Rates for rental vehicles and parking/access permits should be included in the broadcast and press rate card catalogues and submitted to the IOC for approval.

The cost of rental cars provided in the broadcast and press rate card needs to be competitive with the local market.

More Information

For more information on allocating vehicles, refer to Section 3.3.3 Olympic Client Allocated and T3 Operations.



2.4.4 Vehicle Access and/or Parking Permits

Access and Parking Needs

Media have specific venue access, drop off /pick up and parking requirements to be considered.

All vehicles should have access to Olympic Lanes or other such priority traffic measures implemented for the Games period.

Rights holding Broadcast permits are provided free of charge via the OBO.

Press Permits, with the exception of Photo pool vehicles, are available at a reasonable fee from the Ratecard.

The key considerations for venues, vehicle access and/or parking are summarised below.

Press

The MPC parking needs are as below:

- Olympic Games – 300 spaces
- Olympic Winter Games – 300 spaces
- Paralympic Games – 90 spaces
- Paralympic Winter Games – 90 spaces

In addition to the Media Transport System Load Zones, Press primarily have two spaces for their vehicles in an Olympic Venue.

- Press Parking Areas (Ratecard)
- Photo pool drop off/pick up and parking areas

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2.4.4 Vehicle Access and/or Parking Permits, Continued

Press Parking Needs The table below further describes the press parking needs:

Sub-Category	Access and Parking	Distribution
Photo pool	MPC, all competition venues and Olympic Village/s Drop off/pick up locations as close as possible to the venue entrance. Ideally parking is co-located with pick up and drop off. 2 permits per IOC recognised agency member of the IOPP as per contractual number (plan approximately 8) for IOC official photography agency.	Free of Charge via OCOG Press Operations function.
Press	MPC Competition Venues Olympic Village (approximately 10 spaces) Media Villages	Ratecard

Broadcast The IBC parking needs are:

- Olympic Games – 800 spaces
- Olympic Winter Games – 600 spaces
- Paralympic Games – 300 spaces
- Paralympic Winter Games – 200 spaces

In addition to the Media transport system load zones, Broadcast need access and/or parking for the following areas/spaces for their vehicles in an Olympic Venue:

- Broadcast Compound
- Electronic News Gathering (ENG) drop off/pick up and parking areas
- Broadcast Parking areas
- Field of Play (FOP), depending on the sport

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2.4.4 Vehicle Access and/or Parking Permits, Continued

IBC Parking Needs The table below further describes IBC parking needs:

Sub-Category	Access and Parking	Distribution
ENG Crews	ENG drop off and parking areas for all competition venues broadcast parking and compound. Access to IBC ENG drop off. <Olympic Village/s?> Drop off/pick up locations as close as possible to the venue entrance. Ideally parking is co-located with pick up and drop off.	Free of Charge, via OBO
Satellite News Gathering (SNG) Crews	There are two types of SNG requirements: All competition venues, broadcast compound All competition broadcast parking areas	Free of Charge, via OBO
Outside Broadcast (OB) Van and Support Vehicles	All competition venues, broadcast compound	Free of Charge, via OBO
OBO Vehicle Pool	IBC, all competition venue broadcast compound	Free of Charge
Vendor Vehicles	All competition venue broadcast compound	Free of Charge, via OBO
FOP Vehicles	Specific competition venue FOP and broadcast compound	Free of Charge
Broadcast Vehicles	All competition venues broadcast parking areas	Free of Charge, via OBO



2.5 International Olympic Committee

Introduction The IOC Transport service includes the T3 Transport System and an allocation of vehicles and drivers.

Constituents The IOC constituent group consists of:

- IOC Members, Honorary Members, Members of Honour
- IOC Director General, Directors, Staff, Advisors and contracted personnel
- IOC Commission Members, Court of Arbitration for Sport
- IOC Guests
- World Anti-Doping Agency
- Official Delegation of past Olympic Games of the same nature

Constituent Numbers The following table summarises key numbers for T1, T2 and T3 from previous Games. (This excludes NOC Chef and Deputy Chef de Mission)

Games Edition	T1	T2	T3	T1+T2+T3
Athens 2004 Olympic Games	729	432	3692	4853
Salt Lake 2002 Olympic Winter Games	340	180	2830	3350
Athens 2004 Paralympic Games	200	N/A	420	620
Salt Lake 2002 Paralympic Winter Games	120	N/A	250	370

Continued on next page



2.5 International Olympic Committee, Continued

Consultation and Approval

X ▶ IPC

The development of the T3 Transport System and the service levels for the vehicle and driver allocations requires close consultation with the OCOG International Relations and Services and Protocol functions.

The IOC will review and provide direct feedback on the Olympic transport plans.

The IPC will review and provide direct feedback on the Paralympic transport plans.

The service levels and operating details are to be included in the Transport Operating Plan, due for finalisation G-8.

For more specific information about IOC requirements, refer to [Technical Manual on Protocol](#).



2.5.1 T3 Transport System

T3 Transport System



The system of transport to be provided by the OCOG, at its expense, shall include a T3 Transport System for the use of persons designated such transport right (T1, T2 and T3) in the [Accreditation and Entries at the Olympic Games – Users’ Guide](#).

Service Levels

It is recommended to:

- Streamline the T3 transport service, using buses where possible, instead of private vehicles.
- Review, relative to the functioning of the T3 fleet and venue motor-pool, the possibility of reducing ad hoc transport demands at venues to reduce number of vehicles required, drivers and dispatchers assigned to venue motor-pools

T3 Transport System

The T3 transport system can be delivered via passenger cars, larger vehicles and/or coach shuttle services. Coach shuttle services can be implemented on high frequency/demand routes, for specific events and on peak arrival and departure days.

This system may be used by all accredited T1, T2 and T3 constituents.

T3 Approval



The principles for the T3 transport system operations need approval by the IOC between G-14 and G-12, and the details are to be incorporated into the Transport Operating Plan.

Continued on next page



2.5.1 T3 Transport System, Continued

Dates and Hours of Operation

As a general rule, the T3 transport system should be available between the pre-opening of the Olympic Village, or opening of the IOC Hotels and the closing of the Olympic Village or Olympic Family Hotels.

During the Pre-opening periods, the OCOG should provide services between the IOC Hotels, Olympic Village/s, Official Airport and Arrival/Departure points and other locations as agreed by the IOC, Protocol and Transport.

Between the Opening and Closing of the Olympic Family Hotel, the T3 transport system should be available to/from all Olympic locations, with the early focus being the Official Airport. Prior to the Competition period, the demand may not be 100% and therefore the numbers of vehicles in service may be reduced. The T3 operations will operate at 100% during the period of the competition.

It is recommended that the T3 Transport System core hours are between 0700 and 2400. Overnight, the services operate in a reduced capacity, serving minimal locations.

Paralympic Games



The OCOG is required to provide a minimum of one accessible vehicle for every four (4) T3 accredited users requiring an accessible vehicle in the T3 Transport System.

See the [Technical Manual on Paralympic Games](#) for more information.

Continued on next page



2.5.1 T3 Transport System, Continued

Location of Services

The OCOG needs to develop and communicate a policy regarding the locations that are served by the T3 transport system. It is not a requirement that every hotel, restaurant or individual location within the city are served by the T3 services. It is recommended that T3 services operate to official Olympic Sites, including:

- Competition Venues
- Olympic Airport and Arrival/Departure Points,
- Olympic Family Hotels,
- Main Media Centre (IBC/MPC),
- Olympic Village/s
- Media Village/s
- Other Official Accommodation sites*
- Official Receptions/Functions*
- Hospitality Houses *

*as agreed by the IOC and OCOG International Relations and Services/Protocol functions

On Demand T3 Transport System

On demand services means that the vehicles operate according to the demand at the constituents/load zone. Vehicles should be pre-staged and operate according to the next constituent needs. Constituents going to the same destinations, or close destinations should share vehicles.

T3 services from the following locations should be 'on demand':

- Competition Venues
- Olympic Airport
- Olympic Family Hotels
- Main Media Centre
- Olympic Village/s

Continued on next page



2.5.1 T3 Transport System, Continued

Reserved T3 Transport System

Some locations served by T3 do not require an on-demand load zone operation and therefore T3 services originating from these destinations need to be reserved in advance. T3 services from the following locations may need to be 'reserved':

- Training Venues
- Media Village/s
- Other Official Accommodation sites*
- Official Receptions/Functions*
- Hospitality Houses*

*as agreed by the IOC and OCOG International Relations and Services/Protocol functions

T3 Reservation Call Centre

The T3 service operation needs a reservation call centre for services to be booked in advance for services to/from locations that do not operate 'on demand'.

This reservation call centre should operate 24 hours, with reduced capacity in non-core hours.

Reservations can be made by the constituent direct to the call centre or at a transport desk. In the latter case, the transport desk forwards the information to the call centre for management. The telephone number needs to be accessible through a local telephone number, preferably a toll free number.

The languages available in the reservation centre should include the language of the host country and English.

The languages available at the IOC Hotel Transport desks should include the language of the host country, English and French, with other languages desirable.

Reservation call centre staff should be trained in all aspects of client transport, not just the reservation process.

Further details of the T3 reservation call centre operations are outlined in Section 3.3.3 Olympic Client Allocated and T3 Operations.

Continued on next page



2.5.1 T3 Transport System, Continued

Communication with Vehicles / Drivers

Each vehicle should be allocated a radio, mobile phone, or appropriate communication device for communication between the T3 depot/dispatch and the driver.

Each vehicle should be provided a Venue Guide/Map book in the language of the host country and English.

Each constituent who has access to the T3 Transport System should receive a summary of the T3 services, including operating hours, locations, reservation call centre, usage policies etc on arrival to the Host City. Travel times between the key locations should also be included.

Policy Consideration

It is important that the vehicles operating in the T3 transport system are continually in service. The OCOG policy should stipulate in what instances drivers can be asked to wait for constituents after drop off (for example, venues that do not have an on-demand load zone, or are a distance from the city) and these policies should be communicated to the constituents. Constituents should be discouraged from asking drivers to wait for them, and therefore taking the vehicle out of service.

For more information on T3 transport service operations, refer to Section 3.3.3 Olympic Client Allocated and T3 Operations.



2.5.1.1 Arrival and Departure

Transfers △

The OCOG Transport function is responsible for transferring the International Olympic Committee and their accompanying baggage to/from their port of entry to their accommodation location.

Service Specifics

These services are required to be efficient and as direct as possible. It is recommended that the accompanying baggage travel with the passengers. It is recommended that the services on arrival are provided via a shuttle or T3 service, dependent on volume/demand.

Matching constituents with their Olympic Family assistants and/or drivers should occur at the hotel for T1/T2 allocated vehicles, not the airport.

The Olympic Family need their accreditation before entering Olympic venues, receiving their allocated vehicles, or attending any official meetings and events. Accreditation services are likely to be available at the Airport and the IOC hotel. The accreditation of Olympic Family needs to be considered when developing and dimensioning the transport services for arrivals.

Departure services can be provided via allocated vehicles or T3 transport system shuttles depending on volume and OCOG Policy.



2.5.1.2 Opening and Closing Ceremonies

Ceremonies Services

The movement of Olympic Family to the Opening and Closing Ceremonies requires an integrated planning approach by numerous OCOG functions including, but not limited to, Protocol, Ceremonies, Stadium Venue Team, Hotel Operations, Transport and Security. This planning is generally led by the Protocol function.

Transport is responsible for ensuring efficient transport services and effective load zone organisation and operation, at the Hotels and the ceremony stadium.

Transport to the Ceremonies is via coach departing the hotels at designated times and returning to the hotels after the ceremony. Only a small number of constituents will require their cars for their ceremonies transport. The IOC and OCOG Protocol function should determine this in conjunction with the overall plan.

It is important that consideration is given for the egress from the stadium and, if required, a plan implemented to entertain/hold Olympic Family in the Stadium Lounge. This would be required if the first 30 minutes of vehicle movements were dedicated to Athletes for example. It is more appropriate for this to be managed, than for Olympic Family to be held on the load zones waiting either for buses to arrive, or on the buses waiting to depart.

Another consideration is the constituents that use the coach services back to the hotels, but then require a secondary transfer to their final location. Care should be taken to plan for this scenario, communicated to both the Constituent and the IOC Hotel Transport Staff working in the evening.



2.5.1.3 Meetings and Events

Pre-Games Prior to the Olympic and Paralympic Games, there will be a number of meetings and events (including IOC Executive Board, IOC Session etc) that require Transport services. It is recommended that transport work with the OCOG Meetings and Events function to identify these meetings G-36 to ensure budgets, staffing and requirements are understood. This enables Transport to plan these events. The budgets for these events are generally held and managed by the Protocol and Events functions.

Games-time There is likely to be a number of meetings, official receptions and events hosted immediately prior to and during the Olympic Games that will need specific coach services. Transport needs to work with the IOC and the OCOG Protocol and Events function to identify and plan for these services.

In some instances, Transport may be requested to provide services to functions or events that the organiser, not the OCOG, will pay for. Procedures for managing these requests need to be established.

Guest Program It is likely that a Guest Programme will be organised for accompanying persons of IOC Members ('Honour' and 'of Honour') during the IOC Executive Board and IOC Session at the cost of the OCOG. This programme is likely to require transport services.

X

For more details refer [Technical Manual on Protocol](#).



2.5.1.4 Observers and Other Services

Observer's Programme

The Observers' Programme is an official programme operated during the Olympic Games by the IOC.

Transport needs to work with the OCOG Observer Relations/Management function to understand the needs for transport.

If these services are not well planned or managed, the vehicles could interrupt transport operations at the venues during the visits.

The vehicles provided for these services are not at the expense of the OCOG.

Vehicle Access and/or Parking Permits for these vehicles are supplied free of charge by the OCOG. As a guide, the OCOG should plan to provide up to approximately 5 permits for this programme.



2.5.2 IOC Allocated Vehicles

IOC △

Individual vehicles with drivers shall be provided by the OCOG for each of the following persons, where deemed necessary by the IOC:

- IOC members (including honorary and honour members)
- Director General and IOC Directors
- Such other persons as may be designated by the IOC.

The IOC Athletes' election is held during the course of the Games, with the four (4) athletes elected IOC members announced on the evening of the Closing Ceremonies. Vehicles and drivers are required to be allocated to these athletes after their election to attend official functions and duties through to termination of T1 services.

The OCOG will need to consider up to 15 additional vehicles and drivers for the athletes elected IOC members and other such persons designated by the IOC.

The designation can occur prior to or during the Games period. The requests are required to be authorised by the IOC.

Medical Commission △ ×

The OCOG shall provide, at its expense, a special pool of vehicles, with drivers, to enable the members of the IOC Medical Commission to properly carry out their functions at the Games. It is anticipated that the OCOG shall provide approximately fifteen (15) vehicles, or such other number as may be determined by the IOC, for such purpose.

See the [Technical Manual on Medical Services](#) for more information.

Court of Arbitration for Sport (CAS) △

The OCOG shall provide, at its own expense, a special pool of vehicles, with drivers, to enable the members of CAS to properly carry out their functions at the Games. To this end, the OCOG shall provide ten (10) vehicles or such other number as may otherwise be agreed in writing by the IOC, for such purpose.

Continued on next page



2.5.2 IOC Allocated Vehicles, Continued

World Anti-Doping Agency (WADA)



The OCOG shall provide, at its own expense, a special pool of vehicles, with drivers, to enable the members of WADA to properly carry out their functions at the Games. It is anticipated that the OCOG shall provide approximately twelve (12) vehicles, or such other number as may be determined by the IOC, for such purpose.

See the [Technical Manual on Medical Services](#) for more information.

Olympic Museum



The OCOG shall provide, at its expense, two vans to enable the transport of material to the different venues of the IOC Olympic Museum at the Games for a period of one week before the Opening Ceremony of the Games and until one week after the Games.

IOC Administration



The OCOG will also receive requests for vehicles, and in some instances, drivers for the IOC administration to meet their specific transport needs. The IOC is required to request these vehicles and/or drivers from the OCOG at G-10, and reconfirm the requirement at G-3. The request is required to be authorised by the IOC. The OCOG will need to consider approximately fifteen (15) vehicles for this request.

Paralympic Games



The IPC President, Vice-President, Governing Board Members and the IPC Chief Executive Officer are entitled to individual vehicles with drivers to be provided by the OCOG free of charge.

There are no other IPC accredited groups which fall automatically under the T1 category. However, for IPC distinguished guests, Council or Committee Chairpersons and IPC Directors an upgrade to the T1 category will be assessed by the IPC in consultation with the OCOG on an individual basis as appropriate.

For CAS and WADA the same principles of the dedicated car pool apply.

More information can be found in the [IPC Accreditation Guide](#).

Continued on next page



2.5.2 IOC Allocated Vehicles, Continued

**IPC
Administration**
△ ▶ IPC

The OCOG will need to consider approximately 5 vehicles, and in some instances, drivers to be provided for the IPC technical staff.

**More
Information**

For more information on allocating vehicles, refer to Section 3.3.3 Olympic Client Allocated and T3 Operations.



2.5.3 Vehicle Access and/or Parking Permits

Vehicle Permits IOC allocated vehicles should be provided permits free of charge for all competition and training venues, the Olympic Village/s, MPC/IBC and the IOC Hotel/s.



2.6 Marketing Partners

Introduction

The Marketing Partners are divided into TOP (The Olympic Partners) and National Marketing Partners.

The obligations outlined in this section refer to TOP Marketing Partners. Specific details relating to National Marketing Partners are negotiated between the OCOG and the National Marketing Partners as part of their contractual agreement.

The key elements for TOP Marketing Partners transport includes requirements for both their Hospitality Programs and their operational requirements:

- Marketing Partner Coach Program
- Venue Parking, Vehicle access and/or parking permits
- T3 Transport System
- Allocated Vehicles

Constituent Numbers



Marketing Partner Guest numbers vary greatly from Games to Games.

The following table summarises planning numbers for hospitality programs for both TOP and national marketing partners.

Marketing Partners Coaches - Suggested Planning Number	
Olympic Games	400 - 500
Olympic Winter Games	140 - 200

More information on Marketing Partners can be found in the [Technical Manual on Hospitality](#).



2.6.1 Marketing Partner Hospitality Programmes

Introduction

Marketing Partners operate Guest Hospitality Programmes during the Games. These programmes operate in 'waves' over periods of between 3 and 6 days. The Hospitality programme has four key operational areas:

- Accommodation
- Tickets/Events and Activities
- Transport
- Airport Operations

Marketing Partner Hospitality Programmes will require a number of vehicles to transfer their Guests. The number of vehicles per sponsor will vary, according to the hospitality programme.

The OCOG Transport function should work closely with the Marketing function, specifically the Constituent Services and Hospitality Managers, to understand the needs of the Marketing Partner, and to incorporate these into their operating plans. This includes the Marketing Partner Coach Operations and the operations at the venues. Marketing Partner guests are generally not accredited, and they enter venues via the spectator or front of house entrances. Priority load zones should be provided.

The OCOG should work with each marketing partner's transport programme to ensure it is fully integrated into the overall Games transport plan.

Continued on next page



2.6.1 Marketing Partner Hospitality Programmes, Continued

Marketing Partner Coach Programme



The specific obligations relating to the Marketing Partner Coach Programme include the requirement for the OCOG to:

- Identify and contract reasonable rates with local transport providers
- Develop a reasonable and fair payment schedule

The OCOG will establish a plan to identify, secure and assign motor coach companies to serve the hospitality coach needs of Marketing partners during the Games.

The OCOG must provide parking areas and coordinate vehicle access and / or parking permits.

Restrictions



Under no circumstances, should the benefits of the Marketing Partner transport operations, including managed coach services, venue access and/or parking permits, group management at venues for constituents and priority load zones be provided to any groups that are not Olympic or OCOG Marketing Partners.

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2.6.1 Marketing Partner Hospitality Programmes, Continued

Paralympic Games Consideration

While the Paralympic Games demand will be significantly less for Marketing Partner Coaches, the programme should be offered in a reduced format. This includes smaller coaches, reduction in number of days or even daily hire.

The OCOG should arrange for a direct contact between transport provider and marketing partners.

Policy Decision

The OCOG needs to make a policy decision, approximately G-36 regarding the management of the Marketing Partner Coaches. The options include:

- Offering a Marketing Partner Coach Programme through the OCOG Ratecard Program
- Offering a Marketing Partner Coach Programme through the OCOG Transport function

This policy decision will determine the back of house operations and the way the Marketing Partner coaches and interaction with the constituents will be managed.

Considerations for both options are described below.

Marketing Partner Coach Programme through OCOG Ratecard Program

The OCOG Ratecard Programme is set up to offer rental of items to Constituents during the Olympic and Paralympic Games. There are a number of operational synergies, regarding ordering, payment, contract management that can be offered if the Marketing Partner Coach Programme is managed via the OCOG Ratecard. OCOG Transport still needs to develop and manage the operating policies at the venues, the vehicle permit scheme, driver training etc.

This option enables transport to focus on the transport operation, and the Ratecard team to focus on the payments, contracts and administration. Some confusion may arise with one function 'selling' the programme and another 'delivering', and care needs to be taken to understand the interactions and who manages what part of the process.

Furthermore, the OCOG bus contracting strategy may include existing contracts with the operators involved, which need to be understood to ensure there is no conflict with two functions managing operators.

Continued on next page



2.6.1 Marketing Partner Hospitality Programmes, Continued

Marketing Partner Coach Programme through the OCOG Transport Function

The OCOG Transport function can also provide a 'one stop shop' for the Marketing Partners and provide both the operations, bookings, payments and matching of constituents to operators. The Transport function would need to set up the policies and procedures for developing contracts, invoicing and receiving payments.

Outsourcing the Marketing Partner Coach Programme Coordination

There is also the option to outsource the coordination of the programme. The coordination between the OCOG and the outsourced company needs to be clearly established. All communications of the programme to the constituents needs to be approved by the OCOG and under no circumstances are the contact lists of the Marketing Partners to be used for other purposes (i.e. cross selling other products, promotions etc.). Issue resolution procedures will need to be established.

Key Operational Considerations for the Marketing Partner Coach Programme

There are key operational considerations that should be included in the Marketing Partner Coach Programme coordinated by the OCOG. These include, but are not limited to:

- Driver training
- Marketing partner-specific venue guide / map book
- Communications with the Coach Operators and Vehicles
- Vehicle Depots and Driver Accommodation
- Dates of Operation
- Driver Management

These are described in more detail below:

Continued on next page



2.6.1 Marketing Partner Hospitality Programmes, Continued

Driver Training	<p>Training drivers to operate within the Olympic environment is a key success factor. This should include route training, signage familiarisation, venue accesses, holding areas, drop off and pick up zones. Route training should include both classroom and map training and physically driving the routes to the venues. Olympic Winter programs should include driving in winter conditions.</p> <p>The OCOG and coach operators need to consider the costs of having a number of coaches and the drivers available for one or two days to conduct the driver training. The training days for the drivers is not included in the days of the Marketing Partner Coach Programme package, i.e. the days of the package are the days that the vehicles work directly for the marketing partner and the drivers should be fully briefed and trained prior to commencing work. This cost is often overlooked when packaging the programme and training is often under-delivered.</p>
Sponsor Specific Venue Guide / Map Book	<p>In addition to the training, the drivers, Coach Operators and staff of the Marketing Partners should be provided with an operational guide of the routes, signage and permit system, venue accesses etc. This guide should be in the language of the Host City and English as a minimum.</p>
Communications with the Coach Operators / Vehicle	<p>Each Marketing Partner is responsible for managing their fleet of vehicles with the coach operator/s. Each Marketing Partner coach should have a communications device to enable efficient communication with their base of operations to give/receive information on plan changes and basic operational reporting and monitoring. Whenever possible, drivers should be able to speak a basic level of English.</p>
Vehicle Depots and Driver Accommodation	<p>The accommodation locations of the Marketing Partners are of key importance when matching coach operators with Marketing Partners. Ideally, the coach depot operations will be closely located to the accommodation to avoid inefficiencies of driver hours. In the event that the drivers do not live locally, accommodation close to the depots is advised.</p>
Dates of Operation	<p>The Marketing Partners will generally need all their coaches from the day prior to the Opening Ceremony to the day after the Closing Ceremony. This period of time is recommended to be the base package, with the option to have additional days.</p>

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2.6.1 Marketing Partner Hospitality Programmes, Continued

Driver Management

Different countries have different legislation regarding driving hours for coach/bus drivers. Each Marketing Partner will coordinate their Hospitality Programme according to their accommodation, event tickets and cultural/city-based activities. The Marketing Partner Coach Programme should offer two basic packages, either one driver per day or two drivers per day, which will define how many hours the coach can be used by the Marketing Partner. The location for changing the drivers between shifts may need to be integrated with the marketing partner's daily plans.

Information Dissemination

Many of the Marketing Partners develop budgets for their programs between G-36 and G-24.

The OCOG should be prepared to start communicating with each of the Marketing Partners between G-24 and G-18 on specific issues about the operations and to collect feedback on requirements.

The specific Marketing Partner Coach Programme should be 'launched' as a minimum G-18, and ideally at G-24 to meet the budget process for Marketing Partners.

Marketing Partner Coach Programme Approval

The Marketing Partner Coach Programme pricing and operations need IOC approval prior to the launch.



Continued on next page



2.6.1 Marketing Partner Hospitality Programmes, Continued

Marketing Partner Coach Programme Obligations △

- Send to all potential transport providers a questionnaire and a standard document that explains the Olympic Marketing Partner Coach Programme benefits.
- Form an official pool of coach companies approved by the OCOG for price and service consistency.
- Assign qualified coach companies to the Marketing Partners by matching each Marketing Partner's needs with each supplier's fleet specifications.
- Provide a detailed training programme for all operators and drivers that will work on the Marketing Partner Coach Programme.
- Ensure procedures are developed in the event that operational plans need to change and the changes need to be communicated to Coach Operators and Marketing Partners during Games Operations.
- Develop an issue resolution procedure for issues that may arise between OCOG, Marketing Partner and Coach Operator operations and activities.
- Establish pricing controls for coaches and related services
- Establish a programme that provides a pricing choice between one or two drivers per day
- Establish a fair and reasonable payment schedule for marketing partner transport
- Marketing partners indicate to the OCOG their intention to use the OCOG Marketing Partner Coach Programme by G-15 months
- Marketing partners confirm their use of the OCOG Marketing partner Coach Programme by G-12 months
- Provide marketing partners with routes and access information G-12

Pricing and Payment

The demand for commercial transport vehicles in the Host City during Games-time is likely to be high. To ensure fair dealings between the Marketing Partner and coach companies and to prevent price gouging, the OCOG will work on behalf of the marketing partners to ensure price controls and establish fair payment schedules.

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2.6.1 Marketing Partner Hospitality Programmes, Continued

Recommendations

Let the marketing partners deal directly with the motor coach companies, including contracts and payments.

Use efficiencies and economies of scale when negotiating deals for required vehicles.

The payment schedule for marketing partner transport should follow a reasonable cash flow plan that respects the Marketing Partners' financial constraints. The following is a recommended timetable for Marketing Partner transport payments:

Deposit	Due Dates
25%	Upon contract signature
25%	9 months prior to Games
25%	6 months prior to Games
15%	3 months prior to Games
10%	30 days after receipt of final bill

Bus Wrapping X

Marketing Partners may wish to produce and incorporate graphics and designs into their transport vehicles. Transport needs to incorporate this into their planning.

Information about bus wrapping is provided in Section 3.4.4 Bus Wrapping.

For specific information regarding Marketing Partner coach wrapping and signage guidelines, refer to the [Technical Manual on Hospitality](#).



2.6.2 Airport Operations

**Marketing
Partner Needs
X**

Marketing Partners will schedule their guests to arrive and depart the Olympic city in pre-determined waves of short-term periods. This allows the Marketing Partner to maximise the number of guests during the event.

It also makes the Olympic Airport an important venue for Marketing Partner Operations

For more specific information regarding Marketing Partner Airport Operations refer [Technical Manual on Hospitality](#).



2.6.3 Marketing Partner Allocated Vehicles

**Marketing
Partner
Allocated
Vehicles and
Drivers**
△

Each TOP Marketing partner is provided 2 allocated vehicles and drivers by the OCOG at the OCOG's expense. (Limited by contract and accreditations provided)

**More
Information**

These vehicles and drivers are allocated to the TOP Marketing Partner for the period of the Games. For more information regarding allocating vehicles, refer Section 3.3.3 Olympic Client Allocated and T3 Operations.



2.6.4 Vehicle Access and/or Parking Permits

Marketing Partner Allocated Vehicles



The TOP Marketing partner allocated vehicles require access to the IOC Hotels and all competition and training venues. These vehicles are not provided access to parking for the Opening or Closing Ceremonies.

Vehicle Access and/or Parking Permits



Marketing partners have specific requirements relating to vehicle access and/or parking permits. These include:

- Provide Marketing partners with routes and access information at G-12
- Identify parking areas at venues for Marketing partners, for both hospitality vehicles (FOH) and technical vehicles (BOH)
- Provide to Marketing partners all-venue permits for technical and hospitality vehicles, free of charge, after they have demonstrated plans for both their hospitality and technical needs.

Paralympic Games Consideration



In this process an allocation of VAPPs should be made available for the Paralympic Games. A greater flexibility can be applied regarding specific venue access vs. all venue access.



2.7 Workforce

Introduction OCOG Workforce includes three categories:

- OCOG paid staff
- Volunteers
- Contracted staff

The OCOG manages the workforce planning for the first two categories, however the workforce planning for contracted staff is managed by numerous companies, including but not limited to:

- OCOG contractors, such as Food and Beverage Suppliers, Technology etc
- Olympic Partners, such as Coca Cola, Kodak etc
- Police and Security Agencies

Constituent Numbers The following table summarises the workforce numbers for the past Games.

Athens 2004 Olympic Games	Approximately 140,000
Salt Lake 2002 Olympic Winter Games	19,000
Athens 2004 Paralympic Games	56,000
Salt Lake 2002 Paralympic Winter Games	10,100

Planning and Consultation The Workforce transport requirements need to be considered when developing both the Spectator transport systems and the Olympic constituent transport systems.

Transport needs to work with the OCOG Workforce function to develop realistic models to understand the workforce origins and travel requirements for planning to be effective. It is important for Transport to understand how information on workforce is captured and to develop, if required, reports from the workforce information systems to provide this data for demand modelling and transport planning

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2.7 Workforce, Continued

Contractor Workforce Considerations The OCOG needs to develop policies regarding the provision of transport services for Contractors and ensure this is included in discussions as contractors join the OCOG. The OCOG function contracting the services is primarily responsible for the contract and negotiations, and therefore Transport needs to work with all these functions to develop, agree and communicate these policies.



2.7.1 Workforce Transport Services

Service Planning

Workforce need transport to all venues.

How the transport service network is designed will depend on the available and existing public transport network and its access to venues.

Use of Public Transport

Use of existing public transport services can provide the workforce with a regular, reliable and familiar system.

The Host City obligation for the provision of free public transport includes all three categories of workforce (refer to Section 3.5 Public Transport).

One of the key issues for consideration is the start and end dates of the provision of free services: does it include test events, training, Olympic and Paralympic periods, long running venues such as the uniform or accreditation centres?

Continued on next page



2.7.1 Workforce Transport Services, Continued

Use of Spectator Transport Systems

Workforce should use any specific Olympic Event services that are introduced. These services should consider workforce, as they often arrive at venues well before spectators and often before venue opening times. Additionally, workforce will work at venues, such as the accreditation or uniform distribution centres earlier than the opening of the Olympic Village or Opening Ceremony and at a number of venues after the Closing Ceremonies. The numbers are reduced from full operations, however the transport demand needs to be included in the modelling and provision of services (refer Section 2.8 Spectators for more information).

A large number of the Games workforce will need transport to non spectator locations to carry out their duties. At non-competition venues where spectator transport services do not exist, planning needs to consider existing public transport infrastructure or available on-site parking areas. Public transport or dedicated workforce transport services may have to be established where public transport services are insufficient. For example, the provision of shuttle buses from a railway station to a Village.

Locations that may need to be considered include:

- Olympic Airport
- Athletes, Technical Official and Media Villages and accommodation
- Training Venues
- IBC and MPC
- Uniform and Accreditation Centres
- Transport Depots
- Other various locations including sponsor hospitality etc

The OCOG may need to provide transport services, or information about existing public transport, for workforce attending training sessions, working for test events and meetings throughout the year prior to the Olympic games.

OCOG Function Vehicles

There will be a requirement for a number of function vehicles to operate between and within the venues. Typically, it is the Transport function that is responsible for vehicles that are used by OCOG functions.

Some contractors will also require vehicle access and/or parking permits for their vehicles to access the venues, or operate within the venue perimeter. The OCOG needs to incorporate these vehicles in the operational planning, both from a fleet and venue operational perspective.

It is recommended that the majority of workforce move by mass transit, and operational vehicles should be kept to a minimum through consultation and OCOG policy.

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2.7.1 Workforce Transport Services, Continued

Vehicle Access and Parking

OCOG and Contractor Operational Vehicles will have some venue access and/or parking requirements. Venue Access and Parking privileges are included in some Olympic Marketing Partner Contracts and may be included in OCOG Marketing Partner and Supplier Contracts.

The consultation and negotiation process to determine the Vehicle Access and/or Parking needs of each function, contractor, supplier, vendor and service vehicle is a detailed and very important process.

It is recommended to work parallel to the accreditation consultation process, with one-to-one meetings to commence between G-12 and G-10.



2.8 Spectators

Introduction

Although spectator transport has a low constituent service priority, it is one of the most challenging aspects of Olympic Transport organisation, image, safety and success.

The challenge is essentially linked to the large spectator volumes attending events. Spectator traffic concentration in space - polarised on competition venues or venue clusters - and in time - according to the Olympic event schedule - is the most critical technical issue to be faced by Transport.

For the Olympic Games, a strong and robust Olympic transport system designed to cope with large spectator travel demands needs to be integrated with and superimposed on existing daily City transport operations.

Refer to Section 3.5 Public Transport.

Candidature File Spectator Demand △ X

Spectator demand is included in the 2012 [Candidature Procedures and Questionnaire](#).

Specifically, Candidate Cities are asked to estimate the average and maximum number of spectators for each venue and sport/event per day and per session. The Candidature File is required to consider the origin of spectators and explain the transport resources allocated to them.

Spectator Transport △

The City and the OCOG shall take the necessary steps so that ticketed spectators can benefit from a reliable, safe and efficient transport to and from the Olympic venues during the period of the Games.

Constituent Description

Estimated numbers of ticketed spectators desegregated by day and by competition venue or cluster are the key indicators for Olympic transport system design.

Most of the workforce travel demands should also be added to spectator traffic demands to determine the total mass transport task to be delivered.

In principle spectator transport service requirements are simple: all ticketed spectators should be provided with transport services of sufficient capacity to allow all competition venue incoming and exiting traffic to be handled safely in approximately 3 hours.

Continued on next page



2.8 Spectators, Continued

Previous Spectator Attendance Numbers

The following table highlights previous Games spectator attendance numbers.

*These numbers include schoolchildren as part of the Education Programme that arrived on either private bus or public transport.

Sydney 2000 Olympic Games	6.7 million ticket holders
Salt Lake 2002 Olympic Winter Games	1.6 million ticket holders
Athens 2004 Paralympic Games	850,000 (300,000*)
Salt Lake 2002 Paralympic Winter Games	211,000 (76,000*)
Sydney 2000 Paralympic Games	1.2 million (300,000*)

Marketing Partner Benefits



Under no circumstances, should the benefits of the Olympic Marketing partner transport operations, including managed coach services, venue access and parking, permits, group management at venues for constituents and priority load zones be provided to any groups that are not Olympic or OCOG Marketing partners.

Non-Olympic or OCOG Marketing Partners (including IF Sponsors, NOC Sponsors, Sporting Clubs etc) are to be considered in Spectator Transport Plans and they should not receive the benefits afforded to the Marketing partners.

Planning and Consultation

Olympic spectator and workforce transport planning is a complex endeavour. It deals with huge quantities with a multi-origin to multi-destination traffic flow pattern. No metropolitan transport system can absorb Olympic traffic overloads without substantial capacity re-enforcements and robust management methods by Traffic and Police authorities.

Venue Managers and Venue Transport Managers will have to integrate the Event Services function within the venue to provide for a seamless spectator flow across the venue security / ticketing perimeter.

The IOC is also consulted through the monitoring and approvals process described in Section 1.6 Monitoring and Approvals.

The OCOG Sport, Ticketing and Transport functions need to work together on a number of policies, decisions and operations as outlined below:

Continued on next page



2.8 Spectators, Continued

Spectator Demand, Venue Capacities and Saleable Tickets

Particular to an Olympic Games is the requirement for an integrated venue capacity and population model. Venue capacities cannot exceed the transport capacities of associated load zones, roads, interchange nodes and modes of transport.

Spectator numbers are defined by the ticket sales, and prior to the number of tickets being confirmed and made available for sale, road, transport system and venue load zone capacities need to be checked to verify they can deliver the projected numbers.

The competition schedule and training schedules are driving forces of the Games and the basis for transport design, operations and deployment. Schedule changes need to be integrated into risk management and contingency planning.

Transport can be a key constraint for ticket sales, competition scheduling and venue capacities and needs to be involved in these decisions.

Ticketing



The 2012 [Candidature Procedure and Questionnaire](#) requires the Candidature File to indicate if there is a plan to link ticketing to transport access and parking, and if so, details are to be provided.

Service Levels

It is recommended that the OCOG reduce costs associated with providing parking lots by charging for spectator parking, thereby promoting use of public transport (assuming financially favourable) and encouraging car sharing.

Continued on next page



2.8 Spectators, Continued

Spectator Transport and Ticketing Policies



One major issue to be studied, discussed and decided by the OCOG and Host City is the matter of public transport travel for ticketed spectators (refer to Section 3.5 Public Transport).

The [Technical Manual on Ticketing](#) lists the following regarding spectator transport and ticketing policies:

"Decisions need to be made on:

- Whether transport to venues is included in the ticket price
- How spectators will get to venues and the timing of events relative to the transport capacity? (The volumes and the changeover between sessions are crucial for transport planning)
- Does the transport system have the capacity to deliver ticket holders to the venues?
- Will transport get the spectators from the last event home if there are competition over-runs?

This last decision is important considering the nature of live sport and also the potential number of spectators at the venues during the Olympic Games.

Where tickets are bundled or stapled together (e.g. morning and afternoon sessions) it must be possible for the spectator to travel between the two sessions.

It is recommended that ticket holders using public transport can travel "free of charge" as this helps to ease congestion at venues and major transport hubs before and after the event by reducing pedestrian queues and reduced use of private vehicle movements around the venues."

Ticketing and Transport Information

The OCOG Ticketing function is one of the most important interactions for spectator transport communications. The ticketing sales and communication process will most likely occur prior to the finalisation of the transport plan details. An integrated timeline for both functions' communication strategies is recommended.



2.8.1 Spectator Transport Services

Use of Public Transport

In the Olympic Games, transport policy is oriented towards 100% spectator and workforce travel by public transport with no parking at venues.

This calls for providing:

- strong reinforcement of existing public transport services by regular bus or rail service frequency increases or/and higher capacity rolling stock deployment
- increases in daily hours of service for specific Olympic lines
- deployment of shuttle bus services from rail stations to venue proximity if distances are considered too far to walk
- deployment of Olympic express bus lines to serve metropolitan areas not served by rail
- augmentation of public transport existing routes in Olympic Lanes

All these extra public transport services need to be planned and instrumented with local or regional transport operators and coordinated with the Host City traffic police.

Competition venue or cluster venue terminal interfaces of existing and new extended transport services such as load zones, venue access paths or malls should be designed, built and organised to handle these dense traffic movements with adequate spectator signage.

In addition, particularly for the biggest venues or venue clusters, crowd control studies are strongly recommended to be conducted by crowd management specialists to properly design and safely operate the venue front of house.

Continued on next page



2.8.1 Spectator Transport Services, Continued

Spectators with Special Needs Spectator Transport plans and information for spectators with a disability should be incorporated into the Transport Operations Plans, Spectator Guides and official website.

An accessible Spectator shuttle has been provided at past Olympic and Paralympic Games. Accessible shuttles from spectator park and ride locations, and public transport interchanges are important elements of the Transport Plan. Historically OCOGs have managed a limited pre-booked accessible spectator parking programs in venues where public transport connections do not provide an accessible route.

Additionally, in some Games, internal accessible shuttles have also been provided. The primary locations have been large multi-venue complexes that have long distances between venues. In addition large outdoor venues (e.g. Equestrian) may also have the need for a shuttle to move persons with a disability, elderly spectators, pregnant women etc.

Continued on next page



2.8.1 Spectator Transport Services, Continued

Paralympic Games Considerations

▶ IPC

Due to the nature of the Paralympic Games, special considerations and emphasis are needed on the accessibility and procurement of appropriate transport for spectators attending events.

In the past, OCOGs and governments have developed strategies to increase the number of public accessible vehicles on the occasion of the Paralympic Games to meet these requirements which have ultimately met broad community needs beyond those of people with a accessibility challenges (i.e. ageing populations, youth etc.).

The ticketing programme for the Paralympic Games does not provide the same profile and information as the Olympic Games. The Paralympic Day Pass ticket is not date or venue specific, it can be validated for any single day and provides access to all venues for that date. The Day Pass is not applicable to Opening and Closing Ceremonies, in addition a select number of events will provide reserved seating sections (Athens had eleven events).

The Paralympic Winter Games typically utilise reserved seats and can provide venue capacity modelling information.

In addition the sales of Paralympic tickets occur very close to the games and provide limited data very late.

Strong consideration should be given towards including public transport with the purchase of a Paralympic Games ticket.

The Paralympic Games have a different spectator crowd than the Olympic Games, and as such the following considerations need to be factored into the planning.

- The Paralympic Games spectator population will consist of a large number of families, group ticket holders, percentage of persons with disabilities will be higher than the Olympics but the overall number tends to be close to that of the Olympics.
- In addition, the OCOG Education programme has historically resulted in large numbers of students experiencing the Paralympic Games. As a result there is a large number of bus parking required.





3.0 → Transport Planning and Operations Themes

Introduction

The Olympic Transport Strategic Framework (refer to Diagram 1) demonstrates the many integrated operations required for the planning and delivery of Olympic Transport. These operations are defined here as eight transport planning and operations themes which are fundamental to the delivery of Olympic Transport.

This chapter details the eight themes.

Contents

This chapter contains the following topics:

Topic
3.1 Transport Infrastructures and Facilities
3.2 Venue Transport
3.3 Fleet Operations
3.4 Bus Operations
3.5 Public Transport
3.6 Traffic Management
3.7 Transport Information
3.8 Support Services



3.1 Transport Infrastructure and Facilities

Overview

Introduction This section identifies the task of Transport Infrastructure and Facilities. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.1.1 The Transport Infrastructure and Facilities Task
3.1.2 Transport Infrastructure Development
3.1.3 Transport Infrastructure and Facilities Monitoring
3.1.4 Transport Depots
3.1.5 Transport Areas Outside Venues
3.1.6 Transport Infrastructure and Facilities Testing
3.1.7 Transport Infrastructure and Facilities Operational Readiness



3.1.1 Transport Infrastructure Development

Transport Infrastructure and Facilities Task

Transport Infrastructures primarily include works relating to:

- Airport
- Road
- Rail
- Marine

Should a Host City be using other transport means the appropriate infrastructure and facilities should also be in place.

Transport Facilities refer to the temporary facilities required, such as:

- Transport depots (fleet and bus)
- Transport areas outside venues
 - Parking (refer to Section 3.2.2.5 Venue Parking)
 - Staging
 - Operations Centres
 - Malls, hubs and interchanges
 - Load zones (refer to Section 3.2.2.2 Venue Transport Areas)

All transport areas within the venues are detailed in Section 3.2.2.2 Venue Transport Areas.

The management of transport depots is detailed in Section 3.4.5 Depot Management.



3.1.2 Transport Infrastructure Developments

Infrastructure Developments

The Candidature process requires the development of an Olympic transport concept in coherence with the Host City Games concept.

The Candidature Procedure and Transport Theme Questionnaire establishes the City's transport network and operational plans for the Olympic Games. The Candidature File is the starting point for the organisation of Olympic Transport for a Host City.

Transport Infrastructure Supply



Transport infrastructure supply is part of the Transport theme in the 2012 [Candidature Procedure and Questionnaire](#) and the 2014 [Candidature Acceptance Procedure and Questionnaire](#).

Specifically, the related questions and information that are required to be included in the Candidature File include the completion of tables listing:

- Existing transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems and other transport systems with significant capacity)
- Planned transport infrastructure developments irrespective of the Olympic Games and which will have a direct impact on Olympic venue accessibility
- Additional transport infrastructure necessary to host the Olympic Games

For each infrastructure project, length, capacity, construction/upgrade details (responsible entity, dates, costs) and source of finance must be provided.

The Candidature File provides the guarantees relating to transport infrastructure and the Host City including:

- Guarantees for planned and additional transport infrastructure projects
- Guarantees for projected capacity improvements at Olympic airport/s

These guarantees contain:

- Required authorisations
- Bodies responsible for projects
- Construction timelines
- Financing

Applicant Cities are requested, within the 2014 [Candidature Acceptance Procedure and Questionnaire](#), to superimpose their city's transport infrastructure (existing, planned and additional) onto a map of their city.

Continued on next page



3.1.2 Transport Infrastructure Developments, Continued

**Host City
Transport
Infrastructure
Map**
△ ×

The 2012 [Candidature Procedure and Questionnaire](#) requires a transport infrastructure map to be developed. The Transport infrastructure map, following colour coding requirements, superimposes the city's transport infrastructure onto the Host City Olympic concept map.

The infrastructure information includes existing, planned and additional infrastructures.

Examples

Examples of the London 2012 and Vancouver 2010 infrastructure maps are shown on the following pages.

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3.1.2 Transport Infrastructure Developments, Continued

Diagram 11 London 2012 Transport Infrastructure Maps

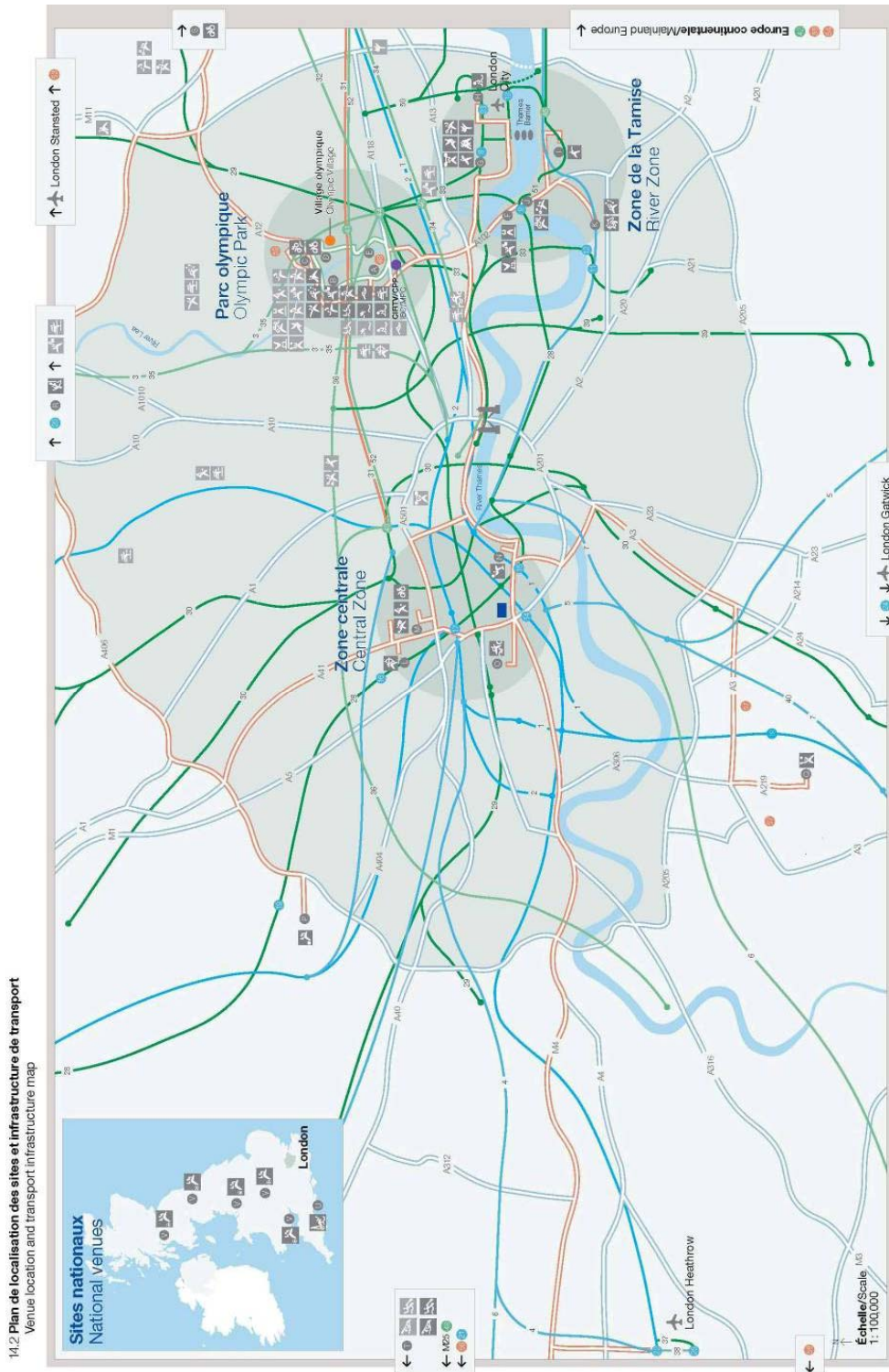
<p>Parc olympique Olympic Park</p> <p>A Stade olympique Olympic Stadium Athlétisme/Athletics</p> <p>B Arènes sportives Sports Arenas Basketball/Basketball Escrime/Fencing Handball/Handball Pentathlon moderne (Tir/Escrime) Modern Pentathlon (Shooting/Fencing) Volleyball/Volleyball</p> <p>C Vélodrome/Velodrome Cyclisme (BMX)/Cycling (BMX) Cyclisme (Piste)/Cycling (Track)</p> <p>D Centre de hockey Hockey Centre Hockey/Hockey</p> <p>E Centre aquatique Aquatics Centre Natation/Swimming Natation synchronisée Synchronised Swimming Pentathlon moderne (Natation) Modern Pentathlon (Swimming) Plongeon/Diving Water-polo/Water Polo</p> <p>Légende/Key</p> <p>Métro et trains/Tube and Trains:</p> <p> Lignes de métro et de trains existantes/Existing tube and train lines</p> <p> Améliorations prévues aux lignes de métro et de train Planned improvements to tube and train lines</p> <p> Service de navette supplémentaire Olympic Javelin/Additional Olympic Javelin Service</p> <p> Principaux échangeurs ferroviaires et de métro existants/Existing tube and train major interchanges</p> <p> Améliorations prévues sur les principaux échangeurs ferroviaires et de métro/Planned improvements to tube and train major interchanges</p>	<p>Zone de la Tamise River Zone</p> <p>F Le Dôme/The Dome Basketball/Basketball Gymnastique (Artistique) Gymnastics (Artistic) Gymnastique (Trampoline) Gymnastics (Trampoline)</p> <p>G ExCeL Boxe/Boxing Haltérophilie/Weightlifting Judo/Judo Lutte/Wrestling Taekwondo/Taekwondo Tennis de table/Table Tennis</p> <p>H UEL Docklands Water-polo/Water Polo</p> <p>I The Royal Artillery Barracks Tir/Shooting</p> <p>J Arène de Greenwich Greenwich Arena Badminton/Badminton Gymnastique (Rythmique) Gymnastics (Rhythmic)</p> <p>K Greenwich Park Pentathlon moderne (Équitation/Course à pied) Modern Pentathlon (Riding/Running) Sports équestres/Equestrian</p> <p> Stations de métro et gares de trains existantes/Existing tube and train stations</p> <p> Améliorations prévues sur les stations de métro et les gares de trains/Planned improvements to tube and train stations</p> <p> N^{os} de lignes de métro et de train. Voir table 14.1/Tube and train line numbers refer to table 14.1</p> <p>Roads/Roads:</p> <p> Routes principales/Main roads</p> <p> Itinéraire olympique principal Olympic main route</p> <p> Voie circulaire du parc olympique Olympic Park loop road</p>	<p>Zone centrale Central Zone</p> <p>L Lord's Cricket Ground Tir à l'arc/Archery</p> <p>M Regent's Park Baseball/Baseball Cyclisme (Route)/Cycling (Road) Softball/Softball</p> <p>N Horse Guards Parade Volleyball de plage/Beach Volleyball</p> <p>O Hyde Park Triathlon/Triathlon</p> <p>P Wembley Football/Football</p> <p>Q Wimbledon Tennis/Tennis</p> <p>Autres sites Other venues</p> <p>R Broxbourne Canoe Slalom Course Canoë-kayak (Slalom) Canoe/Kayak (Slalom)</p> <p>S Weald Country Park Cyclisme (VTT)/Cycling (Mountain Bike)</p> <p>T Eton Dorney Aviron/Rowing Canoë-kayak (Eaux Calmes) Canoe/Kayak (Flatwater)</p> <p>U Weymouth and Portland Voile/Sailing</p> <p>V Hampden Park/St James' Park/Villa Park/Old Trafford/Millennium Stadium Football/Football</p> <p>Sites de compétition et hébergement/Competition venues and accommodation:</p> <p> Sites de compétition Competition venues</p> <p> Hébergement CIO IOC accommodation</p> <p>Sites de compétition et d'entraînement par disciplines Competition venues and training venues by sport:</p> <p> Sites de compétition par disciplines Competition venues by sport</p> <p> Sites d'entraînement par disciplines Training venues by sport</p>
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3.1.2 Transport Infrastructure Developments, Continued

Diagram 11 London 2012 Transport Infrastructure Maps
(continued)



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3.1.2 Transport Infrastructure Developments, Continued

Diagram 11 London 2012 Transport Infrastructure Maps
(continued)

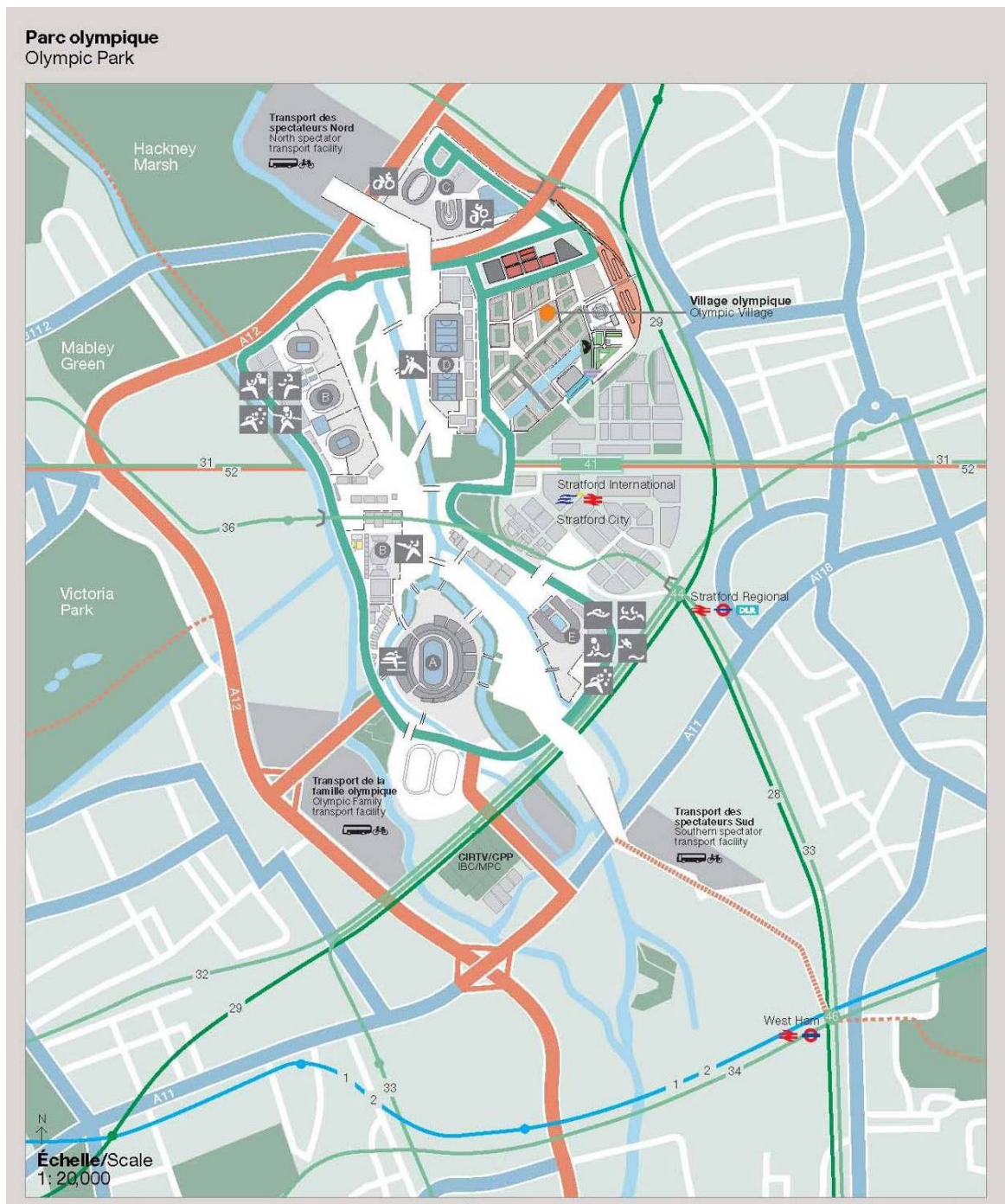
<p>Parc olympique Olympic Park</p> <ul style="list-style-type: none"> Ⓐ Stade olympique Olympic Stadium Athlétisme/Athletics Ⓕ Arènes sportives Sports Arenas Basketball/Basketball Escrime/Fencing Handball/Handball Pentathlon moderne (Tir/Escrime) Modern Pentathlon (Shooting/Fencing) Volleyball/Volleyball Ⓒ Vélodrome/Velodrome Cyclisme (BMX)/Cycling (BMX) Cyclisme (Piste)/Cycling (Track) Ⓗ Centre de hockey Hockey Centre Hockey/Hockey Ⓔ Centre aquatique Aquatics Centre Natation/Swimming Natation synchronisée Synchronised Swimming Pentathlon moderne (Natation) Modern Pentathlon (Swimming) Plongeon/Diving Water-polo/Water Polo 	<p>Zone de la Tamise River Zone</p> <ul style="list-style-type: none"> Ⓕ Le Dôme/The Dome Basketball/Basketball Gymnastique (Artistique) Gymnastics (Artistic) Gymnastique (Trampoline) Gymnastics (Trampoline) Ⓔ ExCeL Boxe/Boxing Haltérophilie/Weightlifting Judo/Judo Lutte/Wrestling Taekwondo/Taekwondo Tennis de table/Table Tennis Ⓗ UEL Docklands Water-polo/Water Polo Ⓘ The Royal Artillery Barracks Tir/Shooting Ⓙ Arène de Greenwich Greenwich Arena Badminton/Badminton Gymnastique (Rythmique) Gymnastics (Rhythmic) Ⓚ Greenwich Park Pentathlon moderne (Équitation/Course à pied) Modern Pentathlon (Riding/Running) Sports équestres/Equestrian 	<p>Zone centrale Central Zone</p> <ul style="list-style-type: none"> Ⓙ Lord's Cricket Ground Tir à l'arc/Archery Ⓜ Regent's Park Baseball/Baseball Cyclisme (Route)/Cycling (Road) Softball/Softball Ⓝ Horse Guards Parade Volleyball de plage/Beach Volleyball Ⓒ Hyde Park Triathlon/Triathlon
<p>Légende/Key</p> <p>Métro et trains/Tube and Trains:</p> <ul style="list-style-type: none"> Lignes de métro et de trains existantes/Existing tube and train lines Améliorations prévues aux lignes de métro et de train Planned improvements to tube and train lines — Service de navette supplémentaire Olympic Javelin/Additional Olympic Javelin Service Ⓜ Principaux échangeurs ferroviaires et de métro existants/Existing tube and train major interchanges Ⓜ Améliorations prévues sur les principaux échangeurs ferroviaires et de métro/Planned improvements to tube and train major interchanges 		
<ul style="list-style-type: none"> ● Stations de métro et gares de trains existantes/Existing tube and train stations ● Améliorations prévues sur les stations de métro et les gares de trains/Planned improvements to tube and train stations ■ N^{os} de lignes de métro et de train. Voir table 14.1/Tube and train line numbers refer to table 14.1 <p>Roads/Roads:</p> <ul style="list-style-type: none"> — Routes principales/Main roads — Itinéraire olympique principal Olympic main route — Voie circulaire du parc olympique Olympic Park loop road 		
<ul style="list-style-type: none"> — Promenade Footpath — Piste cyclable Cycle path <p>Sites de compétition et hébergement/Competition venues and accommodation:</p> <ul style="list-style-type: none"> Ⓜ Sites de compétition Competition venues Ⓜ Sites de compétition par disciplines Competition venues by sport ■ Hébergement CIO IOC accommodation 		

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3.1.2 Transport Infrastructure Developments, Continued

Diagram 11 London 2012 Transport Infrastructure Maps
(continued)



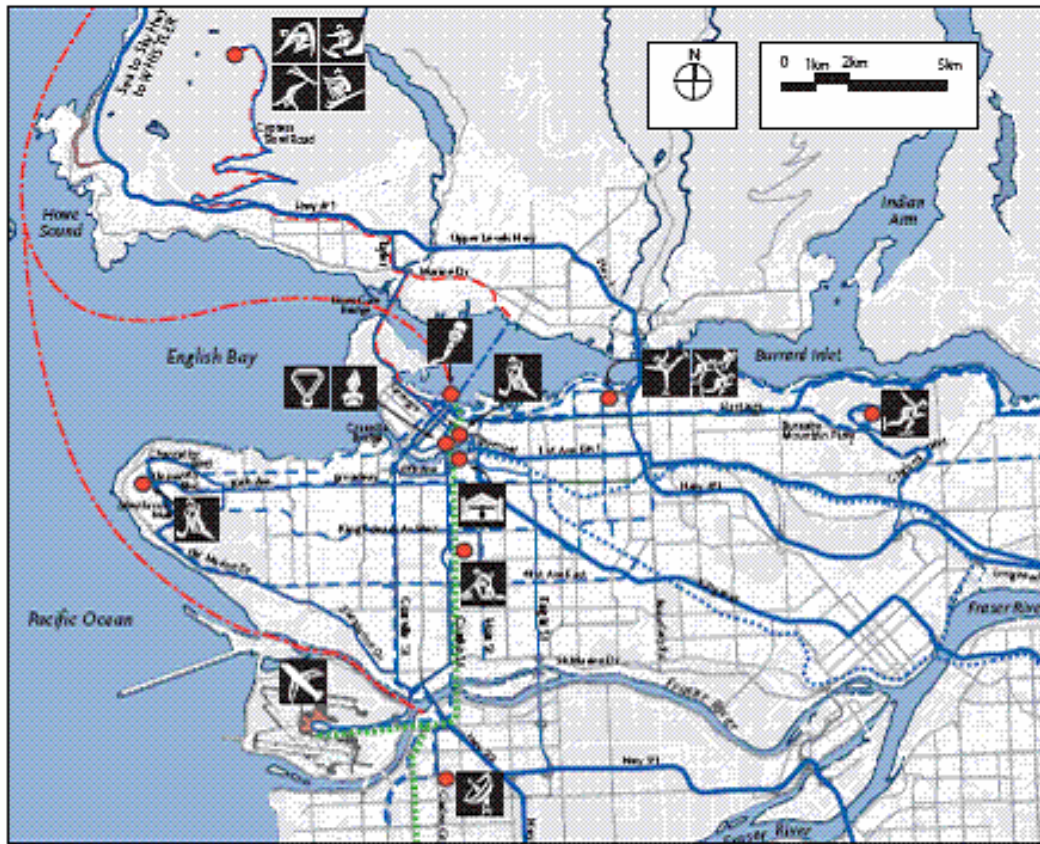
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3.1.2 Transport Infrastructure Developments, Continued

Diagram 12 Vancouver 2010 Transport Infrastructure Maps

VANCOUVER TRANSPORTATION/TRANSPORT DE VANCOUVER



LEGENDE	LEGENDE
Parcours d'autobus existants	Existing Bus Routes
Parcours d'autobus supplémentaires	Additional Bus Routes
Réseau de transport rapide existant	Existing Rapid Transit
Réseau de transport rapide proposé	Proposed Rapid Transit
SeaBus existant	Existing SeaBus
Traversier réservé aux voyageurs vers Squamish	Passenger Only Ferry to Squamish
Routes	Highways
Routes principales	Main Routes

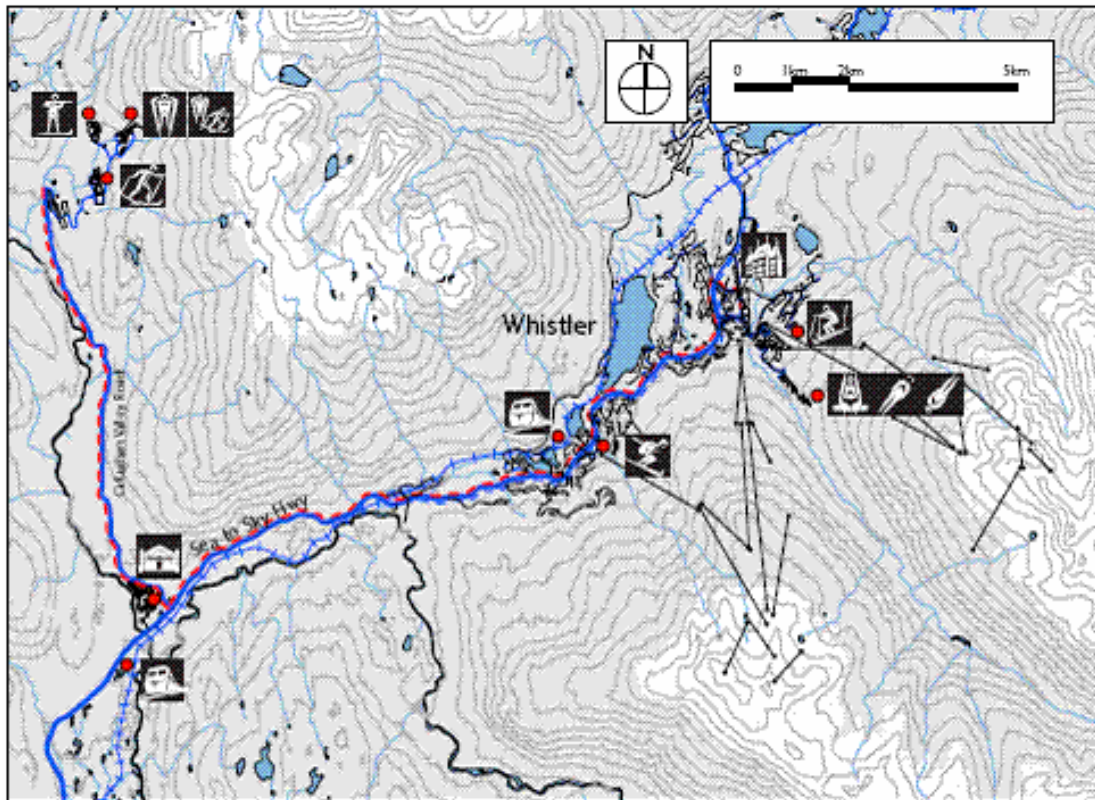
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3.1.2 Transport Infrastructure Developments, Continued

Diagram 12 Vancouver 2010 Transport Infrastructure Maps
(continued)

WHISTLER TRANSPORTATION/TRANSPORT DE WHISTLER



LÉGENDE		LEGEND	
Parcours d'autobus existants	--- --	Existing Bus Routes	--- --
Parcours d'autobus supplémentaires	- - - -	Additional Bus Routes	- - - -
Ligne de rail existant	+ + + + + + + +	Existing Rail	+ + + + + + + +
Routes	—————	Highways	—————
Routes Principales	—————	Main Routes	—————

Continued on next page



3.1.2 Transport Infrastructure Developments, Continued

Motorways, Main Roads and Parking



Motorways, main roads and parking concept and network is part of the Transport theme in the 2012 [Candidature Procedure and Questionnaire](#).

The Candidate City is required to explain:

- the motorway and main road network which will play a key role during the Olympic Games, and alternate ways to reach the competition and non-competition venues
- current available parking (location, car and bus capacity) and the estimation of additional needs during the Olympic Games at competition and key non-competition venues (capacity).

Airport Infrastructure Developments



The 2012 [Candidature Procedure and Questionnaire](#) and the 2014 [Candidature Acceptance Procedure and Questionnaire](#) both require information regarding the Olympic Airport including:

- The identification of which main international airport is intended for use during the Olympic Games
- The identification of any other airports intended for use during the Olympic Games
- Location and capacity (current and planned for Games-time) of identified airports
- Capacity details including number of terminals, international departure gates, national departure gates, passengers per hour, runway movements per hour and night flight ban.

All projected capacity improvements are provided with guarantees including:

- Required authorisations
- Bodies responsible for projects
- Construction timetables
- Financing

Airport Data Review

After a Candidate City is awarded the Olympic Games, it is important that the airport data provided in the Candidature File is reviewed and at G-72 a plan for the airport capacity improvements is provided for the Venue and Infrastructure Construction Schedule (VICS).

Continued on next page



3.1.2 Transport Infrastructure Developments, Continued

Schedules Confirmation and Monitoring

Transport infrastructure commitments and schedules should be confirmed in the Games Foundation Plan. Construction timelines are likely to require that key Olympic-committed transport projects have to start between G-90 and G-60, prior to the set up of the OCOG Transport function.

It is important that the OCOG follows and monitors these constructions from OCOG inception onwards. Construction time lost in the first few years can impact the ability for operations planning to be completed, confirmed, tested and ready for Games delivery.

It is essential that transport infrastructure timelines be well-understood when the OCOG plans its test event schedule. This will ensure that test events are scheduled and planned with knowledge of which infrastructure projects, access routes etc. will be available for use during the test events.

Considerations for Transport Infrastructure and Facilities Construction

An important step in the infrastructure and facilities construction process is the identification of suitable and available land areas for specific uses or improvements. The factors in the table below are recommended to be considered when initially evaluating land options and their potential uses:

Factor	Impact Assessment
Area, Topography and Accessibility of Land	Grade changes for vehicle types, suitability of area for turning circles and movement tracks
Access Routes	Access Routes available to area and preliminary understanding of flows around the venue / facility
Transport Operations	Vehicle flow and operational viability
Location	Proximity to venue/location to be served and constituent system it is supporting. Constituent priority and land proximity review needed
Pedestrians	Pedestrian flows around, to and from vehicle areas, including accessible load zones and paths for Paralympic operations
Environment	Affects of using land with different vehicles, movements, flows and pedestrians
Weather impacts	Reduction in road, load zone and parking area capacities due to snow and ice or other anticipated or contingency weather conditions

Continued on next page



3.1.2 Transport Infrastructure Developments, Continued

Considerations for Transport Infrastructure and Facilities Construction, (continued)

Infrastructure and facility development should consider the size and weight of buses, allowing sufficient space for:

- Turning circles,
- Secure vehicle pathways,
- Bus height and width,
- Bus ground clearances, particularly those set up for wheel chair accessibility
- Bus front and rear overhangs etc.

Road and pavement construction, particularly where buses are continually turning, needs to be of adequate construction to withstand operating demands. In many cases transport areas are only being used for short-term duration (example two to four week period). However, they may have a significant volume of bus service operating during that short-term use requiring a more robust engineering solution to ensure reliability.

Road and pavement construction should also consider vehicle embarking and disembarking platforms and ramps for permanent legacy where possible.

It is recommended that the OCOG undertake a risk management assessment when determining the solutions for transport infrastructure and facilities projects.

Coordination

It is important to ensure a coordination mechanism among the numerous entities responsible for construction projects - whether venue, transport infrastructure or transport facilities - given each project has the potential to impact on another.



3.1.3 Transport Infrastructure and Facilities Monitoring

Transport Infrastructures and Facilities Monitoring

IOC monitoring includes Games-related transport infrastructures and facilities, whether developed by the OCOG, public transport agencies, or other providers.

It is recommended that the OCOG monitor carefully Olympic-related transport infrastructure and facilities projects, as well as non-Olympic-related infrastructure and facilities projects that may impact Games operations in an indirect way. The monitoring process should be described in detail in the Transport Business Plan – see 1.5 Games Planning Process and Transport Outputs.

The Host City should provide a commitment to stop all construction works in the Olympic region that may impact Olympic routes or services, with the exception of emergency works, for the period of the Olympic and Paralympic Games. Suspended and incomplete project work areas may require covering or dressing for the look of the Olympic City to be maintained.

It is also recommended that the OCOG maintain and update the master infrastructure map, discussed earlier in Section 3.1.2 Transport Infrastructure Developments, of infrastructure projects that were developed during the Bid Phase to enhance the monitoring and communication of the progress of the work for transport infrastructure projects. It is recommended that a similar monitoring tool be implemented for monitoring facilities (depots, transport malls, park & ride lots, etc.) construction projects.

The following map from Athens 2004 provides an example of the Transport projects maps used for monitoring.

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3.1.3 Transport Infrastructure and Facilities Monitoring, Continued

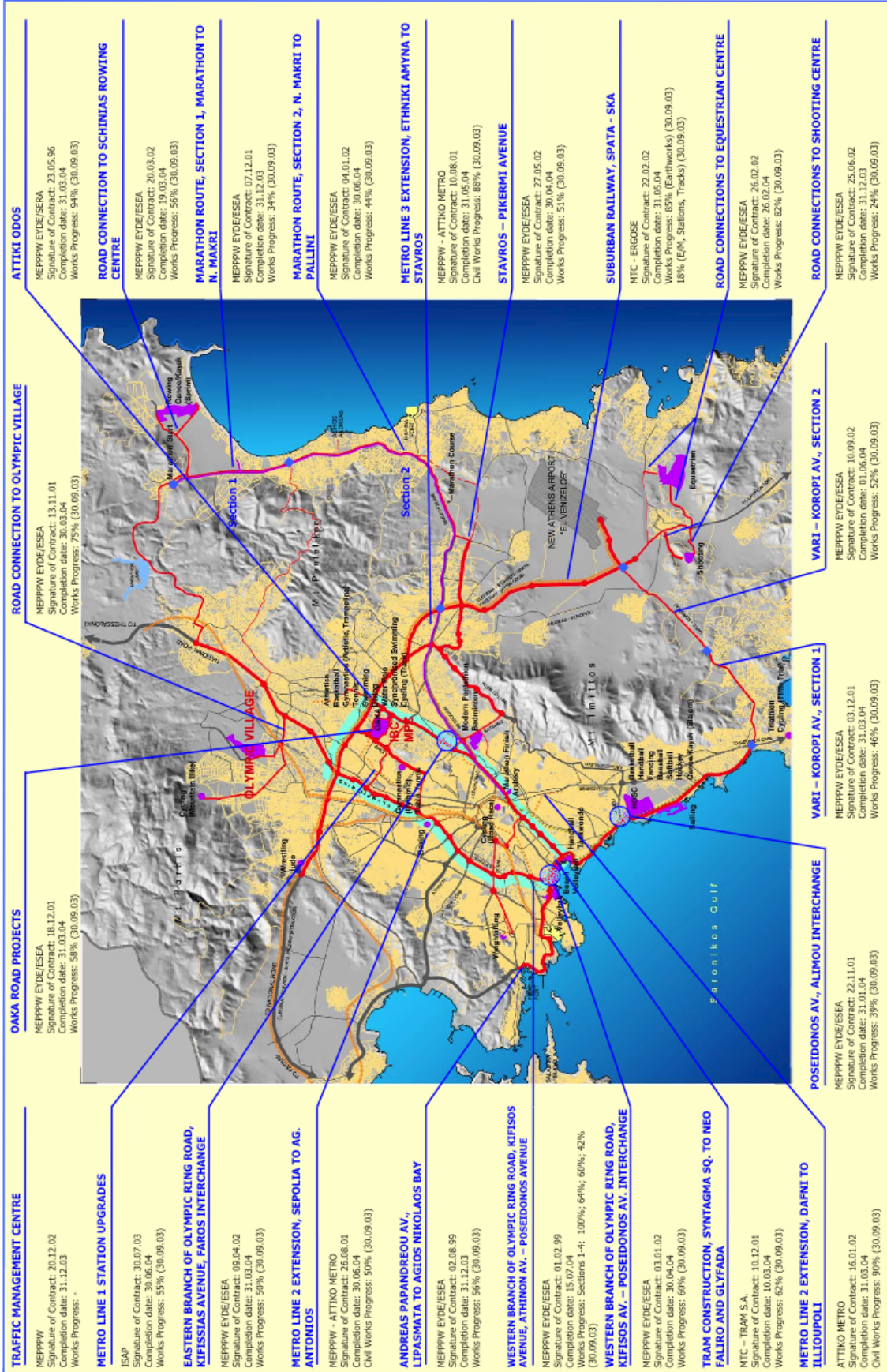
Diagram 13 Athens 2004 Transport Projects Monitoring Map: (see next page)



Updated: 06.10.03

MASTERPLAN
TRANSPORT PROJECTS

Olympic Works
Monitoring Department
Olympic Works Progress Report





3.1.3 Transport Infrastructure and Facilities Monitoring, Continued

Venue and Infrastructure Construction Schedule (VICS)

The IOC tool used to monitor infrastructures is the Venue and Infrastructure Construction Schedule (VICS).

VICS is a project management tool identifying, for each competition venue, key non-competition venue and Games-related infrastructure construction project, the time schedule for achieving key milestones in the construction process. Infrastructure milestones include feasibility study / environmental impact assessment, design phases, tendering, award of contracts, construction of permanent works, testing, installation of overlay.

Reference information given includes for each project a brief scope description, budget, responsible organisation, risk level and issues.

The IOC provides the format for this schedule. Only one VICS is produced covering all projects, whether new construction, renovation or extension.

Given infrastructure projects typically required multi-year planning, approvals, funding, construction and finally commissioning, it is recommended that the VICS is implemented at G-72.

This is usually earlier than the Transport function is set up, therefore another function is likely to monitor and report on Transport Infrastructures, at least initially. Consideration should be given to assigning this monitoring responsibility to Transport function once it is established.

The Transport Infrastructures and Facilities that are initially included on the VICS will not include the final list of required transport areas outside the venues, depots or hubs and interchanges.

It is important for the Transport function to work with the OCOG function responsible for the VICS to ensure that as operational planning progresses, the schedule is updated and includes all areas required by transport that are not included in the Venue projects.



3.1.4 Transport Depots

Introduction

Fleet and Bus operations require depots. These depots will likely be temporary facilities or will be enlargements of existing facilities.

This section does not include the details for depot management. This is included in Section 3.4.5 Depot Management.

The strategic decisions regarding the provision of transport services include which services are provided by bus, which are provided by fleet and which are provided by public transport. These decisions will impact the decisions on transport depots.

There are important considerations to determine the number and location of depots:

- constituent transport system management
- proximity to base of operations
- dates of operations
- depot design
- driver accommodation (refer Section 3.8.2 Transport Workforce)
- security parameters

If at all possible, an OCOG should co-locate their fleet and bus depots, reducing the need for the OCOG to duplicate facilities and reducing the number of depots it needs to commission.

In addition depots should be located in an area that is close to public transport services so the workforce assigned to the depot can get to and from their workplace.

Transport System Management

Key success factors from past Games have identified the importance of strategic decisions with respect to depot locations, for example, depot location at close proximity to constituent accommodation.

Other successes have been ensuring a separation of constituent systems management. Separated constituent systems management means that each constituent transport system works independently, managing its own resources, including staff and vehicles.

Olympic Winter Games have different environments, often with longer travel times and distances. Travel times and distances may necessitate co-location of different constituent transport systems within single depots; in this instance, an OCOG needs to define how they will manage separately the systems within one depot facility.

Continued on next page



3.1.4 Transport Depots, Continued

Proximity to Base of Operations

The location of depots for fleet and bus are important to their operational effectiveness.

The following table outlines a brief overview of the constituent system and the base for their activities which should be considered when determining depot location.

Constituents	Base of Activity	Key Connections
All constituents - arrivals	Airport	Accommodations
IOC	IOC Hotels	Competition Venues
Athletes/NOCs	Olympic Village/s	Training/Competition Venues
Media	Accommodations; MPC/IBC	Competition Venues
IFs	Accommodations	Competition Venues
Marketing Partners	Accommodations	Competition Venues
Workforce	Network start/end	All Venues, Facilities, Villages
Spectators	Network start/end	Competition Venues

Dates of Operations

The primary fleet depot for commissioning and decommissioning all the Olympic and Paralympic Fleet is likely to be required G-6, for OCOG vehicles and to support the Test Events, with the other depots becoming available between G-3 and G-1.

Bus services operate from the opening of the Olympic Village through to the closing of the Olympic Village. These bus depots should be ready for operations at least 4 weeks prior to the services operating.

Closing dates for the depots will be dependent on various vehicle procurement contracts and conditions. Some depots may be able to be closed shortly (within days or a few weeks) after Closing Ceremonies for the Olympic Games, others shortly after Closing Ceremonies for the Paralympic Games, however the Olympic and Paralympic Fleet Depot may be required for several months after the Games.

Continued on next page



3.1.4 Transport Depots, Continued

Depot Design Considerations

Depots typically contain the following spaces:

- Depot management office
- Administration spaces
- Dispatch office
- Fleet / Bus drivers' lounge
- Canteen / refreshment area
- Asset allocation / de-allocation areas, for keys, radios, mobile phones
- Secure lockable areas for securing assets and lost property
- Restrooms
- Vehicle parking spaces

The design of transport depots necessitates consideration of a number of factors including operational services such as:

- Vehicle refuelling
- Car washing / vacuuming
- Minor maintenance / servicing / tyre inflation
- Heating / air conditioning of workspaces

Temporary infrastructures such as offices, work cabins and/or shipping containers, are satisfactory for many locations due to the temporary nature of the use of the land areas. It should be noted that at those temporary locations, lighting and power is vital due to the 24-hour nature of Games transport services. In those cases, power or temporary and portable power generation should be considered.

Another important element for all the workspaces is heating and/or air conditioning.

Development of the depot infrastructure should always consider the size and weight of buses. Allow sufficient space for turning circles, height and width, ground clearances and front and rear overhangs.

Road and pavement construction within the depots, particularly where buses are continually turning, needs to be of adequate construction to withstand operating demands.



3.1.5 Transport Areas Outside Venues

Staging Areas Transport operations require spaces within the venues, however often there are additional areas required outside the venue for operations. These areas are used for vehicles to wait, or be staged, before they enter the venue or transport mall.

They are required for various reasons, for example:

- Arriving earlier than the pick up time and need to wait for their 'turn'
- Driver changeover, meal and rest areas
- Vehicles need to turn around and be staged ready for venue bump out or for special operations such as ceremonies

The majority of transport malls and venues will require staging areas and, where venues have restricted spaces available, the number and/or size of areas off venue will increase.

These areas require Transport workforce to be present to manage any driver issues, coordinate vehicle call up and to communicate with the staff at the venue or location they are waiting to enter. Having multiple holding and staging areas outside the venues can result in quite complex management systems. The number of areas has a direct impact on the amount of workforce and communication/technology required for transport operations.

As planning progresses, and the transport operations are defined at the venues, the associated vehicle holding or staging area requirements need to be identified, and the land then located and procured. Locating and sourcing these areas can be time consuming and where land is not available, then transport operations need to be reconsidered and re-evaluated to ensure the services can be delivered.

Transport areas outside venues need to be included in the VICS for monitoring purposes.

Operations Centres The OCOG Transport Function will require an Olympic Transport Operations Centre (OTOC).

The Traffic and City operations centres may be financed, planned and managed by external authorities, however there is a need for the OCOG transport operations to be coordinated and therefore the facilities/operation centres, in addition to the Traffic and City Operations Centres, need to be planned and managed by the OCOG.

The OTOC may be co-located with other facilities, Games Headquarters or the Main Operations Centre.

Continued on next page



3.1.5 Transport Areas Outside Venues, Continued

Transport Malls, Hubs and Interchanges Transport Malls, hubs and interchanges will need to be planned for a variety of venues and transport systems from which the multiple destination transport network services will be controlled.

X

Transport Malls are located in:

- Olympic Villages
- IBC / MPC / Main Media Hubs
- Spectator Interchange nodes (modal transfer facilities for rail to bus or park and ride /walk lots)

Transport Malls should provide sufficient area for the number of bus movements required, independent of pedestrian movement. In some instances, fleet vehicles may also operate in or near the Transport Malls.

They require detailed planning with the operators, users and related operations (i.e. Villages, Train Stations, Parking Management) to ensure their efficiency and effectiveness.

Hubs should also provide sufficient area for the number of bus and other vehicle movements required, independent of pedestrian movement. In most instances, fleet vehicles will also operate in or near the hubs.

They require detailed planning with the operators, users and related operations (i.e. taxis, public transport, and parking management) to ensure their efficiency and effectiveness.

Spectator interchange nodes should be able to accommodate designated vehicle movements as well as large numbers of people.

These interchange nodes can include but are not limited to:

- Modal transfer facilities for rail to rail (intercity to suburban or subway), rail to bus, or rail to ferry,
- Park and rides (car to bus, car to rail, or car to walking),
- Bicycle parking areas.

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3.1.5 Transport Areas Outside Venues, Continued

Transport Malls, Hubs and Interchanges
(continued)

X

The spectator interchange nodes can be provided by public transport agencies, the OCOG or others depending on the nature of the node, whether existing facilities are adequate or need upgrades or improvements, or whether new permanent or temporary facilities are required to fulfil the Games-time requirements.

They require detailed planning with the operators, users and related operations (i.e. taxis, public transport, parking management) to ensure their efficiency and effectiveness.

For more information regarding the Olympic Village Transport Mall refer the [Technical Manual on Olympic Village](#).

Design of the Transport Mall

The following topics detail the process for designing an Olympic Village Transport Mall.

The design process is fundamentally the same for all Malls, Hubs and Interchanges.

Continued on next page



3.1.5 Transport Areas Outside Venues, Continued

Developing Model Predictions

When developing the design and requirements of a Transport Mall, a model should be developed and updated throughout the planning process.

The Olympic Village Transport Mall model example that follows in Diagram 15 - Transport Mall Model predictions, was developed using assumptions based on the following:

- The Competition and Training Schedule
- Assumption that Athletes arrive at the Venue at Competition Time -3 hours and depart at Competition Time +1 hour
- Estimated travel time between the venues and the Olympic Village
- The anticipated number of Athletes per session
- An assumed capacity of Athletes per vehicle

It is recommended that this model be developed for each day, to establish the pattern over the operating period. The output for a Transport Mall Model Prediction is shown in Diagram 14 below.

The outputs establish the bus and pedestrian movements by day, by hour and by flow (in and out of the Transport Mall). It identifies the peak movements, the average movements and the periods of little activity. This information is important to establish the size of the Transport Mall, holding areas and both the vehicle bays and pedestrian marshalling areas.

From this information, the Transport Mall concept can be developed. When the bus schedules and frequencies are determined, and the scheduling system outputs are available, the accuracy of the original assumptions can be verified.

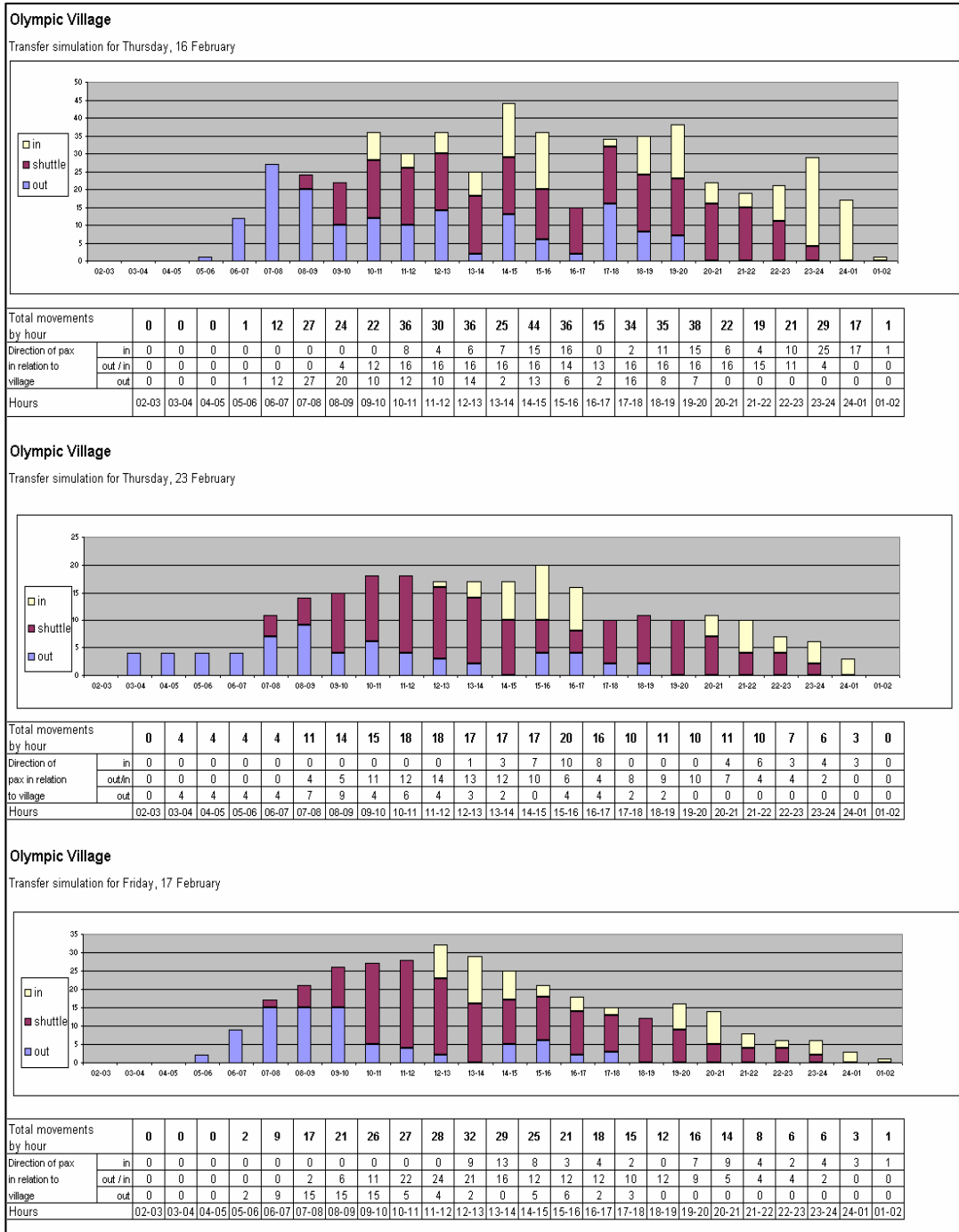
Once the Bus Schedules are developed, final adjustments can be made to the layout in real terms.

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3.1.5 Transport Areas Outside Venues, Continued

Diagram 14 Transport Mall Model Predictions



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3.1.5 Transport Areas Outside Venues, Continued

**Entry and
Egress to
Transport Malls**

The efficiency of the Transport Mall will depend on the rate at which buses can enter and exit the Mall.

Wherever possible separate entry and exit points should be considered to promote one-way flow and allow for flexibility in operating plans in case of bad weather or other reasons.

**Requirement
for Pedestrian
Marshalling
Areas**

The Transport Mall efficiency is also dependent on passenger management. Management of each bus stop/bay needs to be considered for each Mall.

It may be necessary that a temporary structure be erected adjacent to the mall to enable outbound passengers to be sorted and directed to the correct bus bay for loading.

The pedestrian flows between the Transport Mall and Olympic Village venue access control points is an important element to be integrated into the design and operating plans.



3.1.6 Transport Infrastructure and Facilities Testing

Testing Transport Facilities



The 2012 [Candidature Procedures and Questionnaire](#) requires a description of the concept of testing transport facilities (and staff) before the Olympic Games.

Testing

It is important to consider the G-12 testing phase for an OCOG and a Host City.

Ideally, the majority of permanent infrastructures should be completed G-15 so the OCOG can test its operations and so the Host City can use, test and 'break-in' new roads, rail and airport developments.



3.1.7 Transport Infrastructure and Facilities Operational Readiness

Transport Operational Areas Set Up

The physical set up of areas for transport operations can occur very close to operations commencing.

The set up of transport areas involves the installation of all temporary elements, including tents and shade/shelter structures, positioning of barriers, signage etc. and delivery and set-up of FF&E.



3.2 Venue Transport

Overview

Introduction This section identifies the task of Venue Transport. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.2.1 The Venue Transport Task
3.2.2 Competition Venues
3.2.3 Non-Competition Venues
3.2.4 Venue Clusters and Precincts
3.2.5 Vehicle Access and / or Parking Permits
3.2.6 Testing
3.2.7 Operational Readiness
3.2.8 Venue Transport Planning Outputs



3.2.1 The Venue Transport Task

Introduction

Venue Transport is active in all officially recognised venues within the Olympic system.

The Venue Transport Task is to ensure that the OCOG-controlled transport systems have enough space to operate successfully within and adjacent to every venue as well as to ensure that the venue transport plan incorporates the requirements of every constituent and every other user vehicle requiring access to an Olympic venue.

Venues within the Olympic system will have different operating cycles within the Olympic period which Transport needs to incorporate when designing the transport systems for individual constituents.

To achieve this, Venue Transport needs a detailed understanding of venue operations. Venue Transport provide the transport workforce to work within every Venue Team during planning; after the OCOG 'venueisation' or evolution to venue-based teams, they work as part of the venue team to deliver operations.

Venues are where Venue Transport's core business occurs. Venues can be divided into two categories:

- Competition
- Non-competition, including training venues

These two categories will be further explained within this section, however essentially all categories of venues are planned using the same time lines within the Games Planning Process. The concepts used in planning the different categories of venues have some important variants which need to be fully understood from the outset by Venue Transport.

The purpose of this section is to clearly illustrate these differences and to highlight the key factors to consider during the development of the operating plan for the different venue types. It should be highlighted that whilst competition venues have been standardised, the key non-competition venues have been addressed separately as they are too unique to treat in any other way.

Venue Transport operates primarily at official Games venues, however it is important to realise that Transport is one of the functions within an OCOG which does not operate only on the venue; Transport operates only 30% on the venue and 70% off venue.

In addition the concept of precincts and clusters of venues and facilities is introduced. By adopting a precinct and cluster vision, Transport is able to identify and clearly understand the interactions, efficiencies and challenges of the transport operations between the facilities and venues within a cluster or precinct.

Continued on next page



3.2.1 The Venue Transport Task, Continued

Different Types of Venues Olympic venues fit into two categories detailed below:

- Competition venue: a site where a specific sport or discipline takes place during the Olympic Games
- Non-competition venue: a site where no sport occurs but where Olympic constituents are served either exclusively or non-exclusively

It is relatively easy to standardise the operations for competition venues, however it is not possible to standardise operations at non-competition venues, with the exception of training venues.

Non-competition venues can be sub-categorised as follows:

- Training venues
- Accommodation sites: e.g. Athletes Village, Media Village, Olympic Family Hotel
- Working Sites: e.g. Main Broadcast Centre, Main Press Centre, Airport, Accreditation Centre, Uniforming Centre

Even within these categories it is easy to identify that each venue is unique and therefore complex from both a venue operational and transport operational perspective. It is recommended that from an early stage in planning these venues are considered individually.

All venues, whether competition or non-competition, should be considered as a Transport system anchor point and the aim should be to develop plans for every venue in a consistent framework following the same timelines. This approach will minimise the risk of system changes due to incorrect space assumptions being made.

From an early stage in the venue transport planning process, location of venues will be a key and it is recommended that geographical clusters and precincts are recognised by the OCOG. From a Transport perspective the most important consideration is the traffic flow around and to/from the venue. Further information regarding venue clusters and precincts is provided later in this section.

Continued on next page



3.2.1 The Venue Transport Task, Continued

Facilities

Transport operates 70% off-venue at Games-time and therefore there are other facilities which are essential to transport operations. Some of these facilities are transport logistical areas, such as bus depots and fleet depots, whilst others serve Olympic constituents and are essential to the delivery of the overall Transport system, including train, tram or metro stations, car parks and interchange nodes etc. Not all of these facilities traditionally fall under Venue Transport, however the Transport function needs to ensure that management responsibilities are identified early.

To manage these facilities it is possible to adapt the competition venue planning process to them, however Venue Transport is not active on these facilities (e.g. bus depots are run by Bus Operations and car parks could be outsourced).

Venue Lifecycles

It is important for Venue Transport to understand the venue and transport services lifecycles. The following principles generally apply:

- Venue Transport services correspond to the set up and operation of the venue it serves
- Venue Transport services increase in intensity as Games-time operation approach
- Venue Transport services end with the closure of the venue



3.2.2 Competition Venues

Introduction



This section describes the generic layout of a competition venue and its transport design. This generic version of design is the basis for planning all competition venues.

There are many areas within a competition venue required for Transport activities. These areas are listed, with particular detail regarding positioning of load zones.

Other important elements of competition venues, including access routes, security principles and parking, are also explained.

Refer to the [Technical Manual on Venues - Design Standards for Competition Venues](#) for more information.



3.2.2.1 Generic Layout of a Competition Venue and Generic Competition Venue Transport Design

Essential Elements

Every Competition Venue has five essential elements:

- A field of play (FOP) where the sport occurs
- A back of house (BOH) area where only accredited constituents can circulate
- A front of house (FOH) area where ticketed constituents can circulate but which is also accessible to accredited constituents
- A secure perimeter
- A buffer zone

The following diagrams outline the layout for a generic competition venue and a generic competition venue transport design.

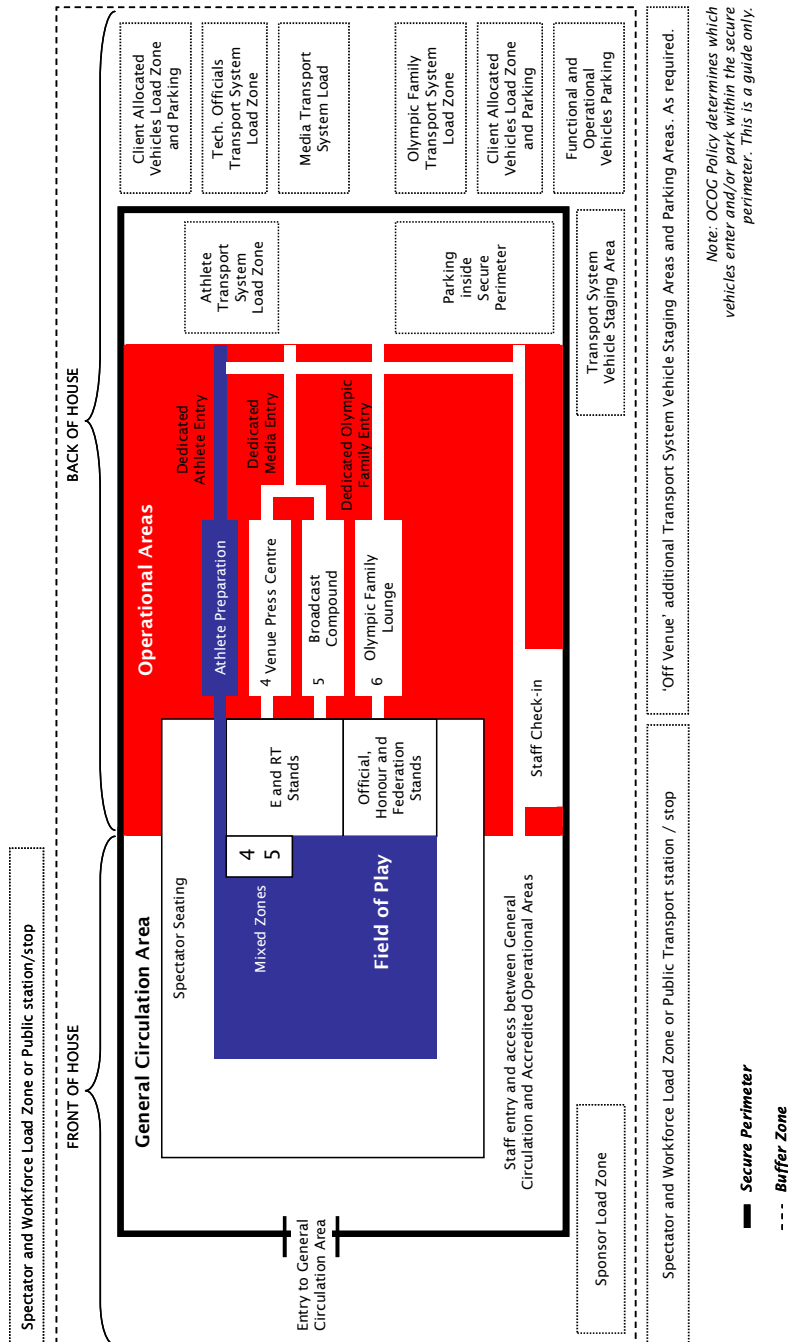
The transport systems serving accredited constituents use the back of house and the transport systems for ticketed constituents use load zones front of house. The load zones, vehicle staging and parking areas are indicated.

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3.2.2.1 Generic Layout of a Competition Venue and Generic Competition Venue Transport Design, Continued

Diagram 15 Generic Competition Venue Layout

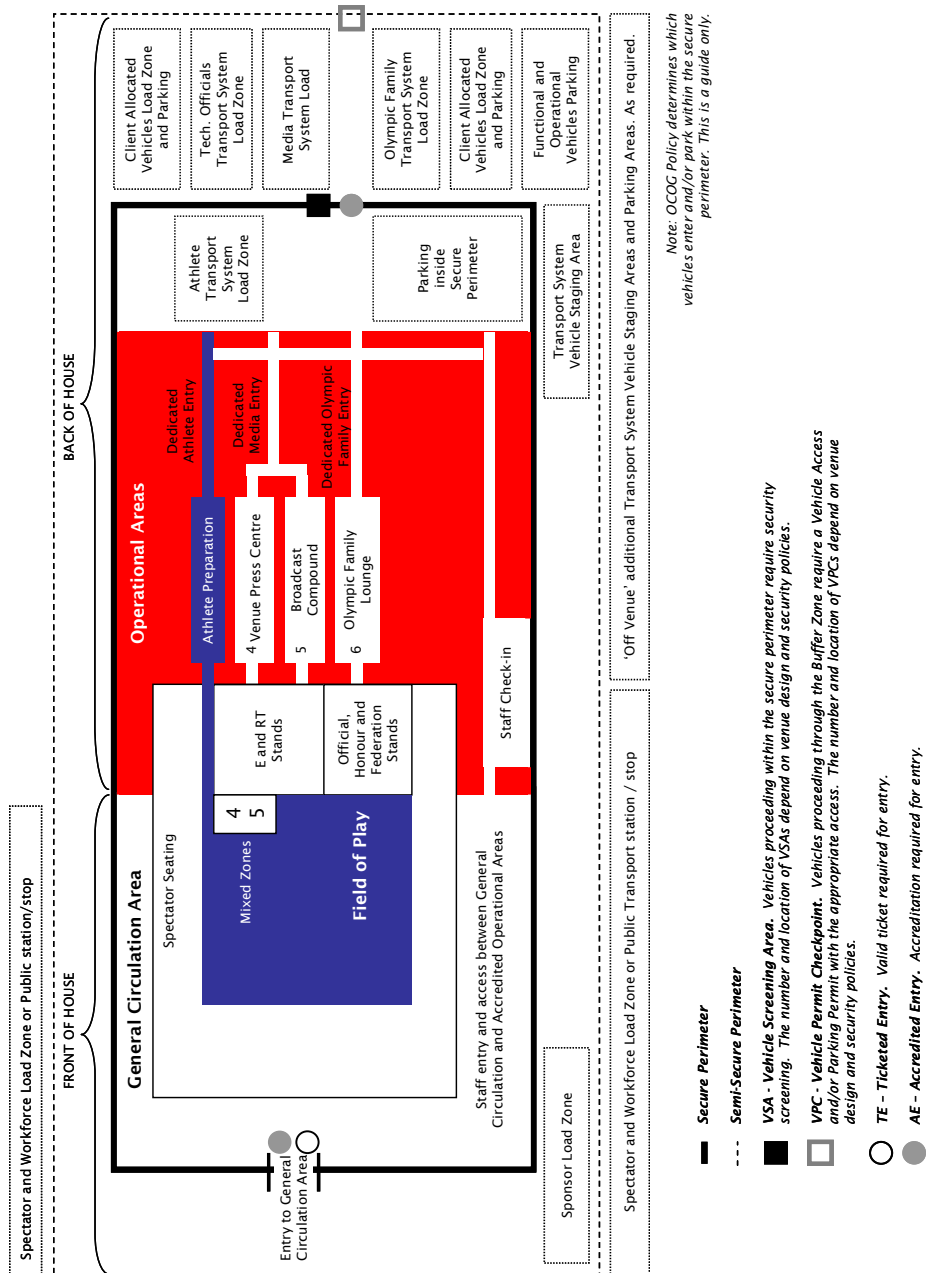


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3.2.2.1 Generic Layout of a Competition Venue and Generic Competition Venue Transport Design, Continued

Diagram 16 Generic Competition Venue Transport Design





3.2.2.2 Venue Transport Areas

Venue Transport Areas Venue transport areas are areas used by Transport within the venue secure perimeter or buffer zone. In some cases the transport areas are adjacent to the venue buffer zone.

When possible, the venue transport areas should be co-located and allocated by user (e.g. the athlete transport system arrival load zone could be the same as the departure load zone).

In every venue there are standard areas used by Transport which are listed below:

Venue Transport Area	Description	Vehicle Movement
Transport Desk/ Office	Administration base	No
Arrival load zone for system vehicles	Specific area/s for system vehicles to arrive in the venue, passengers to disembark and proceed to venue entry	Yes
Departure load zone for system vehicles	Specific area/s where system vehicles depart the venue. Passengers queue while waiting to board the vehicle. The load zone for arrival and departure of transport systems may be the same.	Yes
Arrival load zone for non-system vehicles	Specified area/s where non-system vehicles arrive and drop off passengers	Yes
Departure load zone for non-system vehicles	Specified area/s where non-system vehicles pick up passengers and depart the venue. The load zone for arrival and departure of non-system vehicles may be the same.	Yes
Permitted parking areas	Car parks for vehicles to park for a variable amount of time. Drivers may leave the vehicle and enter the venue, or wait in the car park or drivers' lounge/waiting area. Sections of the car parking areas are allocated to specific constituents. Access is controlled by VAPPs.	Yes
Staging Areas Fleet Staging Areas or Bus Staging Areas	Areas used by system vehicles (e.g. T3 cars or buses) to prepare for arrival or departure, to wait until they are called up into the load zone.	Yes
In Venue Transport Areas	In-venue transport systems operate within the venue, independently from the main transport systems. In-venue transport systems should have dedicated areas for their operations.	Yes

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3.2.2.2 Venue Transport Areas, Continued

Venue Transport Areas (continued)

Venue Transport Area	Description	Vehicle Movement
Transport Malls	Transport Malls accommodate multiple arrival and departures to and from multiple destinations, usually serving a single transport system. Transport malls consist of both vehicle and pedestrian areas.	Yes
Drivers' Lounge	Waiting point used by drivers during their standby time.	No
Vehicle Permit Checkpoints	Entry point for vehicles to the venue buffer zones, where VAPPs are checked (usually staffed by law enforcement).	Yes
Traffic Control Points	Points in roads around the venues where restrictions are applied to general traffic flows.	Yes
Olympic Family Transport Desk	Constituent Transport Desk located in the Olympic Family lounge.	No

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3.2.2.2 Venue Transport Areas, Continued

**Positioning and
Use of Venue
Transport Areas**
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When the basic understanding of the venue design and likely venue operation has been achieved, it is important to identify suitable transport areas and define their use.

Factors to be considered when identifying land and defining use are outlined in Section 3.1.2 Transport Infrastructure Developments.

In addition to these transport considerations, constituent considerations and contractual obligations need to be incorporated. Constituent considerations and obligations can lead to delicate negotiations between Transport and the constituent.

Transport should focus on delivering viable transport systems, which will be robust and flexible throughout the operational period. Venue Transport's objective is to ensure all transport systems operate effectively on the venue, not just one constituent system.

As a guideline the transport priorities provided in Section 2.1 Transport Privileges and Priorities can assist when positioning areas that support the transport systems, for example Athletes are allocated areas closest to the field of play, whilst areas for Spectators are further away from the venue. These priorities cannot be seen as the definitive decision maker when allocating and positioning venue transport areas, as the operational flows of the venue must also be considered.

The following tables, which refer also to the [Technical Manual on Venues - Design Standards for Competition Venues](#), can also be used as a guide for positioning decisions.

Once a draft is available, the use of traffic engineers is recommended to verify the suitability of areas both in terms of land suitability for Transport and also to preliminarily verify access flows and critical junctions both on and around the venue.

**System and
Non-System
Vehicles**

Transport delivers a number of systems for specified constituent groups. Each venue requires load zones and/or staging/parking areas for these systems. Additionally, venues provide load zone and/or parking/holding spaces for non-system vehicles.

Transport's main priority should be to safeguard its transport systems which are usually run on large vehicles with limited manoeuvrability. Furthermore, to maximise efficiency, these systems generally run to a schedule. It is therefore recommended that the different vehicle types are allocated separate areas because operationally it is difficult for Venue Transport staff to control non-system vehicles even though strict policies and procedures may be enforced.

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3.2.2.2 Venue Transport Areas, Continued

System and Non-System Vehicles,
(continued)

The table below defines which constituent vehicles are generally system and non-system and the recommended positioning of the venue transport areas to serve the constituent group:

Vehicle Type	Constituent	System or Non-system	BOH or FOH
Athlete Transport System	Athletes and Team Officials	System	BOH
NOC Allocated or NOC Rate card Vehicles	Athletes and Team Officials	Non-system	BOH
Technical Officials Transport System	Technical Officials	System	BOH
Media Transport System	Media	System	BOH
OBO Transport System	Olympic Broadcast Organisation	System	BOH
ENG / Photo pool vehicles	Broadcast and Press	Non-system	BOH
Broadcast and Press vehicles (vans or cars)	Broadcast and Press	Non-system	BOH
Constituent Allocated Cars	IOC, IF, Marketing Partners, Media	Non-system	BOH
T3 Transport System	IOC, NOC, IF, Marketing Partners	Non-system	BOH
Venue Operational Vehicles	Operational Workforce	Non-system	BOH
Sponsor Coach Program	Marketing Partners	Non-system	FOH
Spectator and Workforce Transport Systems	Spectators and Workforce	System	FOH

Continued on next page



3.2.2.2 Venue Transport Areas, Continued

**Positioning
Load Zones**

Load zones are the anchor point of every transport system.

It is important that the system load zones are identified, ideally during the Transport Operating Concept phase, to enable the transport system and routings to be developed and operationally assessed.

As system services tend to use large vehicles, these load zones and their operating principles should be established between Venue Transport and Bus Operations at an early stage because in Games where space is at a premium, bus staging areas may be considered to support the Load Zones. If this is the case, suitable land should then be identified and procured and prepared for bus operations at the same time as the Venue Transport Operating Plan is being developed.

Once load zones are defined the rest of the transport operation can be designed in the remaining spaces and then preliminary flows can be established, studied and if necessary amended. The load zones and vehicle staging areas need to be identified and defined before parking areas can be assessed and designed.

**Recommended
Load Zone
Positions**

The following tables summarise the recommended load zone positions (back of house and front of house) and walking distances.

Constituent Load Zones – Back of House	Recommended Load Zone Position on Venue	Recommended Walking Distance
Athlete Transport System	Located immediately adjacent to athlete entry. Security principles generally locate this within the secure perimeter.	Recommended at 30 metres maximum from transport drop-off to entry points
NOC allocated and rate card vehicles	Load zone or parking area to be located as close as possible to the athlete entry. Security principles generally locate this outside the secure perimeter, within the buffer zone.	Recommended at 50 metres maximum from transport drop-off to entry points. Parking areas may necessitate a further walk, depending on size of parking area.
IOC/IF/NOC allocated vehicles T3 Transport System	Located immediately adjacent to official/Honour/IOC entry. The complexities of vehicle call-up systems on departure are likely to result in different load zones or bays dedicated to the different vehicle categories.	Recommended at 50 metres maximum from transport drop-off to entry points.

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3.2.2.2 Venue Transport Areas, Continued

Recommended Load Zone Positions, (continued)

Constituent Load Zones – Back of House	Recommended Load Zone Position on Venue	Recommended Walking Distance
Technical Officials Transport System	Located immediately adjacent to the identified entry point for technical officials. Security principles generally locate this outside the secure perimeter, within the buffer zone.	Recommended at 50 metres maximum from transport drop-off to entry points.
Media Transport System	Located as close as possible to media entry points. Venue design principles usually locate this outside the secure perimeter, within the buffer zone.	Recommended at 50 metres maximum from transport drop-off to entry points.
OBO Transport System	Ideally co-located with the load zones for the media transport system. Peak periods may need a dedicated space, as these vehicles do not operate to schedules and may require longer waiting times on the load zones.	Recommended at 50 metres maximum from transport drop-off to entry points.
ENG and Photo pool	Load zone or parking areas to be located as close as possible to the media entry point. Access to load zones and dedicated parking areas for ENG and photo pool are prioritised over other media vehicles.	Recommended at 50 metres maximum from transport drop-off to entry points.
Venue Operational Vehicles	Parking areas (not load zones) will be required both inside the secure perimeter and in the buffer zone.	
Secure Parking	Parking areas will be needed within the secure perimeter for dignitary and other vehicles for protected or other persons identified by security and/or protocol.	
Technical Officials Transport System	Located immediately adjacent to the identified entry point for technical officials. Security principles generally locate this outside the secure perimeter, within the buffer zone.	Recommended at 50 metres maximum from transport drop-off to entry points.

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3.2.2.2 Venue Transport Areas, Continued

TRecommended Load Zone Positions, (continued)T(continued)

Constituent Load Zones - Back of House	Recommended Load Zone Position on Venue	Recommended Walking Distance
Spectators and Marketing Partners	Load zones or public transport stops are located outside the secure perimeter and buffer zone. Ideally, Marketing Partners have parking areas, or as a minimum load zones with staging areas, that are closer to the venue entrance than spectators.	Recommended at a maximum of 1200 metres from transport drop-off to venue entry points.
Accessible	Load zones for accessible vehicles to drop off and pick up spectators should be located outside the secure perimeter and buffer zone.	Recommended at a maximum of 200 metres from transport drop-off to spectator entry points.
Workforce	Load zones are generally co-located with spectator load zones or public transport stops. In the instance that the OCOG operates specific workforce shuttles, their load zones should be located outside the secure perimeter and buffer zones.	Recommended at a maximum of 800 metres from transport drop-off to venue entry.
Taxi Points	It is recommended that each venue identify a taxi pick up and drop off point outside the venue secure perimeter and buffer zone.	Recommended at a maximum of 1200 metres from transport drop-off to venue entry points.

Winter Considerations The terrain, path surface conditions and weather conditions experienced in Winter Games suggest that the distances should be factored down by a minimum of 25%

Additional Information For more information, refer to the [Technical Manual on Venues - Design Standards for Competition Venues](#).

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3.2.2.2 Venue Transport Areas, Continued

Load Zone Operations

Load zones are the main place of business for transport operations at a venue. They can cater either for system or non-system vehicles, preferably with separation of different vehicle types.

It is important to design load zones to ensure that the requirements of both vehicles and pedestrians are incorporated. In most cases it is preferred to have a separate loading and unloading area however simplicity and flexibility are most important.

When designing load zones the following objectives should be considered:

- Minimise conflict and crossing points of vehicles and pedestrians. If unavoidable, ensure they are operationally controlled by lights or workforce
- Minimise manoeuvring of vehicles on and around the load zone
- Keep load zone flows one way
- If using separate drop off and pick up areas ensure vehicles can move from one area to another
- Make the load zone user-friendly for drivers by using simple signage and lines on tarmac to show vehicle flow
- Ensure a simple and flexible queuing system is designed to control pedestrians in an orderly manner
- For peak periods, consider rearranging load zone to cater for one-way movement only
- Use signage to make queuing system simple for users to use
- Load zones should not only be constituent-specific but also vehicle-type-specific (i.e. do not mix system vehicles with non-system vehicles, or buses with cars)

The operation of load zones at Games-time should be clearly defined with precise policies and procedures. These enable Venue Transport staff and drivers to work within clearly defined parameters to ensure maximum efficiency of all load zones.



3.2.2.3 Access Routes

Vehicle Flows Vehicle flows on and around the venues are primarily affected by the following:

- Location of the transport operational areas, particularly load zones and staging areas
- Size of venue and constituent capacities
- Constituent flow predictions for bump in and bump out of venue
- Transport service priority
- Vehicle permit checkpoints (VPC) and vehicle screening areas (VSA)
- Land available and road layout
- Venue operational procedures
- Emergency vehicles access requirements
- Logistics traffic requirements

It is Venue Transport's core business to design the access and egress for every vehicle approaching and leaving a venue.

Vehicle Flow Model

To do this and also to verify the size of the venue transport areas, during the development of the transport operating concept a simplistic vehicle flow model needs to be developed, venue by venue. The model needs to take into account the following:

- Transport by constituent group (i.e. system, non-system)
- Vehicle type and passenger capacity
- Capacity of load zones
- Bump in and bump out times for constituent groups (e.g. objective of loading and unloading venue in three hour time window)
- Percentage of constituent group to arrive or depart venue on hour by hour basis on a peak day

Once this vehicle flow model has been developed it can be cross-referenced with any road capacity data which is available to the OCOG. The data produced by the model may mean that venue capacities or transport methodology may have to be reworked to ensure acceptable levels of service for constituents or in some cases infrastructure improvements may be considered for either roads or load zones and transport areas to improve transport capacities.

Continued on next page



3.2.2.3 Access Routes, Continued

Vehicle Flow Categories

There are over 30 likely categories of vehicle flows around the venue. Not all require access to Transport Areas; some will use areas controlled by other functions however all will require a route to gain access/egress and all will need the correct VAPP. Examples of vehicle flow categories include, but are not limited to the following:

- Emergency vehicles
- NOC vehicles
- Constituent transport system vehicles
- Dignitaries and security escort vehicles
- Function operational vehicles
- Technology support vehicles
- Venue transport vehicles
- Outside broadcast vehicles
- ENG vehicles
- Photo pool
- Logistic vehicles
- Cleaning and waste vehicles
- Catering vehicles
- Taxis
- Public transport
- Marketing partner vehicles

For Venue Transport, the flows of each user both entering and leaving the venue need to be defined, verified by transport engineers and then communicated to constituent groups and Venue Management to ensure a smooth operation at Games-time.

Separation of Access Routes

In venues where there are many access options, it is preferable to dedicate a specific route to each particular group of users. Ideally, the minimum number of separate access routes leading to/from the venue are as follows:

- Access to FOH load zones for system vehicles
- Access to FOH and BOH areas for emergency vehicles
- Access to BOH load zones for system vehicles
- Access to BOH load zones for non-system vehicles
- Access to logistics/cleaning and waste/catering compounds
- Access to Broadcast/Press operational areas

In Winter Games and in venues where road access is limited, this ideal is unlikely to be reached, however, it is possible by careful scheduling and assessment of arrival and departure profiles for specific constituent groups, to control flows and access priorities while sharing access/egress points and/or load zones.

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3.2.2.3 Access Routes, Continued

Service Vehicle Flows For management of Logistics, Cleaning and Waste, Catering and other service vehicles, a Master Delivery Schedule is enforced which allocates a specific time slot to each vehicle. If access roads are limited, the movement of vehicles on the Master Delivery Schedule may be restricted to off hours when access to the Venue is not required by any other kind of vehicle.

Evolution of Planning During planning cycles, the level of detail when considering flows will increase over time and the assumptions made by Transport in constituent movements will be replaced by more accurate data. The aim should be at one year prior to the Games to provide detailed numbers of vehicles, day by day, hour by hour based on the bus schedules, competition and training schedule and venue capacity by constituent group.

However, when planning, care needs to be taken with using only mathematical assumptions, because Transport needs to revisit the assumptions or the data and ensure that enough contingency is built into the plans so it can adapt to the Games-times demands.

Once flows have been defined, Venue Transport needs to produce detailed maps showing not only the location of Venue Transport Areas but also access and egress routes for vehicles. In producing these detailed plans, Venue Transport will be able to identify critical points around every venue which will exist where flows of vehicles or vehicles and pedestrians cross. At Games-time these critical points will have to be operationally controlled either by Venue Transport Staff or more likely by Law Enforcement Agencies responsible for Traffic Management.



3.2.2.4 Security Principles

Security Principles

Security principles must be adhered to by every vehicle approaching and leaving the venue. Principles agreed between Transport and Security may differ from Games to Games depending on local laws, operating procedures, risk assessments, physical layout of the individual venues and agreements between Transport and Security.

The VAPP scheme is an important control mechanism for vehicles to enter a venue or transport area (refer to Section 3.2.5 Vehicles Access and / or Parking Permits).

Vehicles entering the buffer zone are usually required to pass through a vehicle permit checkpoint. Vehicles with the appropriate VAPP are entitled to enter. The VAPP is generally attached to the windscreen of the vehicle.

Vehicles entering the secure perimeter, first pass through the appropriate Vehicles Permit Checkpoint and then through the Vehicle Screening Area where they are searched according to security policy. It is preferable for the number of vehicles requiring access to the secure perimeter, and therefore requiring security screening, to be kept to a minimum.

From these simple assumptions, it is possible to draw up simple flow diagrams for every type of vehicle to ascertain the security applied to the vehicle to reach transport areas (either load zone, parking or staging) within the buffer zone or secure perimeter.

The following operational procedures for system vehicles can assist in reducing the risk assessment and enabling easier vehicle entry procedures at venues:

- Known point of origin
- Published schedule can be verified at each venue load zone
- Vehicles driven by accredited driver who remains with the vehicle
- Vehicles are based in a secure bus depot, possibly with overnight security screening, ensuring both vehicles and depots are secure



3.2.2.5 Venue Parking

Parking on and Around Venues

Parking can be a difficult topic for Transport and the OCOG to manage.

The more constituents that use the transport systems the less vehicles and parking requests at venues.

This will be linked not only to level of service for specific constituent groups but also to contracts signed with external supplies (e.g. Broadcasters, Press Agencies, Technology Providers, contractors etc). Such contracts are usually signed long before an assessment of the number of parking areas available on the venues has been established and therefore it is strongly recommended that at an early stage in operational planning that Venue Transport starts to address parking on and around all venues.

During the operational planning phase, venue plans and transport plans are dynamic. Venue Transport will need to address this by developing a parking allocation project which is updated at regular intervals with the final draft being released at G-6 months to coincide with the Venue Operating Plans.

Just as vehicle access and flows is controlled by VAPPs, Venue parking is also controlled by VAPPs with each particular parking area being dedicated to a particular constituent group or groups.

It is strongly recommended that Venue Transport fully integrate their parking allocation with the Vehicle Access and/or Parking Permits.



3.2.3 Non-Competition Venues

Introduction This section describes important transport considerations at key non-competition venues:

- Training Venues
- Olympic Village
- IOC Hotel
- MPC/IBC/Main Media Centre
- Olympic Airport



3.2.3.1 Training Venues

Transport Considerations

The transport operation at a training venue is simplified in comparison to a competition venue but follows the same principles and concepts.

Transport systems will operate for a reduced number of constituent groups and planning for these services within the training venue should follow the same methodology as highlighted in the competition venue section. An OCOG may ticket some training sessions and they may also be open to media. These OCOG policies are agreed, through the Sport function, with the International Federations and IOC. Transport services will need to consider each training venue's needs accordingly.

A reduced number of venue transport areas will be identified within a training venue, with the operations following the same operational process as in the competition venue, including VAPPs for vehicle entry.

A robust solution as to how Transport serves the OCOG Workforce required to operate the venue should also be developed, particularly for training venues that are outside the main spectator transport systems.

Venue Transport should ensure that planning for training venues is developed soon after the competition venues. It is possible that the Venue Transport Manager for a training venue can be recruited as late as 6 months prior to the Games on the understanding that a plan has been already developed.



3.2.3.2 Olympic Village

Transport Consideration The operations at the Olympic Village require the integrated planning and operations of Venue Transport, Bus Operations and Fleet Operations.

All transport requirements need to be considered to ensure that transport operations have sufficient space to operate and deliver services. The security and VAPPs principles outlined will remain consistent, however adjustments for Olympic Village-specific operations are needed (refer to Sections 3.2.2.4 Security Principles and 3.2.5 Vehicle Access and/or Parking Permits).

The main transport operations relating to Athletes and Team Officials/NOCs, the part of Transport function responsible for their delivery and the cross reference for more details are listed below:

Transport Operations	Transport section usually responsible for planning and operations	Technical Manual on Transport cross reference
NOC and Athlete Transport Services	All	Chapter 2 Constituent Requirements
Transport Mall	Bus Operations	Section 3.1 Transport Infrastructures and Facilities Section 3.4 Bus Operations
Sport Information Centre Transport Desk	Bus Operations	Section 3.4 Bus Operations Section 3.7 Transport information
In-village Transport System	Bus Operations	Chapter 2 Constituent Requirements
NOC Services Centre Transport Desk	Venue Transport, Fleet Operations and Bus Operations	Chapter 2 Constituent Requirements Section 3.3 Fleet Operations Section 3.4 Bus Operations Section 3.7 Transport information
NOC Fleet Management	Fleet Operations	Chapter 2 Constituent Requirements Section 3.3 Fleet Operations
T3 Transport Desk and Operations	Fleet Operations	Section 3.3 Fleet Operations

Additional Information
X

For more information, refer to [Technical Manual on Olympic Village](#).

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3.2.3.2 Olympic Village, Continued

Other Requirements at the Olympic Village

The majority of transport movements on and around the Olympic Village are athlete-based, however there are other constituent groups who will need Transport operational areas and plans to be developed.

These are highlighted in the table below:

Constituent	Requirement
T1/T2/T3	Load zones with pedestrian access to the main entry and parking areas with drivers' lounge facilities
Broadcast and Media	Load zones with pedestrian access to the International Zone. Self-drive media need limited parking
Contractors	The Olympic Village has perhaps one of the biggest contractor workforces of any Olympic Venue. Load zones for contractor vehicles may be required for them to transfer their workforce to/from the Olympic Village in addition to the workforce transport systems provided
Operational and Logistic Spaces	The Olympic Village has one of the largest requirements for logistics and operational spaces. Delivery and logistics operations will occur either during the day or night depending on the Village operating plans. Attention to the venue design and traffic flows and management is critical to the success of both logistics and transport operations.
Medical Services	The Olympic Village has a Polyclinic. Plans need to be developed for access for emergency vehicles to/from this facility
Dignitaries	The Olympic Village is likely to host a number of dignitaries' visits. A plan, developed by the Village Protocol Manager is required to ensure integration with Security and Transport



3.2.3.3 IOC Hotel

Transport Considerations

The Transport operation at the IOC Hotel/s will be concentrated on the constituents who are primarily accredited for T1, T2 and T3 transport services. Fleet Operations manage the majority of services offered at the IOC Hotel/s, however attention to services and space requirements for services provided by buses is also required.

All transport requirements need to be considered to ensure that transport operations have sufficient space to operate and deliver services. The security and VAPPs principles outlined for competition venues (refer to Section 3.2.2 Competition Venues) will remain consistent, however adjustments for Olympic Village specific operations is required.

More specific information relating to these services can be located in sections 2.5 International Olympic Committee and 3.3 Fleet Operations.

Other Requirements at the IOC Hotel

The majority of transport movements around the IOC Hotel will cater for the Olympic Family, however there are other constituent groups who will need Transport operational areas and plans to be developed.

These are highlighted in the table below:

Constituent	Requirement
Chef de Mission	Load zones with pedestrian access to IOC Hotel and limited parking areas with driver waiting facilities
Broadcast and Media	Load zones Self Drive needs limited parking
Dignitaries	Dignitaries may or may not stay at the IOC Hotel



3.2.3.4 MPC / IBC / Main Media Centre

Transport Considerations

The Transport operation at the MPC/IBC/MMC is primarily focused on the Media transport system, which is planned and managed by Bus Operations.

More detailed information is provided in Section 2.4 Media, 3.4 Bus Operations and 3.7 Transport Information.

All transport requirements need to be considered to ensure that transport operations have sufficient space to operate and deliver services. The security and VAPPs principles outlined for competition venues (refer to Section 3.2.2 Competition Venues) will remain consistent, however adjustments for MPC/IBC/MMC specific operations is required.

The majority of transport movements around the MPC/IBC/MMC will cater for the Media, however there are other constituent groups who will need Transport operational areas and plans to be developed.

These are highlighted in the table below.

Constituent	Requirement
NOCs	Load Zones with pedestrian access to MPC/IBC/MMC and limited parking areas
T1, T2 and T3	Load zones with pedestrian access to MPC/IBC/MMC and parking areas with access to driver waiting facilities
Dignitaries	Dignitaries may or may not stay at the IOC Hotel



3.2.3.5 Olympic Airport

Introduction

This section outlines the transport requirements and operations at the Olympic airport. More details regarding Olympic Airport operations and Arrivals and Departures is provided in Section 3.8.1 Olympic Airport operations and arrivals and Departures.

Transfers



Airport transfers shall be provided to all persons and their accompanying baggage attributed transport privileges in the [Accreditation and Entries at the Olympic Games - Users' Guide](#), by the OCOG, at the OCOG's expense.

Should sufficient public transport connections be available between the airport (servicing the city) and the relevant accommodations, airport transfers do not need to be provided to all constituents, subject to the prior written approval of the IOC. In such a case, sufficient contingency stock of cars and larger vehicles must be made available by the OCOG for ad-hoc needs.

Paralympic Transfers



Airport transfers shall be provided to all persons and their accompanying baggage attributed transport privileges in the [Accreditation and Entries at the Paralympic Games - Users' Guide](#), by the OCOG, at the OCOG's expense.

Should sufficient public transport connections be available between the airport (servicing the city) and the relevant accommodations, airport transfers do not need to be provided to all constituents, subject to the prior written approval of the IOC. In such a case, sufficient contingency stock of cars and larger vehicles must be made available by the OCOG for ad-hoc needs.

Continued on next page



3.2.3.5 Olympic Airport, Continued

Airport Venue Transport Areas

Venue Transport's involvement at the airport is fundamentally outside the terminal building either landside or, in some cases, airside. Every airport is different. Space either airside or landside is the major constraint and is the driver in identifying the best process for the individual situation. It is recommended that the airport authorities and Venue Transport establish the most suitable land for their operation.

Arrivals and Departures operate throughout the Olympic operating period, with some defined peaks.

Transport of people and their baggage and accompanying equipment is a challenge for transport at the Olympic airport. In addition to passenger vehicles, a fleet of baggage vans and baggage handlers are also needed for the operations.

The airport transport operation is very dynamic and may be difficult to predict. It is recommended that the capacity to hold vehicles for anticipated peaks is found as close as possible to the Venue. Particularly for an Olympic Games and Paralympic Games a dedicated airport depot and/or staging areas may be required. An estimation of the size for these facilities and/or areas can be made by making assumptions regarding the number of vehicles required per day, per constituent group and by hour and then estimating the required square metres of land.

Access routes and flows for the Olympic Airport follow the rationale for an Olympic venue, however normal traffic flows will need to be maintained as the airport will continue operating as a public facility throughout the Olympic Games. It is important to develop the traffic management plan in conjunction not only with the airport authorities but also the local municipalities. It is essential that communication is clear, precise and starts at an early stage.



3.2.3.6 Other Non-Competition Venues

Other Non-Competition Venues

Below is a non-comprehensive list of other non-competition venues with an overview of items for consideration:

Accommodation:

- Media Villages
- Technical Officials Villages

Accommodation venues usually serve only one specific constituent group and therefore the transport operation offered to this constituent group drives the planning for that particular venue.

Stadiums:

- Ceremonies Stadium (especially in Winter Games)
- Medals Plaza (Winter Games Only)

In the case of a dedicated Stadium being used for the Opening and Closing Ceremony and/or Medals Plaza, Venue Transport needs to plan the transport layout of the venue.

Support:

- Accreditation Centre
- Uniform Centre
- Main Operations Centre

Such OCOG support venues are often overlooked by Transport and the OCOG however the requirement for a transport plan around such venues should not be overlooked, even if Transport does not offer services. Venue Transport's core business is to provide a transport plan around a venue and therefore its input to the Venue Team can be invaluable.

All will follow the generic Venue Transport planning methodology and all will have transport operational areas identified according to the specific transport operations offered at the particular venue.



3.2.4 Venue Clusters and Precincts

Introduction

A cluster of venues is where a number of venues or facilities (more than one) is located in close geographic proximity to each other, although without a common secure perimeter. The operations of the venues and/or facilities impact on each other and are therefore integrated to the extent necessary.

Furthermore, if such a group of venues and/or facilities is contained inside an area with activities strictly related to the Olympic Games and this group of venues is within a secure perimeter, then this area constitutes a precinct.

Clusters are first identified by the Host City as early as the candidature phase, then confirmed in the Games Foundation Plan. It is recommended that venue clusters and precincts are confirmed in the Transport Business Plan, and a specialist management structure developed to ensure that a cluster and precinct vision is maintained during planning and operations.

Transport will need to consider these interactions during the operational planning phase to ensure the required level of services are delivered to the respective constituent categories during Games-time.

Both venue clusters and precincts are illustrated and described further.

Continued on next page



3.2.4 Venue Clusters and Precincts, Continued

Venue Clusters and Precinct Transport Planning

It is recommended that, from the model developed for every venue in a cluster or precinct, a micro simulation is built to clearly indicate critical points on the system. In building this micro simulation it is also possible for Transport to consider the economies of scale and consider the feasibility of shared load zones or transport modes within the cluster or precinct for specific or a combination of constituent groups.

When considering clusters from a Venue Transport perspective, it is important to recognise that the majority of movements within the cluster will occur outside the confines of the venue buffer zone.

At precincts, the majority of movements are likely to occur within the buffer zone, outside the secure perimeter. A perimeter / loop road design should be incorporated from the early stages of planning. This road in most cases constitutes the geographic boundaries of the precinct. It is recommended that the concept of one way circulation flow of vehicles at the loop road is adopted, while the overall traffic management inside and around the precinct should be the product of a comprehensive professional traffic management study.

For Transport, cluster and precinct management is critical to the success of the Transport operation. Other key functions involved in the cluster and precinct management approach are: Security, Logistics, Cleaning and Waste, Signage, Venue Management and many other operational functions.

Diligent planning can also offer Transport the opportunity to achieve economies of scale. These may be achieved by:

- Minimising the number of transport areas, with single areas serving more than one venue
- Sharing services to the venue cluster or precinct
- Internal loop roads within and on the exterior of the cluster or precinct, enabling transport systems to serve only one point with in-venue transport services connecting the individual venues where required

An internal accessible shuttle should be considered for spectators if the configuration of the cluster creates long distances between venues, transport drop-offs and other points of interest.

Each venue will be planned in detail by its specific Venue Transport Manager however a Cluster or Precinct Manager will keep the overview of the transport operations across the whole cluster or precinct and highlight the operations within the venue-specific plan which are not conducive to the overall cluster or precinct transport plan.

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3.2.4 Venue Clusters and Precincts, Continued

Diagram 17 Venue Transport Cluster

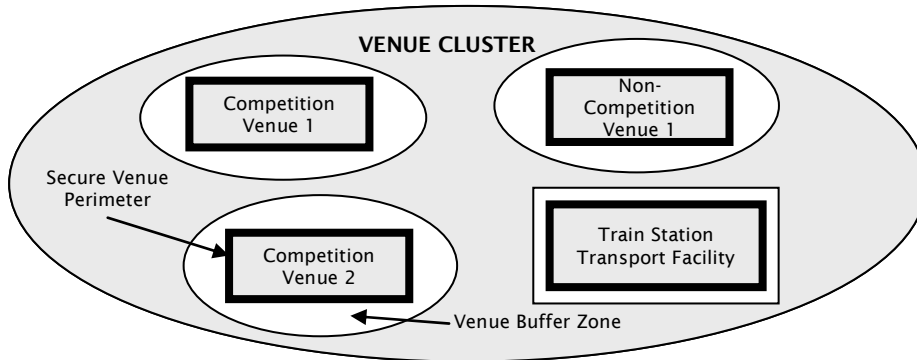
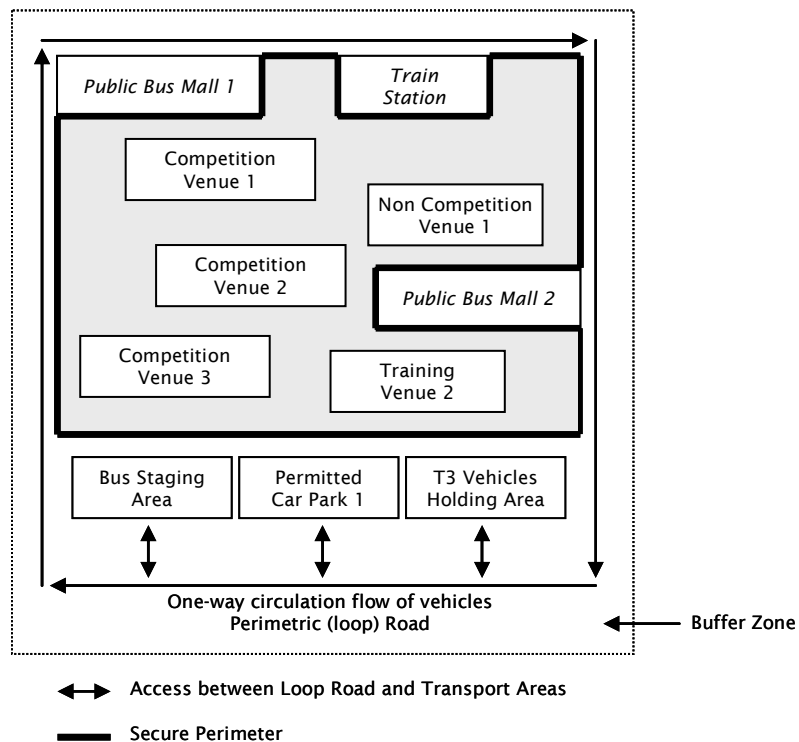


Diagram 18 Precinct Transport Design





3.2.5 Vehicle Access and/or Parking Permits

Introduction

The Vehicle Access and/or Parking Permits (VAPPs) project is a critical element for the conduct of Transport operations during Games-time and as such its successful implementation is key to the overall Games success.

Strategically VAPPs should be designated as a dedicated project within Transport, typically within Venue Transport, given key interactions take place in association with venues, such as vehicle permit checks, access control and accredited parking areas management.

It is also a tool for traffic management throughout the Olympic road network, as well as for security, therefore the respective interfaces should be adequately built and managed.

It is important to recognise that VAPPs has two dimensions:

- Venue-level or local dimension
- Network-level or global dimension, including all Games-wide dedicated access routes

VAPPs, especially the permit distribution plan and approval process, intensifies within the OCOG a few weeks before Games-time and becomes a high profile operation.

The VAPPs should incorporate Paralympic requirements using the same principles as the Olympic system.

Refer to Chapter 2 Constituent Requirements and to Section 3.2.2.5 Venue Parking for additional information about parking.

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3.2.5 Vehicle Access and/or Parking Permits, Continued

Generic Permits Categories The following table shows generic categories of VAPPs and the typical users of each category:

Category of Permits	Constituent / User
All or Infinity Permit allowing access to all competition and training venues.	OCOG Transport systems OCOG operational vehicles Security/Emergency Select subcontractors OBO and limited Ratecard constituents
Venue or cluster-specific permit allowing access to a specific venue or sport cluster	Security vehicles Venue operational vehicles Subcontractors' and rate card vehicles
Special events and specific use permits for special groups and special events	Competition field operational vehicles Ceremonies Residents and businesses Day or single-use passes
Temporary	Operational, contractor or other vehicles that need to enter the venue for urgent and unplanned/unannounced operational reasons

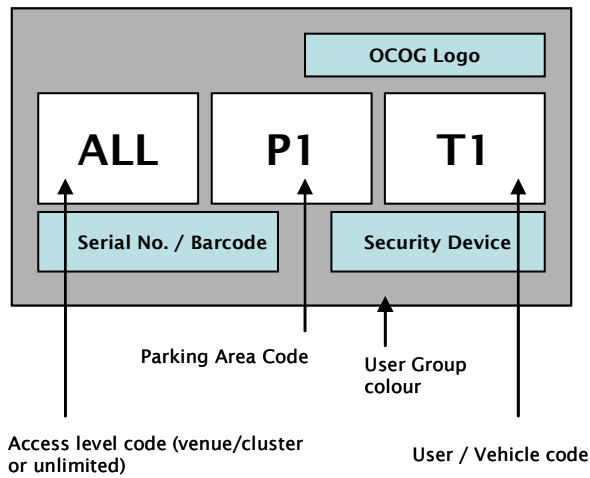
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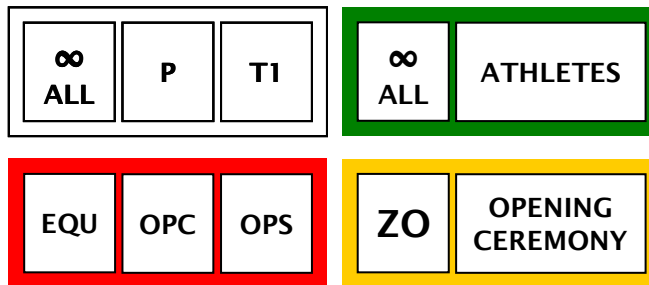
3.2.5 Vehicle Access and/or Parking Permits, Continued

Generic Permit Structure The following diagram illustrates a generic VAPP structure and some specific samples.

Diagram 19 Generic Permit Structure and Examples



Permits Examples



TEMPORARY PERMIT		
COMPLEX / VENUE	<input type="text"/>	Access to
VEHICLE REGISTRATION	<input type="text"/>	Parking/Compound
DATE OF VALIDITY	<input type="text"/>	
TIME	FROM <input type="text"/>	TO <input type="text"/>
Approved by	Title	Signature

RESIDENT / BUSINESS PERMIT	
PRECINCT	VEHICLE REGISTRATION NUMBER
SERIAL NR. <input type="text"/>	



3.2.6 Testing

Introduction It is essential that Venue Transport thoroughly plan its testing programme, making the most of opportunities presented by scheduled test events, and also identifying other testing opportunities that would help refine planning pre-Games.

Testing at Test Events Venue Transport operations should be staged at all test events, providing transport services as required for each specific event, even if not a replica of Games-time transport operations.

Venue Transport should test the following aspects:

- Specific parts of the operating plans
- Venue transport areas (load zones, parking areas, vehicle screening areas, traffic signage, internal road networks, transport facilities) to validate layouts, capacities, throughput, accessibility, vehicle and pedestrian flows, access efficiency, utilities infrastructure)
- Venue surrounding road network and access to test layout, efficiency, effect of traffic management measures, signage
- Interactions with other functions within the venue team
- Interactions with other Transport operations (e.g. bus, fleet)
- Operational policies and procedures to validate effectiveness, including for VAPPs and fleet reservation call centre
- Venue Transport Command and Control within the framework of Transport function and within the framework of the Venue Team to validate principles and structure, to test issue escalation and resolution, reporting, communication and to assess issues that arise
- Workforce training, performance and welfare

Possibly the most important opportunity that Test Events offer is that successful delivery is reliant not only on a strong plan but the ability to communicate the plan to all constituents/users of the transport system and VAPPs.

Immediately after the delivery of the Test Events, every venue team should thoroughly review its planning and incorporates any lessons learned and addresses any gaps etc.

Testing Outside Test Events It is advised that transport-specific tests be planned to test venue transport aspects. This may include testing of load zone operations, VAPPs design, road capacities, etc.



3.2.7 Operational Readiness

Tasks

The primary venue transport tasks during the Operational Readiness phase include:

- Move-in to venues
- Set-up venue transport areas including signage
- Communication of the transport plan
- Venue team training and rostering

Parking-specific tasks include:

- Receive from the supplier all permits and other supporting materials
- Verify, sort and securely store permits and supporting materials, to be available for distribution according to plan
- Communicate the final details regarding permits distribution to all involved entities
- Run final tests of distribution mechanism and systems
- Prepare and distribute the permit boards and other supporting materials to all venues and associated operational areas
- Distribute information literature to all constituents and stakeholders, including final operational time tables and deadlines



3.2.8 Venue Transport Planning Outputs

Introduction Venue Transport considerations for each of the Games Planning Process outputs are detailed below. A sub-section for each output is given for the Venue Access and/or Parking Permit project.

Games Foundation Plan The Games Foundation Plan should include the following aspects related to venues:

- Confirmation of official Olympic venues
- Identification of Venues with operational interdependencies

While not necessarily included in the Games Foundation Plan, during this development phase OCOG Transport would typically undertake the following tasks related to venues:

- Conduct venue transport surveys
- Identify areas suitable for parking on and adjacent to venue
- Identify critical access and egress routes at a venue level
- Identify at least two access and egress routes to every venue allowing separation of accredited flows from the mass movement of spectators
- Identify existing or planned links for venues with non-road-based transport modes (i.e. trains, underground trains, trams, cable cars etc)
- Establish road/transport capacity of access and egress routes
- Verify transport capacity of venue is equal or more than planned venue capacity
- Identify critical road junctions/interchanges on access and egress routes of Venue
- Establish existing or planned capacity for non-road-based transport modes
- Identify critical infrastructure projects required to support Games-time operations
- Ensure Transport infrastructure projects highlighted in the Candidature File at a venue level and within the Olympic system match Transport's identified operational requirements

Games Foundation Plan - VAPPs During this phase, the key aspects affecting VAPPs that need to be secured are:

- Commitment from respective Host City traffic management authorities to the implementation and policing of a jointly developed Games wide traffic management plan
- The necessary infrastructure and parking areas need to be confirmed with the respective agencies

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3.2.8 Venue Transport Planning Outputs, Continued

Transport Business Plan

The Transport Business Plan should include the following aspects related to venues:

- Identification of Olympic venues and facilities and non-Olympic operations which will interact during planning and operations
- Definition of clusters
- Strategic parking concept developed for non-system controlled vehicles within, adjacent to and remote from the venue
- Concept of Vehicle Access and Parking within venue confines
- Key strategic decisions with regards to spectator and workforce parking on and around Venues
- Contractual obligations for parking spaces
- Venue capacities and by-constituent summary for venues and clusters
- Daily attendances (all constituents) by venue and cluster
- Identification of parking areas availability and any main constraints.
- Definition of facilities and key overlay requirements

Transport Business Plan - VAPPs

The VAPPs plan should be developed as an integral part of the Transport Business Plan, and needs to be agreed with all involved stakeholders.

The key elements that should be incorporated include:

- Identify involved Stakeholders and their key operational requirements
- Define interfaces within the OCOG and with other external parties
- Identify and agree with Police or other respective formal Host City agencies regarding responsibility and resources for checking permits and implementing Olympic lanes, venue access control, including vehicle permit checks

Transport Operating Concept

The Transport Operating Concept should include the following aspects related to venues:

- Key Venue Transport concepts

In preparation for the OCOG-wide model venue planning exercise, Venue Transport should develop key venue transport concepts. This can be done either on a 'virtual' venue or by taking an actual Olympic Venue and developing the optimum transport operation. Ideally, the preparation for the model venue should be developed at G-60 to G-48 and then cross-checked by staff observing the preceding Olympic Games. However in some Games this step has been performed from G-48 to G-36 with equal success.

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3.2.8 Venue Transport Planning Outputs, Continued

Transport Operating Concept - VAPPs

The Transport Operating Concept sets the framework for the operational development of VAPPs. The purpose is to establish the concept of operations for the effective deployment and management of the scheme during Olympic and Paralympic Games-time. It should be based on the Transport Business Plan. Additionally, it is a valuable communication tool to inform and educate other key functions and other external agencies and stakeholders

The Transport Operating Concept should:

- Identify and define the constituents groups, understand and outline their needs and requirements and determine the obligations to each one of these constituent groups
- Determine the services and level of service to be delivered to each recipient constituent group
- Define the key operating principles, policies and endorsement procedures, for the effective delivery services and determine the operational/delivery mechanism
- Define the permits' main characteristics such as permit categories, layouts and design, as well as of the key supporting elements, such as information materials and monitoring systems
- Define the operating environment and determine all venues and operational areas where the scheme will be deployed.
- Determine the base requirements and needs to enable the efficient roll-out of the scheme and services delivery
- Highlight and communicate the required services and equipment from other functions and gain their commitment to deliver as required
- Outline VAPPs overall budget

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3.2.8 Venue Transport Planning Outputs, Continued

Model Venue Operating Plan

The Model Venue Operating Plan should include the outputs of the following transport tasks:

- Quantify size of constituent groups
- Verify that transport capacity of venue is equal or more than planned venue capacity
- Define transport services offered to different constituent groups
- Highlight different phases of venue transport operations within venue timeframe
- Define optimum position and size of operational areas by constituent and vehicle type
- Highlight interactions of vehicle flows with transport system and venue operations
- Highlight interactions of pedestrian flows from transport areas on venue operations and the transport system
- Highlight interactions of transport with other functions within the venue
- Agree standard measurements for vehicle and pedestrian movements
- Highlight preliminary parking concept for non-system controlled vehicles within, adjacent and satellite to the venue
- Introduce concept of a control mechanism for vehicle access and parking within venue confines

Transport Operating Plan

The Transport Operating Plan should include the outputs of the following transport tasks:

- Games concept map
- A maps of each competition venue
- A map of each precinct
- Public transport system maps

Continued on next page



3.2.8 Venue Transport Planning Outputs, Continued

Transport Operating Plan - VAPPs

The Transport Operating Plan should:

- Finalise the various permits categories, by constituent/user, type, and determine the required geographical segmentation and respective codes. A generic categorisation of permits is shown in the following page
- Finalise permits structure layouts and specifications, including image design and counterfeiting specifications. Diagram XX shows a generic permit structure and permits samples
- Finalise the allocation of parking positions by venue and by designated parking area for each constituent group
- Quantify permits, by category and type. Contingency quantities also need to be calculated
- Determine in detail the approvals and endorsement mechanism and compile the respective policies and procedures as required
- Finalise in detail the required resources, including a staffing and recruitment plan, technology and FF&E and the associated budget
- Finalise with Security all associated procedures regarding permits control at VPC points as well as the feedback and audit mechanisms
- Finalise key dates and cut-offs such as delivery of permits by the supplier, constituents applications for permits, delivery of permits to users etc.
- Compile detailed operating schedules for all operational activities
- Compile all necessary integral documentations such as management and personnel structures, Job descriptions, staff details lists, inventory management procedures and forms, as well as required reporting guidelines and associated forms
- Compile a detailed contingency plan and a set of concise trouble-shooting procedures as required
- Compile a detailed decommissioning plan, including respective forms and respective instructions

Continued on next page



3.2.8 Venue Transport Planning Outputs, Continued

Venue Operating Plans The venue operations for each venue, competition and non-competition, should be considered individually and a preliminary transport concept developed for each.

This can be achieved by Venue Transport working with Venue Management and also with Transport Operations Managers (bus, fleet etc.) to understand the development of the primary transport systems delivered by the OCOG and the requirements of the constituents.

The primary objective of this phase of developing venue operating plans should be to ensure consistency in transport operations on all venues. The importance of this consistency should not be underestimated as the sheer size and scope of transport operations for the Games is so huge that strict adherence to standard policies and operating procedures is actually a critical success factor for transport operations Games-time delivery.

The parameters of cluster transport operations need to be developed alongside the development of specific Venue Operating Plans.

Each Venue Operating Plan should include the output of the following transport tasks:

- Apply the standards (design and operational) developed in the Model Venue Operating Plan onto specific venues
- Identify suitable areas of land for transport on and adjacent to venue
- Agree within the Venue Team identified areas for transport use
- Integrate the activities occurring on land adjacent to identified transport areas to ensure a smooth end-to-end process for user groups
- Identify transport activities and operations taking place in each transport area

Continued on next page



3.2.8 Venue Transport Planning Outputs, Continued

Venue Operating Plans (continued)

- Identify the inward and outward flows for all vehicles to venue transport areas for all major users (System and non-System)
- Introduce preliminary layouts then operational maps for venue transport areas
- Establish communication mechanisms and management procedures for Venue Transport within the transport environment
- Establish concept of traffic management requirements on and adjacent to venue
- Identify venue-specific differences to operational policies and procedures
- Quantify resource needs (workforce, technology equipment, FF&E, overlay, signage) per day, per shift
- Integrate Bus Operations, Fleet Operations and Constituent Services
- Assess number of usable parking spaces in different areas
- Assess number of spaces required by different constituent groups in the venue
- Ensure the transport system services are allocated sufficient parking/staging/holding areas to guarantee operational viability of transport system
- Link parking project to VAPPS project
- Incorporate parking allocation, including dividing the venue parking into different sections according to the principles of VAPPs
- Develop contingency plans
- Finalise bus schedules to serve every constituent group within the venue
- Finalise fleet service delivery mechanisms
- Finalise command and control procedure within Transport and venue team



3.3 Fleet Operations

Overview

Introduction This section identifies the task of Fleet Operations. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.3.1 The Fleet Operations Task
3.3.2 Olympic Constituent Allocated and T3 Operations
3.3.3 OCOG Operational Vehicles
3.3.4 Vehicle and Services Procurement
3.3.5 Fleet Depots
3.3.6 Fleet Management
3.3.7 Fleet Operations Testing
3.3.8 Fleet Operational Readiness
3.3.9 Fleet Operations Planning Outputs



3.3.1 The Fleet Operation Task

Introduction

Fleet Operations manage the OCOG and constituent vehicle requirements, including assessing demand, numbers, vehicle types, associated service requirements and the delivery of the vehicles to their Olympic operation.

This includes:

- The estimation, distribution and management of all vehicles required by the OCOG and its various functions and contractors
- The estimation, distribution and management of vehicles allocated to Olympic constituents, in some instances including the management of the drivers and delivery of the services
- The provision and management of vehicles and services for the T1, T2 and T3 transport system

Continued on next page



3.3.1 The Fleet Operation Task, Continued

Fleet Operations Key Activities

Fleet Operations is responsible for the following key activities:

- Provide efficient, on-time and reliable vehicle services to Olympic Family members, in accordance with IOC technical manuals and Service Level Agreements
- Recruit, train and deploy sufficient full- and part-time paid staff and volunteers to cover fleet transport services leading up to, during and at the conclusion of the Games operational period
- Assist the procurement, evaluation, contractual implementation and ongoing management of a vehicle sponsor or vehicle supplier program
- Commission in a timely manner, manage during the Games and then decommission at Games-end, a fleet of vehicles, sufficient in size to cover all obligatory and operational needs
- Determine the vehicle operational needs of all functions of the OCOG, negotiate and then distribute and manage these operational vehicles
- Plan, procure, set up and operate fleet depots and other appropriate facilities, constituent-allocated car pools, and transport desks in IOC Hotels and the Olympic Village
- Prepare, deliver and distribute driver training material, drivers' guides and map books to all Fleet Operations staff
- Plan and implement software applications and networks, linking fleet depots and transport desks, as well as communication networks and devices
- Plan, procure and operate transport information and T3 reservation call centre
- Participate in OCOG Test Events
- Support OCOG vehicle requirements prior to and during Games-time.

Ratecard Vehicles

The OCOG Ratecard and Transport functions need to determine the strategy for delivery of Ratecard vehicles. This can be done by Transport Fleet Operations, by the vehicle provider or by the Ratecard function.

The principles for the delivery of Ratecard vehicles are similar to the allocated vehicles principles outlined in this section.

Ratecard vehicle management is not referred to specifically in this manual.



3.3.2 Olympic Constituent Allocated and T3 Fleet Operations

Introduction The Olympic and Paralympic Games have a number of transport services provided via allocated vehicles and in some instances drivers (T1 or T2 services) or via transport systems using vehicles and drivers (T3 services).

These operations are described in this section.

Key Design Dates The design of an OCOG's fleet operation relating to Olympic Constituents is linked to a number of key dates:

- Pre-opening day of the Olympic Village
- Official opening day of the Olympic Village
- Opening of the IOC Hotels
- Opening Ceremony of the Host City IOC Session
- Closing Ceremony of the Host City IOC Session
- Opening Ceremony
- First day of competition
- Last day of competition
- Closing Ceremony
- Close of Olympic Village
- Close of IOC Hotels
- Second day after Closing Ceremony when fleet services should cease

The numbers of required vehicles to deliver services are directly linked to these dates.



3.3.2.1 Olympic Constituent Allocated Fleet Operations

Introduction The vehicle and driver allocations for each constituent group were outlined in detail in Section 2 Constituent Requirements. Fleet Operations are responsible for the delivery of the vehicles and related services.

In most cases, Fleet Operations are also responsible for the provision of drivers, including planning, recruitment, training and management. This section provides an overview for the provision of vehicles and drivers.

Vehicle Type The following table outlines the vehicle type recommended for the sub-groups of constituent allocated vehicles

Constituent Allocated Vehicles	Vehicle Type
IOC dedicated vehicles	Standard passenger car
IOC Medical Commission vehicle pool	Standard passenger car
IOC CAS vehicle pool	Standard passenger car
IOC WADA vehicle pool	Standard passenger car
Olympic Museum dedicated vehicles	Cargo van
IOC Administration vehicles	Standard passenger car
IF President and Secretaries Generals vehicles	Standard passenger car
IF Technical Delegates vehicles	Standard passenger car
IF dedicated vehicles	Standard passenger car
Media - IOPP	Standard passenger car
Marketing Partners dedicated vehicles	Standard passenger car
NOC Presidents and Secretaries Generals vehicles	Standard passenger car
NOC dedicated vehicles	Standard passenger car and larger vehicles
NOC team sport vehicles	Larger vehicles
NOC equipment vehicles	Cargo van
OBO dedicated vehicles	Standard passenger car

Continued on next page



3.3.2.1 Olympic Constituent Allocated Fleet Operations, Continued

Vehicle Descriptions

Vehicles listed above are described as follows:

- Standard passenger cars – seats for 4 passengers + the driver (4+1)
- Larger vehicles – seats for 7 passengers + the driver (7+1)
- Cargo van –seats for 1 passenger + the driver + space (1+1+cargo space)

Vehicles provided for the Olympic Winter Games are to be equipped with snow tyres and snow chains.

Ski racks are typically provided to 15% of NOC Vehicles allocated to NOCs with athletes participating in ski disciplines, and to vehicles provided to IFs whose sports include ski disciplines.

Fuel

Fuel for constituent allocated vehicles is provided by the OCOG, at the OCOG expense.

Vehicle Use Policies and Procedures

The OCOG needs to develop policies for the use of the vehicle, including the perimeter or zone within which the vehicles can be driven, breakdown and accident assistance, lost keys, refuelling, payment of traffic infringements and fines, allocation and return of vehicles and withdrawal of privilege to drive the vehicle.

It is recommended that the OCOG enforce reasonable hours for service for T1 rosters and drivers. The T1 service needs to be available 7 days a week and a minimum number of hours per day needs to be established.

These policies are part of the Transport Operating Plan and need IOC approval.

For vehicles allocated without a driver, these policies need to be provided in writing and included in the Service Level Agreements that are signed by the constituent when the vehicles are issued.

For vehicles that are allocated with an assistant/driver, these policies need to be signed by the assistant/driver. An overview of these policies needs to be provided to the constituent when the service is activated, to avoid the constituent requesting activities that are in conflict with the vehicle use policy.

Continued on next page



3.3.2.1 Olympic Constituent Allocated Fleet Operations, Continued

Approval of Vehicle Use Policies



Vehicle use policies need to be approved by the IOC.

Driving Constituent Allocated Vehicles

Accredited constituents including, but not limited to, NOCs, IF Technical Delegates, Technical Officials and IF Staff, are required to be able to drive OCOG-allocated vehicles.

The OCOG needs to define and communicate the policies and procedures for driving OCOG-allocated vehicles, including what licence is required, where they can be driven and where accreditation is checked and required. These policies are to be included in the Transport Operating Plan and need IOC approval.

In some instances, some constituents will recruit additional drivers for these vehicles who will not be accredited. The OCOG needs to provide policies and associated information for unaccredited drivers to drive the OCOG-allocated vehicles. This information may include, but is not limited to, driver's licence, insurance and OCOG vehicle use policies.



3.3.2.2 Drivers

Driver Management

Transport services that are provided by a vehicle and driver, either dedicated to a single constituent or a group of constituents, require careful planning between OCOG Transport and the function that represents the constituents for planning and communication (e.g. NOC Services function represents NOCs; Press Operations function 'represents press; International Client Services or Protocol represents the IOC).

It is recommended that dedicated drivers should generally have the dual function of driver and assistant. In many instances the volunteers of these functions will drive the vehicles allocated to their constituents.

It is recommended that the OCOG Transport and other involved functions develop a matrix of which drivers are provided by these functions and which are provided by Transport. In the instance that the driver is provided by another function, clear delineation of roles and responsibilities for the provision and management of the services will be required. This should be agreed in principle between Transport and the function at G-36 and then reviewed during the development of the Transport Operating Plan to confirm the initial assumptions.

The function that owns the assistants/drivers for the constituent-dedicated vehicles will work to provide a 'match' between the constituent and the assistant/driver, based on cultural and language considerations and constituent needs. In some instances, the assistant/driver may meet their constituents prior to Games operations.

The management of the drivers includes understanding the specific requirements with the constituents, including dates and hours of operation, and coordinating the management of this volunteer workforce, including rostering and days off. It is recommended that dedicated team leaders or supervisors are in place to manage these Games-time operations for each of the different sub-groups of constituent-allocated vehicles.

It is recommended that the team leaders or supervisors and drivers are allocated to their particular constituent for the duration of the operation to ensure consistent liaison with the constituents, effective management of the driver shifts, service activation and to resolve any issues.

In some instances, the constituent may prefer to self-drive the allocated vehicles and therefore will not require drivers from the OCOG. A survey of each of the constituents to confirm that they require an assistant/driver is recommended. This should be conducted by the constituent owner function with input from Transport. This confirmation needs to be done by G-10 and reconfirmed G-3. This information is to be included in the Service Level Agreements.

Continued on next page



3.3.2.2 Drivers, Continued

Policies and Procedures

The policies and procedures for drivers at the different locations, such as the IOC Hotels, Olympic Village/s and competition venues, will need to be developed by Transport and included in the driver training.

This includes the areas within venues drivers can access, access to drivers' lounges and waiting areas and issue resolution.

Service Activation

Activation for constituent-dedicated vehicles and vehicle pools refers to the introduction of the assistant/driver with the constituent and the start of services.

This process requires the constituent providing a time for the introduction on their arrival, and the assistant/driver being contacted and advised of the meeting place and time. This operation requires adequate resources and a solid operating plan to ensure efficient processing, particularly on the peak days.

Activation for vehicles that are allocated to constituents without drivers (NOC vehicles, Olympic Museum vehicles, OBO vehicles) involves the process of signing over the vehicles to the constituents for the duration of the Games period.

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3.3.2.2 Drivers, Continued

**Drivers and
Services
Location Matrix**

Processes and procedures are required for the daily allocation of the fleet either to the constituent directly or to the driver, and for provision of ongoing fleet services advice and support. This process can take place either in the fleet depots, or near the hotels or base of operations for the constituents. It is recommended that a team of team leaders or supervisors for each constituent group are in place to manage this activity.

These vehicles are assigned a base location for the period of the operations. Constituent-allocated vehicles should be parked where their constituents are residing, for example IOC vehicles in the car parks of their hotel and NOC-dedicated vehicles at the Olympic Village. Once assigned, these vehicles remain at this base until they are returned by the constituent to the OCOG. It may also be that these vehicles are based in the closest depot, for example the IOC Medical Commission vehicles.

The base location of the vehicles, allocation processes and the required resources should be defined and detailed in the Service Level Agreements for each of the constituent groups. Fleet Operations should manage this whole process, with the exception of driver management in the instance where the constituent or another function provide the driver.

Continued on next page



3.3.2.2 Drivers, Continued

**Drivers for
Constituent-
Allocated
Vehicles**

The following table provides a summary of which constituent-allocated vehicles need OCOG-provided drivers and, as a guide, it lists which function may provide them. It also provides an overview of the base of operations for the activation and provision of services.

Constituent Allocated Vehicles	Drivers Provided By	Services and Activation Base
IOC dedicated vehicles	Transport or Olympic Family Services combined assistant role	IOC Hotel/s
IOC Medical Commission vehicle pool	Transport	IOC Hotel/s
IOC CAS vehicle pool	Transport	IOC Hotel/s
IOC WADA vehicle pool	Transport	IOC Hotel/s
Olympic Museum dedicated vehicles	No drivers provided	IOC Hotel/s
IOC Administration vehicles	Transport	IOC Hotel/s and Olympic Village/s
IF President and Secretaries Generals vehicles	Transport or Olympic Family Services combined assistant role	IOC Hotel/s
IF Technical Delegates vehicles	Transport	Official OCOG Accommodation
IF dedicated vehicles	Transport	Official OCOG Accommodation and Competition Venue
Media - IOPP	No drivers provided	MPC
Marketing Partners dedicated vehicles	Transport or Olympic Family Services or Marketing constituent services combined assistant role	IOC Hotel/s
NOC Presidents and Secretaries Generals vehicles	Transport or Olympic Family Services combined assistant role	IOC Hotel/s
NOC dedicated vehicles	Transport or NOC Services combined assistant role	Olympic Village/s
NOC team sport vehicles	Transport or Sport	Olympic Village/s
NOC equipment vehicles	Transport or Sport	Olympic Village/s
OBO dedicated vehicles	No drivers provided	IBC

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3.3.2.2 Drivers, Continued

Communication and Information Each vehicle, with the exceptions of Olympic Museum, IOC Administration, IF-dedicated, Media IOPP and OBO-dedicated vehicles, should be provided a mobile phone or an appropriate communication device to enable the driver to communicate with their constituent, the constituent owner function and Transport.

Each vehicle should be provided a Venue Guide/Map book in the language of the host country and English.

Phone Costs
△

The cost of the phone provided with the constituent allocated vehicles for communication with the drivers, constituents and OCOG should be borne by the OCOG. The OCOG should develop the policies for use to be approved by the IOC.

Number of Volunteer Drivers for Constituent Allocated Vehicles

Workforce planning for driver numbers is linked to a number of parameters, including the number of vehicles to be driven per day, hours of operations for the services and OCOG policies for hours drivers are able to drive, breaks and days off.

It is recommended that the drivers are allocated to a sub-category of constituent allocated vehicles for the duration of the Games. This means each sub-category will have their own pool of drivers and team leaders or supervisors to manage the particular transport service. This enables specific training and consistency in the service provision.

Transport will also need to maintain the flexibility to be able to transfer drivers and/or team leaders between the different sub-categories of constituents to meet changing requirements or to address any issues in service delivery.



3.3.2.3 Vehicle Numbers

Numbers of Olympic Constituent Allocated Vehicles

Vehicles are allocated according to the IOC requirements outlined in this Manual (refer Part 2 Constituent Requirements) and the Transport Business Plan and Operating Concept.

The following section provides some methodology to estimate the number of vehicles required for each of the sub-categories.

Numbers of NOC Vehicles

Number estimations for the vehicles that are to be allocated for team sports and equipment can be made from the Sport function's estimated number of teams that can participate in each of the sport disciplines. The NOC who receives these vehicles will be known after the qualifications for each sport discipline are finalised. Transport does not need to know which NOC receives the vehicles for planning purposes.

NOC-dedicated vehicles can be calculated by using the framework in the tables given in Section 2.2.2 NOC Allocated Vehicles. Using the planned number of NOC delegations within each NOC size category enables the number of NOC vehicles required to be estimated. The same principles apply for calculating Olympic NOC and Paralympic NPC vehicle numbers.

Continued on next page



3.3.2.3 Vehicle Numbers, Continued

**Numbers of
NOC President
and Secretaries
General**

NOC Services and Accreditation functions estimate the number of NOCs participating in the Games, and the number of athletes and team officials for each NOC. This data can be used to determine how many vehicles are required for the NOC Presidents and Secretaries-General, according to the formula provided in the Constituent requirements (refer to Chapter 2 Constituent Requirements).

**Numbers of
IOC, IF, Media,
and Marketing
Partner
Allocated
Vehicles**

The dedicated vehicle numbers can be estimated by calculating the vehicle allocation formula per constituent group and sub-group. The number of each of the constituents comes from the constituent owner and Accreditation functions.

The following table summarises the constituent sub-group and the vehicle allocation formula or requirement:

Constituent Sub-Group	Vehicle Allocation
IOC dedicated vehicles	1 per constituent + contingency
IOC Medical Commission vehicle pool	Requirement = approximately 15
IOC CAS vehicle pool	Requirement = 10
IOC WADA vehicle pool	Requirement = approximately 12
IOC administration	10 - 15
Olympic Museum vehicles	Requirement = 2
IF President and Secretaries-General vehicles	2 per IF
IF Technical Delegates vehicles	Negotiated per IF, estimate 2.5 per IF
IF dedicated vehicles	1 per IF
Media - IOPP	2 per agency
Marketing Partners dedicated vehicles	2 per TOP



3.3.2.4 T3 Transport System Fleet Operation

T3 Fleet Services

T3 transport system vehicles are needed by the Olympic constituents for the Games Period, commencing with the soft opening of the Olympic Village and ceasing two days after Closing Ceremonies. The T3 transport system fleet services are the most complex of all the fleet operations to design and operate.

T3 System Fleet Services Design Parameters

An OCOG is required to define, and agree with the IOC, the locations that are serviced by the T3 System and how they are serviced. It is not a requirement that each hotel, restaurant or individual location within the Host City is served by the T3 services.

T3 system fleet services are provided in two ways:

- On demand
- Via reservation

The OCOG and IOC need to agree which Olympic venues are provided with on demand service, which venues have bus services connecting them and which venues or locations require reservations.

This information should be agreed and included within the Transport Operating Plan and the Service Level Agreement. Section 2.5 International Olympic Committee provides a guide to the locations and service type:

T3 fleet vehicles are parked at their allocated depot, starting and finishing their shifts always at the same depot. They circulate between Olympic venues as directed during their shift. They can be used as part of the on-demand services or to deliver a reserved service.

It is recommended that, where the venue motor-pool of T3 cars is sufficient, drivers not be made to wait for more than 15 minutes for a return trip other than for certain remote venues, to avoid tying up vehicles and drivers that could be available for other assignments.

The T3 service needs to be available 24 hours per day, seven days per week and the details of this service need to be specified and agreed by the IOC.

These two different types of operations are outlined in further detail in the following pages.

Continued on next page



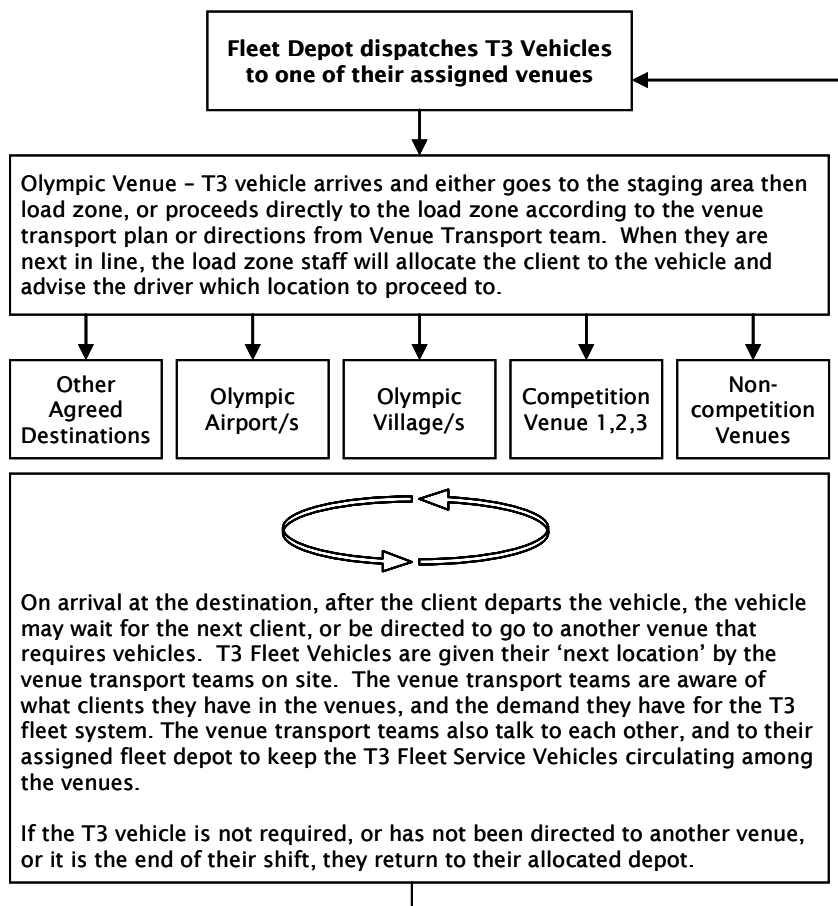
3.3.2.4 T3 Transport System Fleet Operation, Continued

T3 On-demand System On demand services means that the vehicles operate according to the demand at the constituents' load zone.

Vehicles should be pre-staged and should operate according to the next constituent needs. Constituents going to the same destinations or close destinations should share vehicles.

The following diagram provides an overview of T3 on-demand operations.

Diagram 20 T3 On-Demand Fleet Operations



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3.3.2.4 T3 Transport System Fleet Operation, Continued

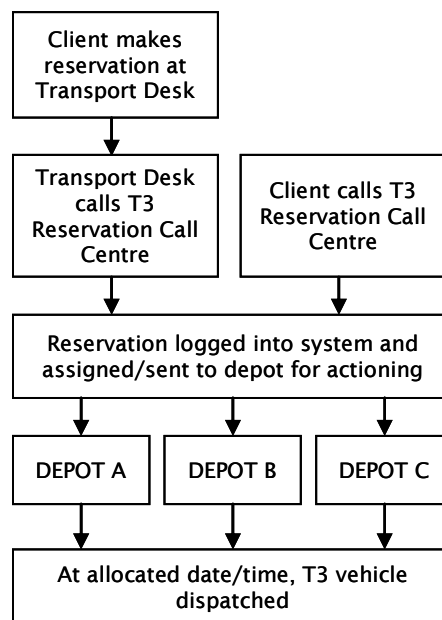
T3 Reservation System Appropriately accredited constituents need to make reservations for services originating from locations that do not have on-demand services. Reservations are not made from locations that have on demand services.

The T3 reservation system necessitates the set up and operation of a reservation call centre, which receives and manages the requests for services. The reservation call centre normally uses a specifically-designed software programme that records and allocates the reservation to the closest fleet depot for actioning of the constituent's reservation within the agreed service time. There is reservation software available through Games Management Systems that is transferred from Games to Games.

Reservations can be made by the constituent direct to the call centre, or at a transport desk.

The languages available in the reservation centre should include the language of the host country and English.

Diagram 21 T3 Reservation Process



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3.3.2.4 T3 Transport System Fleet Operation, Continued

Reservation Process

A typical process for reservation of T3 vehicles is described below:

- T3 vehicle transport reservation request received by telephone at T3 reservation call centre. Call is made by either the constituent or by a transport desk representative located at a venue or official accommodation point on behalf of a constituent
- Transport request details are recorded in the T3 reservation system software programme by a call centre operator. Details required include: date, time, pick-up and drop-off location, constituent's transport entitlement code, special instructions (e.g. 2 baggage accompanying) and contact (mobile) phone number
- The requesting constituent's transport entitlement is checked (against OCOG accreditation list) and reservation confirmed or denied; the approved reservation request number produced by the software programme is given to the constituent for reference purposes
- The completed and saved transport reservation request is coded to and sent to the closest fleet depot within the geographical location of the pick-up point. As Fleet depots should be linked by an IT network, the saved reservation will appear on the system in the depot. If no linked IT network is available then reservations are faxed to the depot to action
- The fleet depot that will action the request prints the physical reservation job ticket and then files it in date and time order ready for dispatching
- At the appropriate date/time, the depot dispatch officer actions the job ticket by calling up the next-in-line T3 driver and dispatches the driver to the location to collect the passenger and complete the job
- If an issue arises with the reservation and the job cannot be completed the driver contacts the dispatch office for instructions. Issues normally arise due to the fact that the constituent may have left the pick-up point by other means, the pick-up location or constituent information is incorrect
- If the reservation cannot be completed, the dispatch office will try to contact the constituent to seek clarification or advise them that the job has been cancelled. If new instructions are received the dispatcher will call back the driver to relay new instructions or advise driver to return to the depot
- If the job has been successfully completed the driver advises the dispatch office when they return to the depot for re-tasking.

Continued on next page



3.3.2.4 T3 Transport System Fleet Operation, Continued

Sharing Fleet Resources with Unaccredited Guests or T4 T5 Accredited Clients

As a general rule unaccredited guests should not have access to the T1, T2 and T3 transport system. The fleet transport system is designed to carry accredited clients with a transport accreditation entitlement of T3 or above as it has limited vehicle resources at its disposal and the transportation of unaccredited clients will place undue stress on the fleet transport system.

However, there are some circumstances where an unaccredited passenger or one with a T4 or T5 accreditation entitlement may access the fleet transport system. These circumstances include:

- T1 Protocol Assistants, who are normally accredited T5 (workforce), may be transported with the Olympic Family member by invitation of the member
- Members of the Olympic Family with T1 or T2 accreditation may share their allocated vehicle with anyone (accredited or not) by their own invitation, as the vehicle is dedicated to the individual during their stay
- NOC dedicated vehicles under the direction of the Chef de Mission may transport unaccredited or T4 / T5 accredited clients
- While T3 vehicles are planned for T1 - T3 guests, flexibility is needed to see where practical exceptions should allow unaccredited guests or T4 / T5 accredited clients into the T3 vehicles

An important note is that transporting unaccredited guests in T1, T2 or T3 vehicles can present operational challenges. The vehicle cannot access any back of house area of a competition venue with an unaccredited, ticketed spectator on board. The passenger may need to be dropped front of house as they will be turned away at the vehicle checkpoint.



3.3.3 OCOG Operational Vehicles

Function Needs Fleet Operations generally has to provide the operational vehicles and related services needed by the various OCOG functions and obligatory vehicles for internal and external contractors and service providers.

Fleet Operations involvement includes the identification of function needs by type and model specification, the procurement of these vehicles and then the hand over, management and tracking of the vehicles during the operational period of the function. At the conclusion of the Games, the vehicles and accessories are recovered and returned to Fleet Depot for inspection and disposal.

It is important to note that function vehicles are needed over a longer period of time than just Games operations therefore the OCOG Fleet Operations start earlier than for Olympic constituents.

The time frame for supply of function vehicles is from G-72 to G with most vehicles required over the G-12 to G -1 period.

Each OCOG will have a different structure and policy on who is allocated vehicles as part of their contract, what function has vehicles allocated and how early. It is also possible that the OCOG will set up a car pool for general use during the planning phase. These parameters need to be considered when estimating vehicle needs and budget requirements.

It should be noted that specialist vehicles, such as snow cats or golf carts, are typically not Transport's responsibility. Rather the responsibility usually rests with the Logistics function.

OCOG Fleet Operations Process

The following process outlines the key steps for the OCOG Fleet Operations:

Stage	Description
1	Identification of OCOG function vehicle needs, number and type
2	Negotiation and agreement of needs with function
3	Agreed needs incorporated into the OCOG vehicle requirements list
4	Delivery of commissioned vehicle to function
5	Provision of ongoing fleet management services
6	Vehicle returned by function at end of Games for disposal
7	Return of vehicles and associated equipment



3.3.4 Vehicle and Service Procurement

Introduction

An effective resource procurement strategy plays a vital part in the successful delivery of Fleet Operations as explained in this section.

The resource needs of Fleet are quite extensive and cover a number of items, from the contractually complex major resource items of vehicles, fuel and communication devices, depots and infrastructure needs (refuelling and car washing equipment) to the fleet-specific human and technology resource needs such as staff recruitment and training, technology system networks, software and hardware devices.

Major items and services needed by Fleet Operations include:

- Vehicles, logistics and torch relay-related vehicles
- Fuel, diesel, oils and related automotive products and fuel cards
- Car washing and refuelling equipment
- Technology software and hardware systems and devices, computers, copiers, printers
- Vehicle insurance, breakdown, asset tracking and fleet management services
- Fixed and mobile telecommunication devices, radios, base stations and networks

It is recommended that the OCOG involve Fleet Operations in the resource procurement process for vehicles and minibuses and other major equipment needs to ensure the type, number, cost, availability and supply of these major items match operational needs.

Continued on next page



3.3.4 Vehicle and Service Procurement, Continued

Procurement Options

An OCOG has a number of options available to it in respect to contracting and procurement of the major items that Fleet Operations needs to deliver transport systems and services.

Procurement options for vehicles and fleet management services include:

- Value in kind (VIK) product from a Marketing Partner, obtained through a public tender or call for expressions of interest
- Value in kind from a Marketing Partner arrangement through an intermediary body such as a fleet management company
- Commercial lease arrangement, paid in cash by the OCOG to a supplier or intermediary body such as a fleet management or leasing company
- Combination of supply of an amount of VIK product and a commercial (cash) arrangement through a Marketing Partner or intermediary body
- Outright cash purchase of all vehicles through a tender. Operate the vehicles, then sell the fleet for cash at the end of the Games as part of the assets disposal program
- Combination of outright purchase and the outsourcing of fleet support and management services to an external body

The procurement options will be influenced by the regional dynamics in each Host City and country and the OCOG.

Procurement Process

Regardless of what procurement strategy is used by the OCOG, it is important that all vehicles flow from manufacturer/Marketing Partner/supplier's premises to the Fleet primary vehicle commissioning site, for acceptance, preparation and distribution to the respective operations.

Ideally the Marketing Partner/supplier should cover the insurance, maintenance and delivery to and collection of all vehicles from the OCOG. In addition the vehicle supplier should supply fleet management services to the OCOG and Fleet Operations function during pre-Games and during the Games period.

Insurance



The OCOG is responsible for ensuring full comprehensive insurance for the vehicles and accredited drivers.

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3.3.4 Vehicle and Service Procurement, Continued

Fleet Procurement Process

The table below sets out the typical process and the steps that an OCOG should follow to procure vehicles, vehicle management and support services.

Stage	Description
1	Fleet needs identified Special and accessible vehicle needs identified and included
2	Tender for identified requirements prepared in conjunction with Procurement, Fleet, Legal and Marketing functions
3	Final tender document reviewed by Fleet Services, Marketing and Legal functions and then tender publicly released
4	Tender responses or expressions of interest reviewed and candidates short-listed
5	Negotiations / clarification of tender or expressions of interest carried out with short list of respondents Fleet management and support services negotiated
6	Final recommendation of winning tender submitted to OCOG Management
7	Tender awarded to successful respondent, contracts signed and procedural and technical planning commenced
8	Ongoing contractual implementation carried out, OCOG Legal and Marketing functions updated on contract performance and issues

Continued on next page



3.3.4 Vehicle and Service Procurement, Continued

Vehicle Type	<p>Accessible vehicles to meet the needs of the Paralympic Games should be included within the vehicle types procured.</p> <p>All vehicles should have air-conditioning and/or heating and power steering as a minimum.</p> <p>Vehicles can be a mixture of automatic and manual transmissions.</p> <p>Some of the required vehicles will need to have specialised equipment fitted to them. Ideally, this should occur before the OGOC takes delivery of them. In the instances where this is not possible, Fleet Operations will need to arrange for the equipment to be installed. This equipment can include, but is not limited to, hydraulic or mechanical ramps, snow tyres, ski or cycling racks and baby/child seats.</p>
Managing Fleet Requirement Estimations	<p>Fleet Operations is responsible for estimating and managing the fleet vehicle numbers and the dates they are required.</p> <p>This calculation can be done using a basic spreadsheet or database. In any case, it needs to be constantly updated and needs to be able to produce reports for procurement, operations planning and management decision-making.</p> <p>The number and type of vehicles required, and the time they are needed, varies quite significantly. All vehicles should be received one month prior to operations to ensure sufficient time for commissioning, moving to the operational base and/or allocation to Games-time use.</p> <p>It is recommended that an OCOG use data from previous Games to estimate basic vehicle numbers in the early stages of planning and to assist in decision making when negotiating needs and requirements (refer to Section 3.8.3 Transfer of Knowledge / Education).</p>



3.3.5 Fleet Depots

Introduction

Fleet Operations needs a number of depots to effectively manage:

- Vehicle commissioning and decommissioning, including the allocation of vehicles to Games-time function and/or constituent
- Olympic constituent fleet services

Fleet depots need to be in strategic locations and where possible collocated with the bus depots, which will cut down on expenditure and duplication of facilities and staff.

The primary depot for commissioning and decommissioning should be ready for Fleet Operations to move in from approximately G-6, with the other depots being available between G-3 and G-1.

Refer to Section 3.1.4 Transport Depots for further information about depot infrastructure, and to Section 3.4.5 Depot Management for further information.

Location

When deciding the location of the fleet depots (other than the commissioning and decommissioning depot and support services) the number and locations of all Olympic venues that the OCOG will operate during the Games need to be taken into consideration. Security principles, for resources and constituents, also need to be taken into account.

The Olympic venues that have to be serviced by fleet operations may be spread over a large area and it is unlikely one fleet depot will adequately service the entire Olympic area. Therefore two, possibly three, fleet depots may need to be set up and operated.

The following key activities are undertaken in the process of locating and designing fleet services:

- OCOG / Transport sets the outermost boundaries of where services will be provided
- The OCOG Olympic area of operation is divided into distinct geographical areas, A B or C and every Venue, Village, or IOC Hotel is plotted in that area
- Fleet Operations sets up fleet depots in geographic locations near the constituent base of operations
- Olympic venues, villages and official hotels are assigned to the closest depot
- Fleet vehicles are divided amongst the depots according to number and type of venue, village or hotel assigned to it
- During operations venues communicate with their assigned depots
- During operations depots move assets among them to cover operational peaks

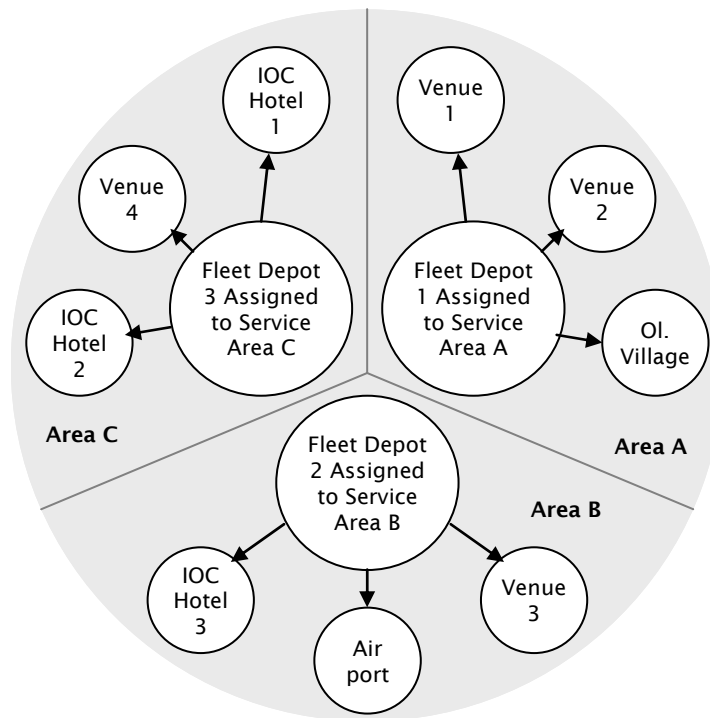
The following diagram provides an example of how to locate and design fleet services.

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3.3.5 Fleet Depots, Continued

Diagram 22 Fleet Depot Location and Services Design



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3.3.5 Fleet Depots, Continued

Fleet Commissioning and Decommis- sioning

Commissioning and decommissioning vehicles is a key activity for Fleet Operations.

To achieve efficiencies, one of the Games-time operating depots should be of sufficient size that it can be used as the primary commissioning and decommissioning site for all vehicles that will be received from the vehicle supplier / management company.

Commissioning and decommissioning of vehicles includes, but is not limited to:

- Inspect all vehicles received by the supplier for damage and defects
- If the vehicle is free of defects or damage, accept delivery of the vehicle in writing
- Ensure that the vehicle is fitted out with any look of the games (this can be done by the sponsor or the OCOG)
- Fit out the vehicle with OCOG equipment, first aid kit, fire extinguisher, breakdown safety warning devices
- Place log book and accident and breakdown instructions inside the vehicle
- Order and attach to vehicle a fuel card
- Wash, clean and refuel vehicles, preparing them for distribution
- Be central receipt and distribution point for all vehicles
- Distribute constituent-allocated vehicles to their base location for allocation to the constituent/volunteer
- Provide central point of contact for fuel cards, fleet management, breakdown and accident procedures, vehicle records and tracking and infringement identification
- Number vehicles or give each vehicle a distinct code to track accident, repairs etc.
- Attach registration number plate if required
- Transition vehicles for Paralympic use, including Paralympic Look of the Games and accessible equipment

Decommissioning of vehicles includes, but is not limited to:

- Central tracking for return of all vehicles
- Inspect for damage
- Complete insurance forms
- Search for and recover any non-returned vehicles
- Remove registration number plate if required
- Return vehicle to dealer, auction house or central pick up location

This depot will also need to have, if possible, an automatic, car washing machine and facilities for refuelling vehicles.



3.3.6 Fleet Management

Introduction The management of the fleet is coordinated through the depots and can be summarised into categories:

- Venue operations
- Vehicles in transit
- Vehicle maintenance
- Administration / procurement

A checklist of tasks is provided below.

Venue Operations

- Inspection of vehicles on delivery to depot from vehicle supplier / sponsor
- Application of Look of the Games, where applicable
- Preparation and distribution of vehicle log books
- Preparation and distribution of drivers' manuals and map books
- Preparation and delivery of driver training material
- Dispatch to assigned venues T3 vehicles before, during and after competition according to the competition schedule
- Ensure adequate vehicles are at non competition venues, such as IOC Hotels and Airport in sufficient numbers to meet demand
- Liaise with assigned venues to ensure T3 on demand vehicles are adequately servicing venue
- Liaise with assigned venues, villages and transport desks to confirm if constituent allocated vehicles and associated services are being delivered
- Support venue operations as and when required, including doping control

Vehicle in Transit

- Manage a minor and major vehicle accident
- Manage a vehicle breakdown
- Manage a vehicle recovery
- Replacement of damaged or inoperative vehicle
- Manage a passenger incident

Fleet Maintenance

- Clean interior, exterior and windows
- Regularly check vehicles for lost property left in vehicles
- Check and maintain tyre pressure
- Check vehicles for external damage and report any damages
- Perform minor maintenance only; major damage, maintenance or vehicle recalls to be done by vehicle supplier or provider
- Refuelling

Continued on next page



3.3.6 Fleet Management, Continued

**Administration
/ Procurement**

- OCOG fleet needs analysis
- Contract management / supplier or sponsor coordination
- Vehicle registration
- Vehicle fit-out and distribution to OCOG functions
- Addressing driver late arrivals and absenteeism
- Updating and amending driver rosters
- Providing daily management and staff reports
- Managing petty cash
- Purchasing, minor and major items
- Expense claims
- Managing, auditing and issuing depot assets, vehicle keys, fuel cards, phones and radios
- Reporting lost, stolen or damaged assets
- Issuing and replenishment of items from depot stores
- Managing lost property found in vehicles
- Record keeping and data management
- Implementation of depot policies and procedures
- Fuel card ordering and distribution
- Vehicle tracking
- Collection, inspection and return of all OCOG vehicles



3.3.7 Fleet Operations Testing

Introduction Fleet Operations should undertake a rigorous series of testing to ensure that all of its venues, systems and services are ready and capable of delivering the Olympic Games.

The Transport function, in coordination with the OCOG testing programme, will need to determine what operations will be tested and the most appropriate testing methodology to be used. In respect to Fleet Operations, the main areas to be tested should include the following:

- T3 operations
- Vehicle road network, times and distances to venues and route signage
- Venue management interaction, load zones, signage, car parks, holding areas, vehicle call up and ingress and egress routes
- Volunteer and paid vehicle driver training and route navigation
- Fleet Depot operations, polices and procedures
- Fleet management services, breakdown and accident procedures
- Command, control and communication

Each of these areas is summarised below.

Testing T3 Fleet Operations It is suggested that the OCOG set up the T3 transport system earlier than Games-time and use the services for the transport of visitors to the OCOG during official visits and venue tours and to transfer OCOG staff between Olympic venues and Games headquarters.

This strategy provides a thorough test for the T3 services, enables drivers to become familiar with the territory, routes and venues and saves money on the provision of taxis and transfer services.

This service can be set up as early as G-12 and can be used to service the G-12 Chef de Mission Seminars and other key meetings and Test Events held in the year before the Games.

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3.3.7 Fleet Operations Testing, Continued

Testing Road and Signage Network

The testing of the Olympic road and signage network allows Fleet Operations to:

- Test and validate assumptions of the time and distance it takes to operate between depots and venues and from venue to venue
- Test the Olympic road network layout
- Validate the depot location and venue assignment plan
- Test and validate way-finding signage
- Test radio, mobile phone or communication device coverage and service

Testing the road network and the installation of adequate way-finding (route) signage is a key solution to the Games issue of lost drivers and provides risk mitigation of negative impacts on service delivery.

All discrepancies and inadequacies should be identified and remedial work or road network adjustment be carried out before constituents arrive and the Games begin.

Testing Fleet at Venues

The testing of the internal layout of venues allows the Fleet Operations to:

- Test communication and coordination principals between depots, Fleet command and Venue Management to ensure fleet services are delivered
- Test and validate that venue car parks, signage and load zones are of adequate size, properly laid out and traffic directional flow entering and leaving the venue works in a logical and efficient manner
- Test call up procedures and communication channels between venue transport staff, venue drivers' lounges and fleet dispatch, car park staff and depot staff assigned to service the particular venue

Testing of vehicle operations in various venues will allow the Fleet and Venue Transport an opportunity to test, evaluate and validate constituent services and venue communication principals at a venue-based level.

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3.3.7 Fleet Operations Testing, Continued

Testing Driver Training / Driver Workforce

Working with and testing drivers prior to operations enables Fleet Operations to:

- Validate volunteer and driver numbers
- Test the training given to drivers, especially route and navigation training
- Validate driver support material such as map books and drivers guides
- Test communication procedures between depots and drivers
- Test flexibility and adaptability of the driving workforce
- Driver sign-on and sign-off procedures
- Test knowledge and procedures for venue access
- Test driver supervision at depots and venues
- Test knowledge and efficiency of official routes

It is very important that both paid and volunteer drivers are adequately trained so that the required service can be provided.

Drivers need to know how to navigate around all venues and how services will be delivered along with the policies and procedures that will govern their actions.

Testing Fleet Depots

The testing of Fleet Depots will allow Fleet Operations to:

- Test the layout and infrastructure such as car wash and refuelling installations
- Test asset allocation and retrieval and protection processes
- Test and validate IT networks, systems and hardware
- Test driver dispatch operations
- Test catering and staff facilities
- Test and validate depot organisational and reporting structures
- Test depot operational policies and procedures
- Test and validate command, control and communication principles and reporting functions between depots and Fleet central management

Fleet depot testing is essential. It is vital that fleet depots operate correctly and effectively so that reliable and on-time services can be delivered to all constituents.

Depot testing allows for the entire operation of the depot to be tested and provides an opportunity for any issues or problems in the operation of the depot to be identified and actions taken to overcome these issues or procedural problems before service commences.

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3.3.7 Fleet Operations Testing, Continued

Testing Fleet Management Support Services

Testing fleet management support services allows Fleet Operations to:

- Test vehicle breakdown and accident procedures
- Validate vehicle incident reporting procedures and contact numbers
- Refine fleet support services and links to all OCOG functions
- Validate lost fuel card reorder procedures
- Validate vehicle tracking, fine management and reporting policies and procedures
- Test communication and cooperation channels with vehicle or third party supplier

Testing fleet management support services provides an opportunity for back office procedures to be validated and/or refined.

It is important that an OCOG knows at all times who has what vehicle, when it was delivered and that all OCOG workforce know what to do in the case of any breakdown, theft or accident.

Testing Command, Control and Communication

The testing of Command, Control and Communication allows Fleet to:

- Test and validate command and control principles
- Test management and reporting structures
- Test issue escalation and resolution procedures
- Test and validate lateral and vertical communication channels

Effective command, control and communication will allow Fleet Operations to develop a robust management structure that will allow it to adapt, identify and overcome issues as they occur. Information flow, issue identification and resolution are vital to success.

The most common, mutually beneficial way for Fleet Operations to test all of its operations is for it to fully participate in the OCOG test event programme involving many drivers. This programme which tests the operational readiness of venues is normally very comprehensive with, at times, large numbers of participants and officials coming into and out of the host county all of whom require transport to and from the Olympic Airport, accommodation and competition venues.

In addition it is recommended that Fleet Operations conduct a number of large-scale weekend navigation exercises for paid and volunteer drivers.



3.3.8 Fleet Operational Readiness

Tasks

Key tasks for Fleet Operations during the operational readiness phase include:

- Continue supply of function vehicles
- Receive updated arrivals reports
- Receive confirmation from IOC for vehicles and/or drivers
- Move in to depot/s
- Confirm constituents' requirements for assistants / drivers
- Complete workforce recruitment
- Train and roster workforce
- Set-up transport facilities
- Receive VAPPs
- Commence system operations
- Commence constituent services

Given the fleet operations typically start on day one of Games operations with hundreds of services, with little or no opportunity for build up of the operational environment, it is recommended that the OCOG plan fleet training and practice days leading into the official commencement date of operations.



3.3.9 Fleet Operations Planning Outputs

Introduction Fleet Operations considerations for each of the Games Planning Process outputs are detailed below.

Transport Business Plan In determining the strategy of how Fleet Operations will be delivered and how it will form part of the overall plan, the OCOG needs to decide whether to:

- Deliver all fleet operations in-house
- Retain in-house planning and outsource some or all fleet transport operations to an outside contractor, supplier or provider
- Outsource or transfer the responsibility for all fleet transport planning and operations to a government authority, outside supplier or provider

This decision should form part of the Transport Business Plan. To reach this decision, the OCOG needs a good understanding of various strategic factors such as:

- Fleet size
- Staffing needs
- Service level strategy
- Driver availability, quantity and quality
- Independent service providers availability, quantity and quality

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3.3.9 Fleet Operations Planning Outputs, Continued

Transport Operating Concept

The Transport Operating Concept provides an initial understanding of the Fleet Operations task, an overview of how this task should be delivered and the resources required to deliver them.

The Transport Operating Concept should include the following points as part of the Fleet Operations section:

Constituents and service expectations:

- Identify key stakeholders and constituents to be serviced, both internal OCOG functions and external constituents, their expectations and background of services and obligations provided in prior Games
- Outline of the scope and services by constituent that need to be delivered
- Overview on service levels

Vehicle and infrastructure resources:

- Initial vehicle numbers, procurement options and strategies
- Initial vehicles commissioning and decommissioning plan
- Initial Infrastructure and property requirements such as number of fleet depots, car parks and holding areas, size, location and available facilities
- Identification of ancillary needs such as washing and refuelling needs

Fleet operational planning and logistical needs:

- Operational scope of services to be provided and service design
- FF&E needs, technology systems, software and device requirements
- Communication needs, radio and mobile phone
- Fleet management principals and OCOG support requirements
- Fleet operations organisation structure and staffing requirements

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3.3.9 Fleet Operations Planning Outputs, Continued

Transport Operating Plan

The Transport Operating Plan should include specific plans relating to Fleet Operations, including specific plans for:

- Depot/s
- Fleet commissioning and decommissioning
- Constituent-allocated vehicles
- T3 services
- IOC/IPC Hotels
- Olympic/Paralympic Village/s
- Test Events, tabletops and simulations
- Policies and procedures

These operating plans should detail:

- Number, location(s) and size of fleet depots
- Number and type of vehicles required for each constituent group
- Service levels per constituent group
- Fleet management and support intention
- Fleet workforce resources and organisation charts
- Technology needs
- Games-time command, control and communication procedures
- Issue resolution and escalation procedures

Service Level Agreements

Constituent Service Level Agreements are a mechanism by which service requirements for each constituent group are recorded and set out in a detailed manner. The agreements are tailored for each particular constituent group.

Fleet Operations will use these documents as the base level of services that will be delivered to the particular constituent.

The Service Level Agreements need to be signed off by the OCOG function that represent the constituent and in some cases the constituent themselves.

For more information on Service Level Agreements refer to Section 1.5 Games Planning Process and Transport Outputs.



3.4 Bus Operations

Overview

Introduction This section identifies the task of Bus Operations. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.4.1 The Bus Operations Task
3.4.2 Bus Services / Network Design
3.4.3 Bus and Driver Procurement
3.4.4 Bus Wrapping
3.4.5 Depot Management
3.4.6 Bus Operations Testing
3.4.7 Bus Operational Readiness
3.4.8 Bus Operations Planning Outputs



3.4.1 The Bus Operations Task

The Bus Operations Task

Deciding which services will be operated by the OCOG as either bus or fleet services and which will be provided by the Host City, is a key element of the strategy for transport service delivery.

This decision will differ between Olympic Games and Olympic Winter Games, Olympic and Paralympic Games and from city to city, depending on the existing infrastructures, Host City services and cultural or environmental constraints.

The bus transport network will consist of many complex systems and procedures requiring a high level of dedicated infrastructure and resources interfacing with the Host City and external transport agencies and OCOG Transport function as well as the overall Games system and environment.

The specific tasks of bus operations include:

- Constituent requirements identification and documentation
- Network operations planning
- Bus and driver procurement and management
- Bus depots and facilities procurement and management
- Bus service scheduling and rostering
- Bus Operations (service delivery of various bus systems)
- Bus network integration with OCOG Games operation
- Bus network integration with road users, public authorities and public
- Command, control and communication systems and procedures
- Safety and environmental compliance



3.4.2 Bus Services / Network Design

Introduction

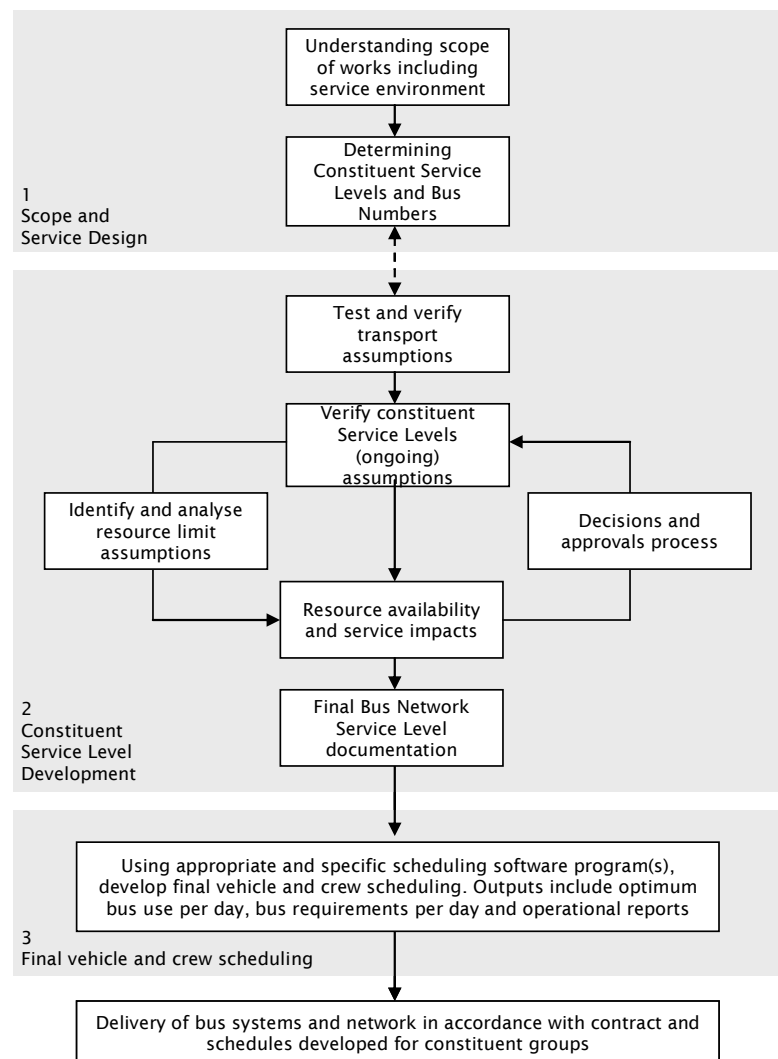
Developing the Bus services and network design is an ongoing activity. The following flow chart provides an overview of the process for the development of Bus Operations:

- Scope and service design
- Constituent service level development
- Final vehicle and crew scheduling

These three elements are explained throughout this section.

Diagram 23

Bus Network Operations Development Process





3.4.2.1 Scope and Service Design

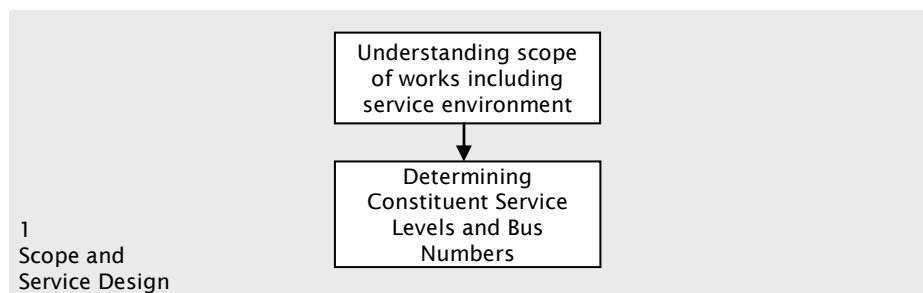
Introduction The first step is to understand the scope of services and determine the service design and levels. This task includes identifying and specifying the requirements of constituent groups.

The following activities should be considered:

- Face-to-face contact and work with the various functions who represent the constituent groups, and with the constituent groups themselves
- Identification and documentation of the service demand for constituents to agreed specification and quality

The following diagram illustrates this first step:

Diagram 24 Bus Operations Scope and Service Design Process



Continued on next page



3.4.2.1 Scope and Service Design, Continued

**Determining
Bus
Requirement**

One of the most difficult Bus Operations planning tasks is determining how many buses are actually needed on a daily basis for the period of operation early enough to accurately budget and allocate resources.

This step should start during the Transport Operating Concept and will continue through to the beginning of the Transport Operating Plan development. In the first instance estimates from previous Games can be used.

Total bus number requirement per day depends on various aspects of the Games environment and the design of the transport operation including:

- Number of venues
- Geographical spread of venues
- Travel times along designated routes between venues
- Total number of accommodation locations (in particular Media and Technical Official accommodation) and the distances between accommodations to venues
- Security and other processes required prior to entry into venue or accommodation, including the design of the VAPPs
- Service frequencies
- Service capacities
- Breakdown of independent constituent systems within the bus network
- Contingency capacities as determined by risk assessments of service and system design and operation
- Constituent populations and specific requirements
- OCOG policies and procedures

Continued on next page



3.4.2.1 Scope and Service Design, Continued

Counting Buses Information that can be used to calculate bus numbers prior to scheduling systems integration includes:

- Period of service
- Constituent group
- Line numbers
- Starting point and destination
- Travel time
- Time of first and last trip
- Frequency of service
- Number of passengers per hour
- Vehicle type

A database using this base information can provide a summary by day, by line of vehicles required to deliver services.

It is recommended that, if a database is developed, some time is invested to code the transport system (e.g. venues, stops, hubs, lines etc.) which can assist with the management of the information. This database could provide timetable information, data for Games INFO and the data for the bus operators to schedule the services.

This system can take 12 months to develop, test and input codes, but once done it is an indispensable tool.

It is recommended to consider how Bus Operations will manage this at G-36, with a system implemented at G-24. Bus scheduling systems are integrated into the process at approximately G-12.

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3.4.2.1 Scope and Service Design, Continued

**Counting:
Analysis versus
Scheduling**

The actual daily bus requirement will not be known until detailed bus service scheduling is completed and this scheduling is generally not performed until well into the planning.

Before the detailed bus service scheduling is complete, scheduling systems can perform “what-if” scenarios to allow an accurate calculation, based on known facts and assumptions. Also the OCOG Transport function can provide daily bus calculations based on spreadsheet modelling of service scope and design, also based on known facts and assumptions.

Business and budget demands will require Transport to provide reasonably accurate calculations prior to the completion of detailed bus service scheduling and the following section provides information to better understand these demands.

Once bus numbers and spread of service hours are calculated, bus driver numbers can be calculated.

Both buses and drivers represent a significant transport budget allocation for any Games and therefore accurate calculations, at an early point of planning, provide the OCOG with a lower level of risk.

More details regarding scheduling are provided later in this section, as part of the third step for the development of the bus services and network designs.



3.4.2.2 Constituent Service Level Development

Ongoing Development of Constituent Service Levels

The second step is the ongoing evaluation and assessment of the services and the development of constituent service levels.

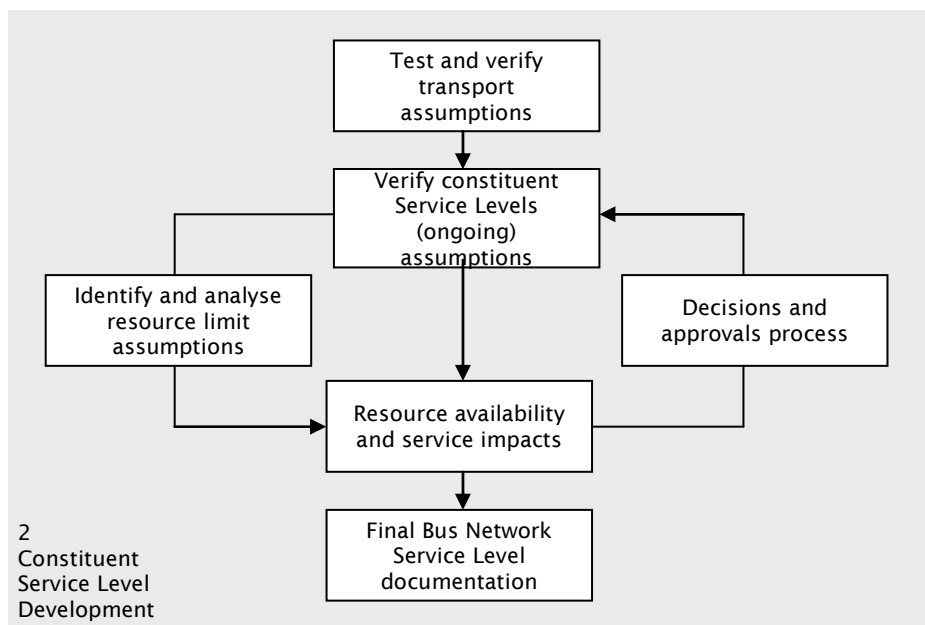
This process demonstrates the need to continuously update the constituent service level information. The Transport function should ensure all changes are analysed to determine impacts on service delivery and resource availability.

The services need to consider the constraints of the operations as well as the constituent requirements. Constraints may include road capacities, bus numbers, venue load zone and staging area capacities, efficiencies of scale and budget.

This step will occur throughout the development of the Transport Operating Plan and can take up to two years.

The following diagram illustrates this step:

Diagram 25 Bus Operations Developing Constituent Service Levels Process



Continued on next page



3.4.2.2 Constituent Service Level Development, Continued

Integrating the Bus Networks and Designs

During this second step, the majority of the work to design the bus networks for the constituent transport systems will occur. While these systems are likely to be planned and managed separately, these services need to be integrated with the other Olympic transport systems and existing Host City transport systems.

One of the key success factors from previous Games is the operation of each system as a single system with its own resources and constituent interaction.

This section provides as an example a high level overview of the Athlete and team officials transport system. This example provides some key planning considerations for the constituent transport system.

Bus Operations are likely to also provide:

- Technical Officials (refer to Diagram 28)
- Media (refer to Diagram 29)
- OBO Direct and Dedicated Transport Services
- Services for key connections within the T3 Transport System
- Services for IOC Session, opening and Closing Ceremony, arrivals and departures
- Observer Program
- Sponsor Coach Program
- Specific services for Workforce
- Specific services for Spectators

The Bus Operations task includes the detailed planning for each of these services and their integration into the overall Bus Operation, the OCOG and Host City transport operations.

It is not possible to plan and operate these services without careful integration with, as a minimum, the following:

- Security function and agencies
- Traffic Management agencies and operations/management centres
- Venue Transport
- Infrastructure function

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3.4.2.2 Constituent Service Level Development, Continued

Designing the Constituent Bus Transport Systems

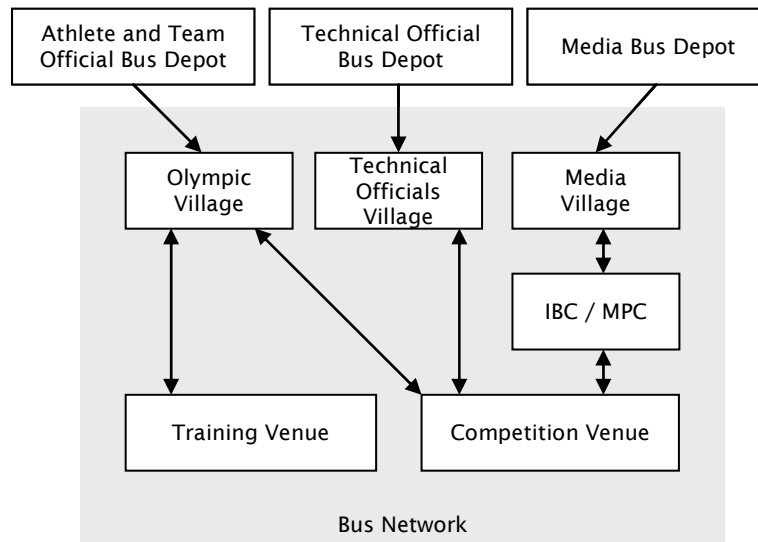
The following diagram provides a high level view of bus networks for Games-time operations, demonstrating the bus network and planning considerations for three constituent transport systems:

- Athlete and team officials transport system
- Technical Officials transport system
- Media transport system

An example of designing the Athlete and team official transport systems is provided in this section as a guideline to network development.

Each OCOG will need to identify and develop its networks as part of its Transport Operating Concept to enable route plans and traffic management plans to incorporate the requirements.

Diagram 26 Bus Network Design Overview



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3.4.2.2 Constituent Service Level Development, Continued

Athlete and Team officials Transport System

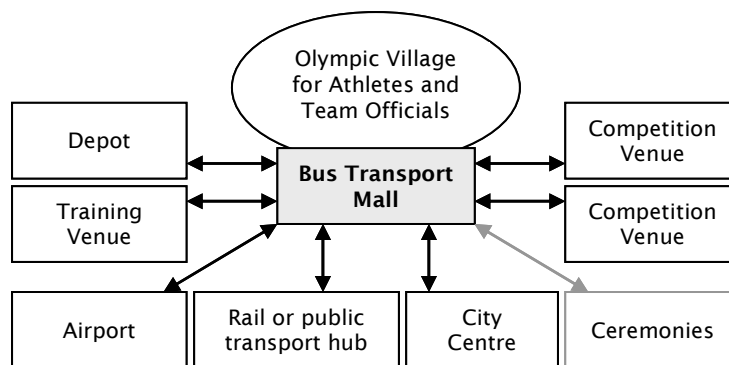
The transport service is based on a 'hub and spoke' with services starting and finishing at the Olympic Village.

Security requirements of the OCOG and/or Host City Security agencies need to be considered in planning. These services may need escorts in the buses, escort vehicles and specific security screening.

These principles may impact the way the services are provided and operated at the Olympic Village, at the venues, at the depot/s and in transit.

The movement of sport equipment also requires consideration. Some sport equipment will not easily fit into buses and solutions need to be incorporated into the service.

Diagram 27 Athlete and Team Official Transport System Design



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3.4.2.2 Constituent Service Level Development, Continued

**Athlete and
Team Officials
Bus Service and
Network Design**

The following design principles and guidelines need to be considered:

- A system working independently of other constituent-based bus services within the bus network
- A system segregated to minimise complexities of operation and to further reduce driver work variables and minimise route and sport familiarisation
- Due to the size of the Athlete bus operation (up to 350 buses per day for an Olympic Games and 270 per day for an Olympic Winter Games) and the potential variance in venue locations and therefore bus service routes, it is advisable to further breakdown the work units for Athlete and Team officials bus transport into more manageable and efficient units of work
- The work units may be determined by geographic or sport-based segregation, or a combination of the two
- Dedicated bus fleet of vehicles with wide door openings for efficient loading
- Professional bus drivers employed to drive bus fleet
- Dedicated Bus Depot located in close proximity to Olympic Village/s
- Locating the dedicated athlete bus depot operation as close as possible to the Village is critical to service reliability and flexibility. Locating the bus depot in close proximity to the Village also assists in Security planning and operations
- Design of key infrastructure including transport mall, bus depot and venue load-zones is key to athlete bus service reliability. All key athlete bus services locations need to be designed to allow buses to safely and efficiently operate with priority above other transport services
- Service design to be Sport- or venue-specific with travel routes that have been determined by the OCOG. The routes are to be adequately signposted and mapped to ensure service reliability

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3.4.2.2 Constituent Service Level Development, Continued

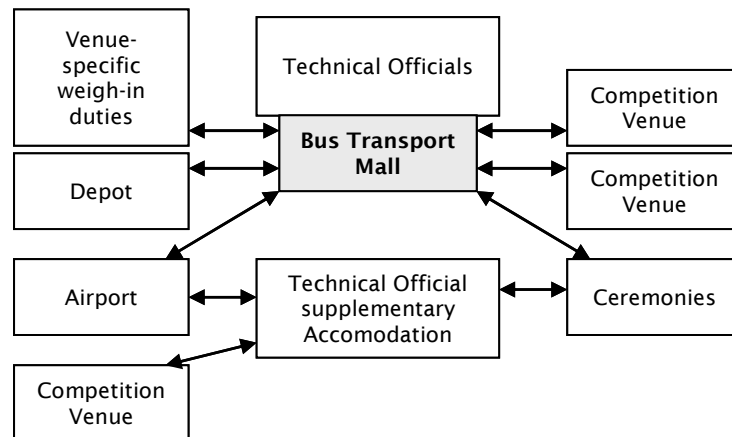
Technical Officials Transport System

Technical Officials will be accommodated either in a Technical Officials Village, in decentralised accommodation or in a combination of the two. The accommodation locations will directly impact the design of the service.

Technical Officials are more efficiently serviced by bus transport (and transport costs are better contained) where Technical Officials are accommodated at one or two central locations (Technical Officials Village/s). Where Technical Officials are located at accommodation locations other than a central Technical Officials Village, transport services become more complex.

In the instance where the accommodation is decentralised, Transport Fleet Operations may provide the service using smaller vehicle pools rather than by Bus Operations. In any case, the following diagram provides an overview of the Technical Officials Transport System Design.

Diagram 28 Technical Officials Transport System Design



Continued on next page

3.4.2.2 Constituent Service Level Development, Continued

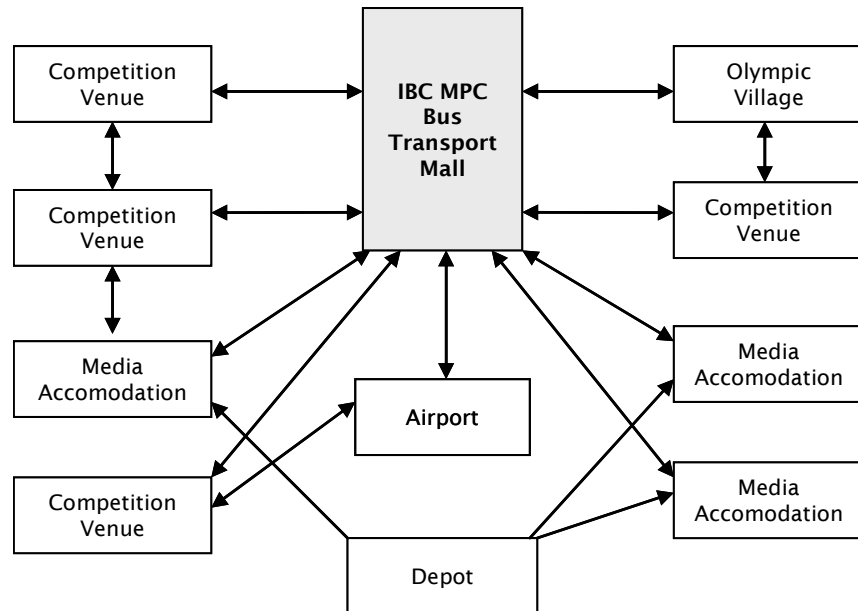
Media Transport System

The Media Transport System is the most complex to design and operate. The design needs to incorporate a hub and spoke system, with the MPC and IBC as the central hub, with services to accommodation, training and competition venues as well as point-to-point services.

Media are more effectively serviced by Transport (and transport costs are better contained) where Media accommodation is in central locations or an area with minimal spread of accommodation venues. The more spread out the accommodation, the more complex and costly the media bus system and operation becomes for both the supply of services and client understanding of the service network. The more complex the service the higher the likelihood of poor bus service reliability and efficiency.

The following diagram provides an overview of the Media Transport System Design.

Diagram 29 Media Transport System Design





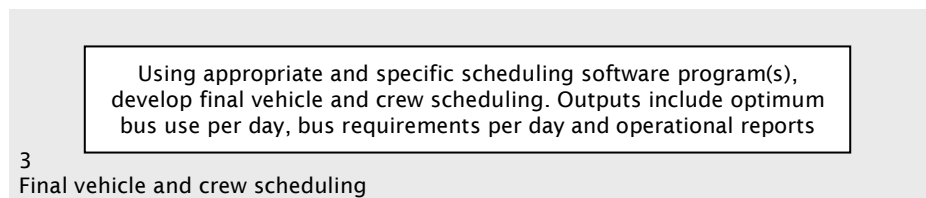
3.4.2.3 Bus and Crew Scheduling

Final Step The final step in the process for designing the bus services and networks is the bus and crew scheduling process. This step provides service optimisation and efficiency.

Scheduling can be done by the OCOG or by the service provider/contractor depending on the Transport Business Plan and Transport Operating Concept.

The following diagram illustrates this final step:

Diagram 30 Bus and Crew Scheduling



Bus and Crew Scheduling Software

Identifying the exact number of buses and drivers required to deliver the services requires a process of scheduling. Accurate numbers can only be reported once all service information and the agreed operational framework have been input to a specialised scheduling software programme (refer 2.4.2.1 Scope and Service Design for estimating requirements prior to scheduling system reports being available).

Bus scheduling software should be operational for data input G-24 and should be producing reports on bus services G-12 such as:

- Depot dispatch per hour
- Transport Mall movements per hour and per bus load-zone
- Venue arrival and departures per hour
- Total bus numbers required for each constituent-based service network
- Timetables for Service Level Agreements

Bus planning will rely heavily on an appropriate bus scheduling software system to be in place. Bus scheduling on such a scale cannot be carried out manually or by using spreadsheet technology, particularly when the constituents will need changes to networks on an ongoing basis and the operation requires a level of sophisticated operational reporting that can only be achieved through the use of proper systems.

It is important that the correct software and associated procedures are identified during the Transport Operating Concept and are in place by G-24.

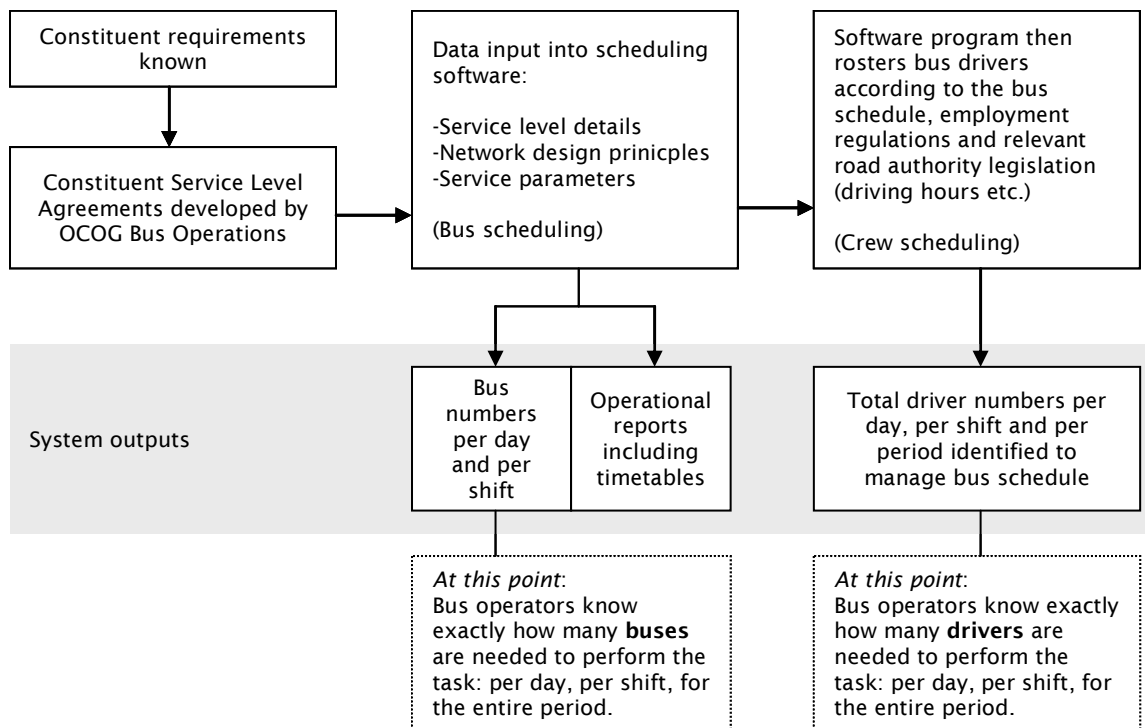
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3.4.2.3 Bus and Crew Scheduling, Continued

Bus Scheduling System Overview The following diagram provides a simplistic overview of the various interfaces and complexities associated with bus scheduling:

Diagram 31 Bus and Crew Scheduling System Overview





3.4.3 Bus and Driver Procurement

Introduction

One of the most significant decisions the OCOG Transport function will make is determining the option for bus and driver supply. Selecting the right strategy for the Host city is critical to the success of the constituent service delivery.

The bus supply strategy will also determine the level of direct and/or indirect resources required to support the bus operation such as supervision, bus depot infrastructure and the design and size of the Transport Bus Operations organisational structure.

The supply options outlined in this section are a guide and are not meant to be exhaustive. Other options may be available depending on the Host City's available resources and framework of Transport services.



3.4.3.1 Bus and Driver Availability

Bus and Driver Availability

Prior to determining the bus procurement strategy, the OCOG should investigate the availability of the local bus fleet for the Games-time period. In many cases, buses are contracted to other parties for the provision of regular services which may be critical to the local area and its economy.

There are a number of tactics that can be implemented to ensure bus availability, requiring significant input of external authorities and companies. As such, they need to be managed appropriately and in a timely manner.

Often buses become available at times when school and/or universities are closed for student holiday periods. With the help of government authorities and with careful advance planning, student holiday periods may be managed and aligned to Games-time operations, thus ensuring sufficient bus availability exists at critical times.

Larger bus operators who may have in excess of 2,000 or 3,000 drivers, will have a holiday roster system in place to ensure that driver holidays are managed in a manner that does not impact on its own service contract obligations. Suitable lead time is required to ensure that those large organisations can manage the annual holiday rosters so that staff are available at Games-time and not on holiday, and to provide them with sufficient time to manage holiday demands around this unique requirement.

The Olympic Games operational period commences up to two weeks prior to the Opening Ceremony. Planning should recognise this to ensure that sufficient bus and driver supply is available when Olympic bus services are required to commence.

When local bus supply falls short of demand, the OCOG needs to look beyond the local area to satisfy the bus requirement. If buses are required from a very wide range of locations, the OCOG will need to understand how and where those bus drivers will be accommodated.



3.4.3.2 Strategic Options

Bus and Driver Supply Options

The following bus and driver supply options are discussed in this section for consideration:

- Sponsorship arrangement(s) with local transport provider / bus operator
- Tender the bus supply operation to a single bus supply consortium identity
- Contract multi bus providers
- Government bus operations

Identifying the Right Bus and Driver Supply Strategy

Considerations for determining the correct strategy include:

- Constituent service level requirements
- Operating environment (Winter versus Summer)
- Total number of bus fleet required and estimated fleet profile
- Availability of bus fleets at Games-time
- Working requirements (existing contracts) of existing commercial bus fleets at Games-time
- Local bus availability with local knowledge versus contracting of “out of town” drivers and buses
- Availability of the necessary operational resources needed to support the bus operation
- Costs
- Financial viability of existing commercial bus operators available to provide services
- Impact buses will have to the Olympic road network and Olympic venues at Games-time
- Risks associated with various contracting options, and mitigation strategies
- Sponsorship availability and available vehicle specifications
- Bus supply via appropriate contractual arrangement
- Appropriate bus specification/s to meet demands (e.g. size, number of seats and wheelchair accessible provisions etc.)
- Bus look (OCOG supplied look to identify bus as official Games-time vehicle)
- Olympic bus network radio or other communications system to provide the bus operation with a communications system capable of managing the bus fleet

Continued on next page



3.4.3.2 Strategic Options, Continued

Risk Assessment of Options

The OCOG is responsible for the delivery of transport services for the Olympic Family regardless of the bus supply strategy undertaken. Therefore, the OCOG needs to be satisfied that its bus contracting strategy yields the OCOG's agreed objectives and satisfies key performance indicators in relation to constituent service delivery whilst meeting contractual obligations.

The OCOG needs to carry out a risk assessment on the supply options.

A risk assessment may include the following:

- Out of town bus driver accommodation – is this provided by the OCOG to ensure accommodation meets requirements in close proximity to the Bus Depot or is the responsibility of bus driver accommodation placed with the contract bus supplier ?
- Bus depot/s – are existing bus depots to be used under the terms of the contract/s or does the OCOG set up a dedicated and specific bus depot/s for constituent service delivery? Consideration is to be given to the importance of having a bus depot (athlete bus depot) in close proximity to the Olympic Village and likewise having a Media depot located in close proximity to media accommodation and the IBC/MPC
- Contracting design – is the contract to be divided into small packages where a group of buses and drivers are responsible for specific routes or tasks, or is a consortium of operators to be established for the delivery of all services?



3.4.3.3 Options

**Marketing
Partner
Arrangement**

The OCOG enters into a Marketing Partner arrangement with a local bus operator/s.

Under this arrangement, the bus operator undertakes to provide services and is contracted to deliver a specific number of buses and drivers on a daily basis for the agreed operational period at an agreed Value in Kind (VIK) arrangement.

Work beyond the VIK budget is specified in hourly rates for bus and driver supply and hourly rates for supervision.

This arrangement requires an agreed rate for all functions required in the provision of services and a clear understanding of the separation of functions between the operator and the Transport function.

**Tender the Bus
Supply
Operation
(consortium of
operators or
single entity)**

The OCOG tenders the service delivery for the bus and associated services.

The successful tender (consortium of operators or single entity) will provide buses, drivers, and other resources required to provide a complete bus operation. As part of the contract, the OCOG determines who provides the site(s) for the bus operator to establish services and to operate Games-time bus services from or to use existing bus depot locations.

This option is similar to that of the Marketing Partner option except that the contract determines payment for all services. The separation of work is similar to that of a Marketing Partner option.

Continued on next page



3.4.3.3 Options, Continued

Contract Multi-Bus Providers to Perform Specific Service Tasks

The OCOG contracts local and regional bus operators to provide specific services for specific periods and or bus routes.

This option is favourable where large multinational bus operator organisations or bus industry organisations/associations do not exist, therefore minimising the potential for larger contract suppliers.

Under this arrangement, it is difficult for the OCOG to require any one-contract holder to provide significant infrastructure (such as large bus depot locations etc.). Therefore, it would be necessary for the contract to specify if operators are to locate their fleet at their own depot locations or for the OCOG to provide a specific depot location.

The decision would be determined after an assessment regarding bus security and travel times from any existing depots. Due to the large quantity of buses required, accepting buses to be located at existing depots may not be appropriate due to the large number of potential sites which would negatively impact efficiency.

The successful contractors will provide buses and drivers only. The OCOG would provide associated support services including service scheduling, supervision and bus depot management.

Government Operations

The OCOG contracts the bus operation to the local or regional government.

The government operator needs to be advised of the entire scope of works and the impact on resources that the Olympic bus operation will have on its existing day-to-day operations.



3.4.3.4 Responsibilities

OCOG

Responsibilities

Whichever supply option is selected, the OCOG would typically undertake these activities:

- Management coordination
- Contract management
- Route design and signage
- Service scope, design and service level documentation
- Advice on Olympic services and operations demands and requirements
- Advice on Olympic overlay, transport security, access permits and accreditation requirements
- Communications for service changes and alterations during on-going planning phases
- Venue infrastructure including construction and fit out of bus areas at venues and village locations etc.
- Constituent communications
- Venue staffing for general transport management
- Venue and village transport help desk information and staffing
- Infrastructure and staffing for OCOG Transport command, control and communication structure
- Information Technology as required for transport for venues and village
- Infrastructure for purpose-built bus depot, bus parking (lay-over or call up facilities etc.) as determined in operations planning if this can be provided at a more cost effective rate than through the consortium contract
- Fuel and oils for fleet under separate sponsorship arrangement wherever this may be provided at a more cost effective rate than through a consortium contract
- Strategic consideration of bus depot/s location
- Bus commissioning and decommissioning programme

Continued on next page



3.4.3.4 Responsibilities, Continued

Supplier Responsibilities Whatever the outcome of the supply strategy decision, the OCOG Transport function needs to carry out an analysis of the activities each party will be responsible for delivering.

The responsibility for the tasks listed below, which may lie with the OCOG or the supplier or a combination of the two, needs to be agreed between the OCOG and the eventual supplier:

- Buses - agreed number and agreed quality and in accordance with agreed delivery schedule
- Drivers - as required to meet the agreed number of buses and bus services and in accordance with agreed bus driver delivery schedule
- Bus depot and facilities (use of existing infrastructure as required)
- Staff resources to ensure bus services operate according to the agreed service levels including:
 - Depot and operational staffing
 - Schedulers including software and hardware (for bus operations)
 - Rostering (bus drivers)
- Maintenance and cleaning
- Administration
- Supervision
- Consumables
- Driver facilities including training, uniforming, meals and accommodation
- Operations supervision at strategic locations/venues
- Dedicated staff to project manage the operation planning and to ensure integration of systems with the OCOG
- On-going professional advice regarding bus transport operations and route design and testing
- Systems and procedures in place to ensure quality service delivery of all transport and related functions in accordance with contract and agreed criteria including constituent service levels etc.
- System testing

The OCOG should ensure a mechanism exists whereby it regularly audits the bus schedules and driver rosters (if provided by contractor/supplier) during planning and operations to ensure compliance with agreed constituent service levels and to ensure that construction of schedules and rosters is carried out in an efficient and effective manner that meets the OCOG requirements, policies and procedures.

The OCOG should ensure a mechanism exists whereby it regularly audits the bus services provided by the contractor/supplier during the operation to ensure compliance with contract and agreed constituent service levels and any bus service changes as agreed to during operations.

Continued on next page



3.4.3.4 Responsibilities, Continued

Additional Responsibilities As a guide only, listed below are some additional detailed activities that may be considered when entering into a contract:

- Games venue planning and venue fit-out
- Transport mall planning, design and fit-out
- Specification of service levels for each constituent group, including arrival and departure data and database
- Coordination with government authorities in Games transport planning
- Testing of Olympic route planning and design including travel times and distances
- Provision of venue load zone volunteers
- Planning and testing venues and transport malls in conjunction with bus operators
- Provision of volunteer bus navigators and training, where applicable
- Provision of bus driver maps and venue access and egress kits for each constituent group
- Accreditation of operators' staff, including drivers
- Provision of security at bus depot(s) in accordance with OCOG security planning
- Vehicle Access and/or Parking Permit strategy (VAPPs), design and implementation
- Provision of secure bus depot and sufficient secure parking for contracted bus fleet, if determined by OCOG, or provision of operational staff to supervise operations at OCOG provided bus depot
- OCOG to ensure that contract provider meets all local legislative requirements relating to transport and service provision
- Lead operator to ensure all sub-contract operators used meet agreed specification and legal requirements



3.4.4 Bus Wrapping

Bus Wrapping **X**

Olympic Games buses generally have an Olympic wrap. This wrap consists of a stick-on material placed on either side and across the front of the bus. The material will stretch the full length of the bus side panels and the full width of the front of the bus.

The material will be decorated in coordination with the OCOG's Games Look and include the OCOG official logo.

The wrapping will identify buses as Olympic Family, providing easily definable sight recognition that the bus is part of the official service and provide a consistent fleet look for the Olympic operation.

The wrapping will not overrule any vehicle access and/or parking permit. The VAPP will provide venue access and control at all times.

Wrap fitting needs to be coordinated with bus owners as the logistics involved in fitting need a level of detailed planning to ensure fitting does not impact on bus supply.

The transition period should be planned to include the changeover of the Olympic wrap to the Paralympic wrap as required.

Marketing Partner Coaches may also use Bus Wrapping on a user pays basis. Refer to 2.7 Marketing Partners of this manual and to [Technical Manual on Hospitality](#).



3.4.5 Depot Management

Introduction Depots and their operations underpin constituent service delivery.

The Olympic Family bus network along with the Olympic Family Fleet services, due to size and importance within the Games environment, require strategically located, secure, well-planned bus and vehicle depot/s that have adequate resources to function correctly and safely.

The details given below with respect to bus depots also apply in principle to the operations of fleet depots.

Objectives Depot objectives include:

- Ensure that agreed constituent service levels are met on a daily basis
- Ensure all driver and support staff scheduling and rostering is completed effectively to ensure constituent service levels are met
- Ensure that processes and procedures exist to enable all buses and vehicles to operate effectively, safely and on time.
- All buses and vehicles depart the depot at the scheduled or required time with drivers that have accurate information about daily work schedules and duties
- Trained and experienced bus drivers that have completed Olympic specific training
- Buses and vehicles that are fuelled, cleaned and correctly maintained
- Buses, vehicles, drivers and depot operations meet the criteria set out by Security
- Buses, vehicles and drivers work to procedures that include communications with bus network management whenever in service
- Bus and vehicle depots have sufficient contingency plans to enable a level of flexibility in delivering services within a known operational environment prone to change

Core Operations To provide these core objectives, the depot should have as a minimum the following procedures in its plan and operation:

- Checking-in at the start of a shift (drivers)
- Checking-in at the start of a shift (employees excluding drivers)
- Collecting the correct bus or vehicle from its allocated parking bay (drivers)
- Addressing a bus or vehicle defect detected during the pre-start check (drivers)
- Exiting the depot (drivers)
- Returning to the depot (drivers)
- Signing-off at the end of a shift (drivers)
- Signing-off at the end of a shift (employees excluding drivers)

Continued on next page



3.4.5 Depot Management, Continued

In-Transit Operations

The depot must have procedures to handle the following in-transit occurrences:

- Minor or major bus or vehicle accident
- Bus breakdown
- Vehicle recovery
- Driver reporting inability to complete duties
- Passenger incident

Bus Maintenance

The depot staff must be able to conduct the following maintenance activities:

- Conduct a bus mechanical inspection on initial depot arrival
- Stage, fuel and wash the buses and vehicles
- Cost repairs (general)
- Carry-out repairs (at depots, on the spot, smash)
- Order, request and receive tools and spare parts (maintenance employees only)
- Undertake scheduled services

Administration

The depot staff need to undertake the following administrative activities:

- Address driver absences/late arrivals
- Organise the daily roster and address ad-hoc shift changes
- Update the bus and vehicle unavailability report
- Manage petty cash
- Manage employees' expense claims
- Place and receive purchase orders
- Manage the depot stores
- Manage lost property
- Record-keeping

Industrial Relations

The depot staff should ensure appropriate plans for:

- Dispute resolution
- Taking disciplinary action



3.4.6 Bus Operation Testing

Bus Operations Testing Programme

The OCOG Transport function needs to determine the most appropriate testing approach prior to Games.

Testing should include:

- Road network conditions and road network route travel times
- Testing of bus depot/s prior to operations
- OCOG test event programme to use bus operations and test Games-time Command Control and Communications.
- Testing of transport malls, hubs and interchanges prior to Games-time
- Testing of volunteer navigators on bus routes prior to Games-time (if used)
- Testing of constituent service level and driver training

Road Network

Roads must be tested for suitability for heavy traffic conditions by large buses including the ability for buses to negotiate and manoeuvre routes as planned.

Prior to the input of data into scheduling software such as route travel times and distances, all planned routes must be tested in similar operating conditions (such as time of year and time of day associated with Games-time).

Bus Depots

Bus depots need to be tested for:

- Hardware: infrastructure correct and safe operation, such as roadways, bus washing and fuel equipment etc.
- Software: operations procedures associated with people-related activities and computer and manual procedures essential to the objectives of the bus depot

Bus depot testing is essential. Bus depots need to operate correctly and effectively for constituent services to operate on time.

Transport Malls, Hubs and Interchanges

Bus operations need to test any bus hubs or transport malls as soon as practicable especially if these locations have been planned with high volumes of traffic and or are limited in space and capacity.

Making adjustments prior to Games operations is more effective than dealing with and implementing fundamental operating changes at Games-time. Testing of such locations is considered essential planning.

Continued on next page



3.4.6 Bus Operation Testing, Continued

Volunteer Navigators

The use of volunteers to assist drivers in navigating routes to venues is often used in Games or major event operations. Providing training is essential.

As part of the training process volunteers should be provided with a live bus operations test that provides a “day in the life of a volunteer navigator’ where they arrive at the sign-on location and carry out the duties of the job, including travelling on buses to venues etc.

Schedule Testing and Driver Training

The OCOG should, as part of the training process, test the proposed constituent service level schedules and the success of the driver training programme by providing a series of full day bus network operating scenarios.

These scenarios should test:

- Drivers
- Depots
- Venue access
- Supervision (on ground at venues and transport malls)
- Command, control and communications
- Routes
- Routes during road events with mock-up road closures
- Test flexibility via providing issues and changes to services and operations



3.4.7 Bus Operational Readiness

Tasks

Key tasks for Bus Operations during the operational readiness phase include:

- Move in to depot/s
- Complete workforce recruitment
- Train and roster workforce
- Set-up transport facilities
- Receive vehicle signage
- Commence system operations
- Commence constituent services

Given the fleet operations typically start on day one of Games operations with hundreds of services, with little or no opportunity for build up of the operational environment, it is recommended that the OCOG plan fleet training and practice days leading into the official commencement date of operations.



3.4.8 Bus Operations Planning Outputs

Introduction Bus Operations considerations for each of the Games Planning Process outputs are detailed below.

Transport Business Plan In determining the Bus strategy the OCOG, in partnership with the Host City and external Transport agencies, will initially determine a global transport strategy including the positioning of Bus Operations:

- To undertake to provide all transport planning and operations in-house, or
- To undertake to provide all transport planning in-house and sub-contract out some or all transport operations under various contracting arrangements, or
- To undertake to sub-contract or transfer the transport responsibility for all transport planning and operations to a dedicated government transport authority

The Transport Business Plan should also define:

which services will be operated by OCOG Bus Operations, OCOG Fleet Operations and which will be provided by the Host City
bus and driver availability
service level impact
resource estimates

These decisions and strategic orientations should form part of the Transport Business Plan.

Continued on next page



3.4.8 Bus Operations Planning Outputs, Continued

Transport Operating Concept

The Transport Operating Concept provides an initial understanding of the Bus Operations task, how this task should be delivered and the resource requirements.

It should outline:

- The overall Bus Operation to assist external agencies with understanding the scope of works and the expected interactions with other agencies
- The number of depot sites and preferred location/s. To assist in preparation of environmental and other various government and authority approvals for construction activities and use of land and infrastructure for the purposes of bus operations
- Bus-specific operations such as depots detailing bus parking and access, movements around venue fuelling and cleaning, maintenance, administration, management, environmental requirements, occupational health and safety requirements, evacuation procedures, security requirements, driver management, driver crew scheduling and rostering, bus timetables, depot infrastructure, depot staffing structures, depot communications, Bus Operations command, control and communication.

The Transport Operating Concept should detail the information listed below for Bus Operations planning:

Constituent Service outcomes:

- Identify scope of works
- Clarify initial service delivery and any policies or agreements with constituents
- Detail all known key transport-related assumptions at time of preparation to allow transport planners the ability to understand strategic decisions
- Overview transport services delivery plan for bus operations
- Identify key consultation requirements with constituents
- Identify general overview of levels of service to be provided to each constituent group

Bus resource availability:

- Identify and determine bus and driver supply options and strategies
- Identify key infrastructure and property requirements (bus depots, staging and parking areas, dining facilities, driver accommodation, transport malls etc.)
- Provide a specific scope and concept for critical locations such as bus depot/s
- Identify local bus, driver, supervisor and management experience and availability

Continued on next page



3.4.8 Bus Operations Planning Outputs, Continued

**Transport
Operating
Concept**
(continued)

Bus and transport operation / logistics planning proposals:

- How the Bus Network will operate in terms of separate yet integrated “systems”
- Provide a transport structure for bus network planning and delivery and how this interfaces with other sections of the Transport function
- Provide an indication of bus supply partnerships or agreements with local providers, or
- Provide an overview of proposed options for the acquisition of bus resources
- Provide an operational delivery scope for the bus networks per constituent groups
- Identify key bus planning and operational policies
- Indicate how the OCOG intends proceeding with resource procurement, i.e. tender, sponsorship, inter-government delivery of bus, driver and supervision services

Continued on next page



3.4.8 Bus Operations Planning Outputs, Continued

Transport Operating Plan

The Transport Operating Plan for Bus Operations should include:

- Clearly stated principles detailing how the operation will work
- Roles and responsibilities of all entities
- Details of each of the critical components of the operation
- Detail each component's responsibilities and accountabilities
- Detail regarding each component's interface with the overall Transport and OCOG operation
- Detailed specific plans for:
 - Depot/s
 - Athlete Transport System including Olympic Village/s
 - Media Transport System including MPC/IBC and Media Villages/Accommodation
 - OBO Transport System
 - Technical Officials Transport System
 - Sponsor Coach Program
 - Opening and Closing (and Medals) Ceremonies
 - Olympic Youth Camp (if operating)
 - Private Hire/user-pays services
 - Test Events, tabletops and simulations
- Policies and procedures
- Maps
- Policies and procedures
- Workforce rosters
- Contingency plans

It should also provide quantitative details including:

- Number of bus depots, size and location/s
- Number of buses required for each constituent group
- Split of work for each of the constituent groups
- Accommodation locations for drivers
- Staffing resources
- Technology resources
- Games change control procedures
- Communication, feedback, issue resolution
- Organisation structure for each transport system and facility

Continued on next page



3.4.8 Bus Operations Planning Outputs, Continued

Service Levels Agreements

Constituent Service Level Agreements are a mechanism by which service requirements for each constituent group are recorded and set out in a detailed manner.

The agreements are tailored for each particular constituent group and sub-group. Bus Operations will use these documents as the base level of services that will be delivered to the particular constituent.

The Service Level Agreements need to be signed by the OCOG function that “owns” the constituent and in some cases the constituent themselves.

Refer to Section 1.5 Games Planning Process and Transport Outputs.



3.5 Public Transport

Overview

Introduction This section identifies the task of Public Transport. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.5.1 The Public Transport Task
3.5.2 Public Transport Testing



3.5.1 The Public Transport Task

Introduction Public Transport is a critical cornerstone for the delivery of Olympic Transport.

Public Transport services ensure general mobility around the Host City, that is, the transport in place for the general public and residents. Services also provide specific transport solutions to reach the Olympic venues for spectators and workforce. These constituents represent the largest demand for transport.

Public Transport systems include public services provided by:

- Suburban or commuter rail
- Intercity Rail
- Subways
- Bus
- Light Rail
- Trams
- Ferry

Taxi Services are also an important part of mobility and are discussed later in this section.

Sustainability In support of the Olympic Movement's objectives for the environment and sustainable development, Olympic transport should be conceived, developed and operated to maximise the use of public transport systems thereby cutting down on use of private and other vehicles, minimising need for provision of parking and minimising air quality and other environmental impacts. For a Summer Games, and in urban and city areas, it is possible that public transport systems can meet over 90% of demand for spectators and workforce.

Free Public Transport



The Host City is required to provide free of charge the use of public transport systems to holders of Olympic and Paralympic accreditation cards.

As a minimum, free public transport should be available from the opening of the Olympic or Paralympic Village to three days after the Closing Ceremony.

This includes all public transport systems, rail, tram, bus, ferry etc, within a reasonable metropolitan boundary.

More information can be found in the [Accreditation and Entries at the Olympic Games - User's Guide](#), [Technical Manual on Olympic Village](#), and the [Technical Manual on Media](#).

Continued on next page



3.5.1 The Public Transport Task, Continued

**Public
Transport**
△ ×

The public transport system is part of the Transport theme in the 2012 [Candidature Procedure and Questionnaire](#) and the 2014 [Candidature Acceptance Procedure and Questionnaire](#).

The Applicant City is asked to list its current existing transport infrastructure (roads and public transport systems) including:

- Motorways
- Major urban arterial network
- Suburban rail
- Subway
- Light rail

The Candidate City is asked to explain, for existing conditions and the year of the Games, the public transport network lines (suburban rail, subway, light rail, waterways and high capacity bus ways, if applicable) which will play a key role during the Olympic Games and what alternate ways are available to reach competition and non-competition venues.

Candidate Cities are asked for information regarding fleet and rolling stock, both existing and for the year of the Games. Details include, for each mode of transport, mode type, average age, existing, planned and additional stock, passengers per hour and low emission percentage of stock.

A guarantee is requested for all projected fleet and rolling stock containing the bodies responsible for the project and financing.

Additionally, Candidate Cities are asked to detail the share (%) of public transport journeys in relation to all motorised journeys now and projected for the year of the Games for the city and region.

Continued on next page



3.5.1 The Public Transport Task, Continued

Accessibility

It is recommended that Candidate Cities also assess the accessibility of the fleet and rolling stock at the time of their candidature and projected for the year of the Games.

It is important to consider accessibility in the design of the public transport systems, interchange hubs, load zones, vehicle and fleet types. Constituents with disabilities or special needs should be able to travel to all Olympic venues using the public transport systems. Integrating accessibility into fleet renewals and upgrades, as well as infrastructure designs and transport networks, is an important legacy for any Host City.

Public Transport Capacity and Supplementary Services

Section 1.2 provides an overview of the process for developing the Olympic Transport Task, including the critical elements of:

- Modelling Olympic Games transport demand
- Assessing the Host City Olympic transport supply
- Developing the Olympic Transport Task

This process will identify the roles and responsibilities of Public Transport and is likely to establish the need for:

- Upgrading infrastructures and networks
- Increased/enhanced frequency of service to meet capacity and peak demands for the Games period
- Additional services/lines/connections
- Relocation of stops around Olympic Venues
- Increased rolling stock requirements
- Upgrading vehicle fleets
- Provision of communication and information to promote usage

It is through this process that the need for any additional public transport services for Games purposes will be identified. That is, some temporary public transport services may need to be put in place for the Games period to ensure the connection between all necessary locations. This has been the case in previous Games where some venues have been located in areas with little or no public transport service.

For an Olympic Winter Games in particular, it is unlikely that public transport systems and connections will exist for all venues in mountain and regional areas.

Supplementary transport systems are likely to be required for the training and competition period.

The OCOG Transport function may be required to assist in providing these systems. Management of this supplementary service can take various forms from management by existing public transport agencies, to management by the OCOG or some combination of the two.

Continued on next page



3.5.1 The Public Transport Task, Continued

Coordination with External Entities

Coordination with Public Transport Agencies for Olympic and Paralympic Public Transport operations is an important task for the OCOG Transport function. The OCOG needs to work very closely with the agencies to ensure projects are finalised on time, that systems are implemented in time for testing and changing behaviours of residents and commuters, and that communication and information is coherent in context with the Olympic communication programme.

Communication

The details of the Olympic public transport systems and associated policies should be ready for communication at approximately G-12, and therefore need to be finalised at approximately G-16 to G-13 to enable the context and content to be developed.

Policy Regarding Public Transport for Spectators

An important policy decision to be taken by a Host City and an OCOG is to determine whether public transport will be free for Olympic ticket holders on the day of validity of their event ticket. It can be both an incentive for using public transport and a major simplification of public transport operations. These systems are under high pressure due to the large number of Olympic passengers and avoidance of fare collection can optimise loading of transport vehicles.

Free public transport for Paralympic Spectators is also an important decision to be taken by the Host City and OCOG.

The Host City and OCOG need to jointly develop the policies for spectator travel on public transport, considering travel patterns, trip mode splits and the efficient operation of the public transport network.

Athletes and Officials, Media, and the IOC may use public transport as an alternate means of travel for entertainment, personal trips or other purposes. To the largest extent that is practical, the OCOG Workforce should use public transport to reach their work assignments.

This topic is also discussed in Section 2.8 Spectators and 3.7.2 Constituent Information.

Continued on next page



3.5.1 The Public Transport Task, Continued

Rail Services

Recent Games experiences show that spectator (and workforce) crowds can only be handled by high performance rail services, in particular metros, suburban rail and light rail systems.

Rail services can include suburban or commuter rail, intercity rail, subways, trams and light rail. These operations can either be government or privately owned, funded or operated.

Rail services require a longer time between finalisation of infrastructures and successful service operations, which needs to be considered in the project and test plans for new services.

Consideration for the management of rail stations or platforms is important, and definition of responsibility (OCOG or operating company) is required.

Spectator experiences both in transit and at the rail stations is important and plans for Look of the Games, signage, information and the promotion of Olympic atmosphere should be developed and included in the Transport Operating Plan.

Spectator Parking Services

Although not strictly a public transport service, enhancements to existing public parking areas or the implementation of Games-specific parking areas is an important element of the overall spectator experience. It is likely that these parking areas connect with existing or enhances public transport systems, or they connect with Games-specific transport services.

Spectator parking areas need to be identified, procured, designed, built and operated. Section 3.1 Transport Infrastructure and Facilities refers to the infrastructure component but not the operational component of Spectator parking.

The Host City and OCOG will need to define operational responsibility of spectator parking areas, including pre-booking and sale processes, car sharing policies, links with ticketing and transport services and cost and revenues. The build and use of large temporary spectator parking is not encouraged, however it may be pertinent due to the sheer volume of people to be moved.

Spectator experiences will also include the car parks, and OCOGs should ensure adequate facilities and management are in place, with the Look of the Games, signage and an Olympic atmosphere to ensure a positive experience for spectators.

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3.5.1 The Public Transport Task, Continued

Taxi Services

Taxi Services are important considerations for both public and Olympic constituents. Taxi services should be used as an adjunct to the Olympic transport network, not as a substitute service for a Constituent Transport System.

The OCOG should work with local taxi service providers to ensure that drivers are educated and familiar with the Host City, the Olympic competition and non-competition venues, especially the MPC, IBC, Olympic Village and media accommodation sites.

Drop off and pick up points should be made available close to all venues, and both OCOG staff and taxis made aware of the location of the drop off and pick up points.

It is recommended that the OCOG establish price control policies with the taxi service providers for fixed routes. Ideally these will be advertised and included in the transport guides, such as the Media Transport Guide.

Media are likely to be the biggest user of taxi services; therefore OCOGs should ensure there is a 24-hour taxi rank/s situated adjacent to the MPC/IBC. Taxi services should also be available at the Media Villages.



3.5.2 Public Transport Testing

Live Tests of Public

The Games involve large spectator events at multiple locations, occurring simultaneously.

While it usually is not possible to fully replicate the conditions of the Olympics in a test environment prior to the Games, there is a need for live tests with events of a similar nature conducted a few months to one year prior to the Games.

These “test events” promote staff training, provide an opportunity to test command, control and communication in joint OCOG/public agency operating scenarios; and develop a framework for management evaluation of its systems, equipment, services and personnel. Set-up correctly, tests at events can be a major contributor to operational improvement and Games-time success.

Another key success factor for public transport is the quality, reliability, and dissemination of information provided to the public through the media.

Live tests enable information channels and message content and context to be tested.



3.6 Traffic Management

Overview

Introduction This section identifies the task of Traffic Management. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.6.1 The Traffic Management Task
3.6.2 Regional Mobility Measures
3.6.3 Travel Times
3.6.4 Road Events and Torch Relay Operations
3.6.5 Transport Signage
3.6.6 Traffic Management Testing
3.6.7 Traffic Management Operational Readiness



3.6.1 The Traffic Management Task

Traffic Management Task

No Games city can absorb the increase in traffic brought on by Olympic operations, and also deliver the levels of service required for Olympic constituent groups, without making adjustments to its existing traffic patterns.

Each Host city will have existing traffic management policies, procedures, plans and resources.

This section provides an overview of considerations to enable a Host City to prepare and operate during the Olympic and Paralympic Games.

These considerations include:

- Regional mobility measures
- Traffic command system and authority (refer to Section 1.4.3 Transport Command, Control and Communication)
- Travel times
- Road events and torch relay operations
- Signage

Estimating traffic supply and demand is referred to in Section 1.2.1 Olympic Transport Strategic Framework.

The information provided in the Host City Candidature File provides the starting point for the Traffic Management Task.

Traffic Management



Traffic Management is part of the Transport Theme in the 2012 [Candidature Procedure and Questionnaire](#).

Specifically, related questions that are required to be included in the Candidature File include:

- Strategic Planning and Operational Concepts: list the main strategic and operational objectives with regard to traffic management and performance during the Olympic Games. What constraints will be inherent to the plan and what contingency plans will be implemented in case of a major transport accident, unexpected demand peaks, event rescheduling and adverse weather.
- Strategic Planning and Operational Concepts: describe the measures planned to facilitate Olympic Games traffic flow, punctuality and reliability, such as breakdown response units or Olympic traffic lanes, as well as normal traffic restrictions. If measures include Olympic lanes, they are to be indicated.



3.6.2 Regional Mobility Measures

Introduction

Olympic Traffic Management is a complex endeavour dealing with from 0.8 to 1.5 million additional travel journeys per peak day with multi-origin to multi-destination traffic flow patterns (Olympic Games-time estimate only).

No metropolitan transport system can absorb heavy Olympic traffic impacts without substantial capacity reallocations, and possibly capacity increases, as well as robust management measures by Traffic and Police authorities.

Regional mobility measures include both Travel Demand and Traffic Management measures.

Travel Demand relates to the amount of traffic foreseen; Travel Demand programs are initiatives to proactively alter travel behaviour to reduce traffic during Games-time.

Traffic Management refers to the management of traffic flows, including specific parking restrictions or changes to traffic regulations.

The implementation of travel demand and traffic management programs is also discussed in Section 3.7.3 Resident, Public and Business Community Information.

Travel Demand

Travel demand measures to reduce Games-time background traffic load can include, but are not limited to:

- School closing schemes
- Incentive to public administration, business and commercial simultaneous holidays
- Incentives to use public transport services during the Games instead of private cars
- Changing business hours
- Voluntary reduction in daily trips by residents and commuters
- Shift freight delivery to sensitive Olympic areas to night time or off-peak hours to liberate daytime road capacities for general public and Olympic traffic demands
- Increased transport system capacity provided by new transport infrastructure put into service just before the Games

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3.6.2 Regional Mobility Measures, Continued

Traffic Management

Traffic Management can include, but is not limited to:

- Implementation of Olympic lane schemes and reserved bus corridors and associated changes to traffic (limited Paralympic lanes as may be required due to venue locations and travel times from the Paralympic Village and IPC Hotel/s)
- Implementation of intelligent traffic management schemes to facilitate Olympic and general travel traffic
- Faster traffic incident or accident detection and traffic recovery measures, including rerouting and real-time traffic information and messaging
- Implementation of traffic control zones and parking control zones to control and reduce traffic around Olympic competition and non competition venues
- Controlled parking along Olympic routes and corresponding enforcement measures
- Implementing resident/local vehicle permit schemes
- Implementing 'no right/left turns' on main roadways
- Changing local traffic conditions around Olympic Venues
- Changing traffic light controls



3.6.3 Travel Times

Distances and Journey Times



Distances and journey times form part of the Transport theme in the 2012 [Candidature Procedure and Questionnaire](#) and the 2014 [Candidature Acceptance Procedure and Questionnaire](#).

The Applicant City must indicate distances in kilometres and journey times by bus and in minutes, indicating, if available, rail journey times.

The Candidate City must indicate distances in kilometres and average and peak-hour journey times by bus and in minutes, now and during Games-time. Information on other modes of transport (if used) is to be included.

Distances and journey times are required between:

- Competition venues and key non-competition venues
- Key non-competition venues
- Training venues and the Olympic Village

Travel Time Tables Inclusion in Plans

The travel time provided in the Candidature File should be included in all subsequent transport plans, with any alterations highlighted and reasons provided for the changes:

- Transport Business Plan
- Transport Operating Concept
- Transport Operations Plan

Additionally, the sections relating to the specific venues, constituents and delivery mode need to be included in the venue plans and transport specific plans:

- Model Venue Operating Plan
- Venue Operating Plans
- Service Level Agreements

Continued on next page



3.6.3 Travel Times, Continued

**Games-time
Travel Times**

The importance of understanding the Games-time environment and assessing as accurately as possible the travel times cannot be understated. Travel times are an important criteria for the provision of services, impacting the number of vehicles required and constituent journey times.

Determining Games-time travel times may require a series of tests or practice-runs for accurate analysis. These tests may include operating a series of planned Games-time services and simulating Games-time road conditions (such as reducing background traffic and changed traffic light sequencing) during similar weather conditions (Winter Games should test in winter conditions).

Travel times may vary for the Olympics and Paralympics and therefore separate travel time tables should be provided.

Communication

Travel times are an important element of the Transport information materials that will be used by all constituents to plan their Olympic and Paralympic operations in advance of their arrival.

A schematic representation of travel time is recommended. This scheme will change depending on the Olympic environment.

The confirmed travel time information should be provided to constituents at G-24.

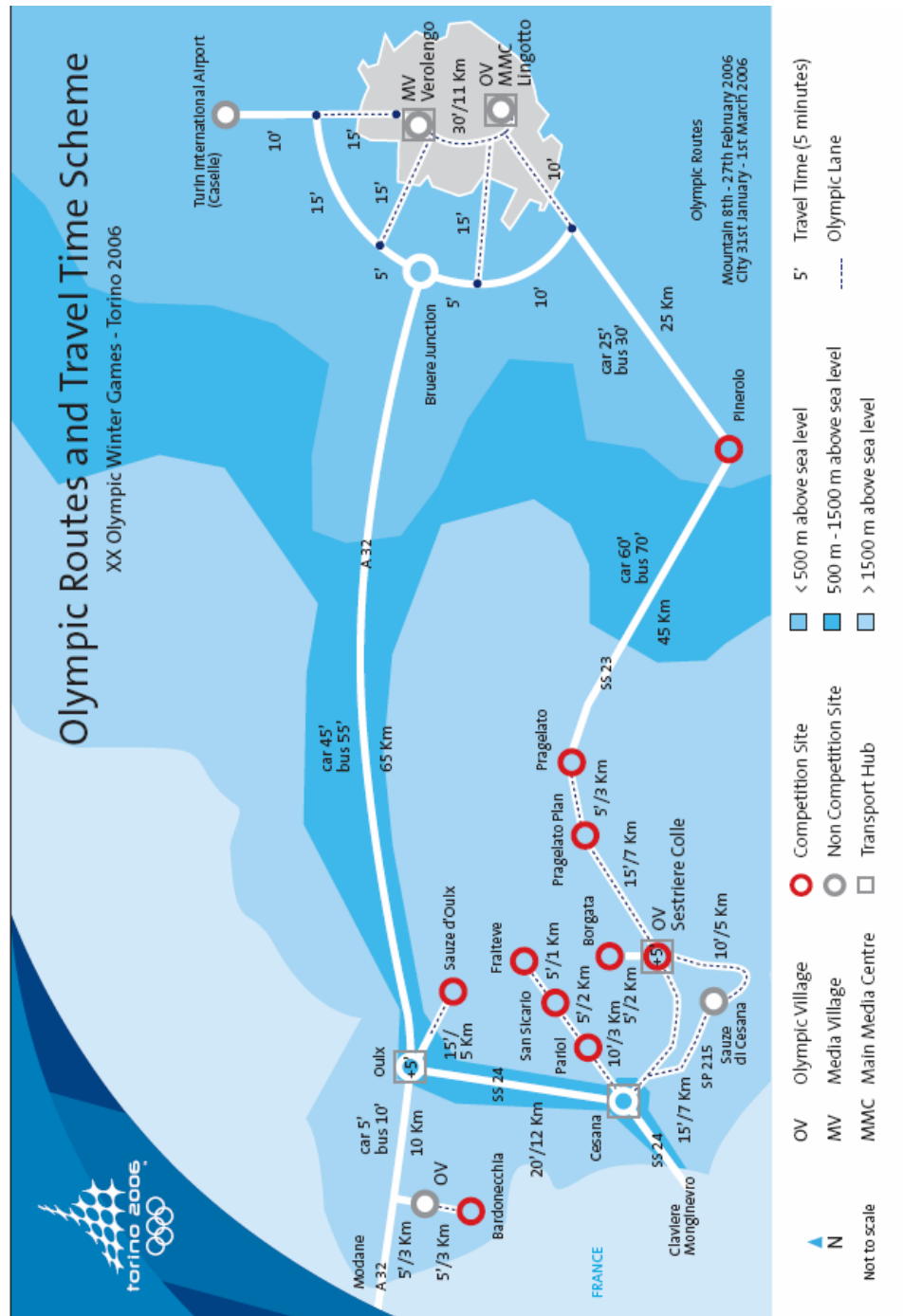
Diagram 32 below is an example of how travel times can be communicated.

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3.6.3 Travel Times, Continued

Diagram 32 Torino 2006 Travel Time Communication





3.6.4 Road Events and Torch Relay Operations

Road Events and Torch Relay Operations

The Olympic and Paralympic Games involve a number of Road Events. Both Summer and Winter Games involve Torch Relay Operations.

These events have the potential to impact the delivery of Transport services.

Road events include the following sports:

- Triathlon (Men and Women),
- Three days of Road Cycling (Road Race and Time trial),
- Marathon events
- Athletics race walking, various events

The International Federations will also require that athletes have an opportunity to test fields of play and will most likely, in addition to the competition dates, arrange for the OCOG to provide full or partial road closures on other dates for field of play familiarisation and training sessions.

During competition and pre-event training, the above sporting events and the Torch Relay often require road closures. This is provided with a comprehensive planning arrangement between the OCOG and local authorities.

It is essential that Transport be actively involved in the planning process to determine the impact on transport services and to provide the necessary information to planners.

Of particular importance to transport planning is:

- Identification of exact routes for events
- Identification of exact road closures for events to determine if roads in close proximity to the sporting event route are also closed or effected in some way
- Identification of the dates and times the events and road closures are in place
- Analysis of road closures impact on public, bus and fleet network route structure
- Identification of contingency routes for services during road closures
- A feedback mechanism into the planning process to ensure the organisation is aware of the road closures impact to the overall transport operations and subsequent impact on other Olympic constituents.

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3.6.4 Road Events and Torch Relay Operations, Continued

**Road Events
and Torch Relay
Operations**
(continued)

Transport planning needs to be aware in advance of the event of the routes, dates and times and should provide a full supplementary operating plan for any service that is impacted by any of the above events. The communication process and training for these changes is of particular importance for the overall and ongoing success of the network operation.

Fleet, Bus and Public transport operations are likely to require additional training/assistance such as guides and maps to ensure drivers are aware of changes to routes.

Details of these altered roads and routes should be also included in the venue access and route guides provided to contractors, marketing partners, Olympic and other constituents that require access to venues and Olympic lanes.



3.6.5 Transport Signage

Introduction Olympic and Paralympic transport signage incorporates a number of systems:

- Public Signage
- Route Signage for Olympic/Paralympic drivers
- Venue Transport Signage
- Signage on Vehicles

Transport signage needs to be incorporated with the overall Games concept and it needs to be very functional, primarily to direct vehicles and constituents to where they have to go to ensure efficiency of traffic flow and mobility.

Importantly, a transition plan is required to ensure Olympic signage is removed and Paralympic signage is installed to avoid confusion and conflicting messages. Planning should incorporate both Olympic and Paralympic Games to ensure transition and operational effectiveness.

Transport System Codification Codification of the transport system is an important task and it is recommended that this is done together with the Technology and Communications functions, Bus Operations, Venue Transport and the Fleet Operations to ensure it has logic and is useful.

All stops, load zones, holding areas, services/lines, venues, accommodation locations and constituents will require logical and clear codes and colours for plans, reports, signage, vehicle identification and management of the transport services.

It is important that the numbering/lettering/colour system is not complicated but it needs to follow some logic and provide useful guidance for drivers, navigators and Transport staff to know where to go.

It is recommended to start the process of understanding the codification requirements at G-36, with codes being finalised at approximately G-14, for inclusion in the Transport plans, Service Level Agreements, Transport services system, vehicle access and/or parking permits/signage, other related transport systems, communication, training, signage plans and for them to be provided to the operators for their scheduling system. This way all operational reports and constituent communications should follow the same context logic.

The technology section in this manual, Section 3.8.6 Technology, provides a description of a Transport services system that an OCOG can develop to contain all this information in a central database.

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3.6.5 Transport Signage, Continued

Public Signage Public Signage can include signage related to:

- changed traffic conditions, temporary and for the Games period
- variable message signage for re-routing and incident management
- signage to specific spectator parking areas associated with Olympic venues
- deterrent signage aimed at providing messages prior to Games regarding changed traffic and travel conditions

Public signage may also include signage around the Olympic and Paralympic venues to indicate parking control zones, traffic control zones and the permits required to enter the areas.

It is likely that public transport signage will be implemented in full or partly by the Host City traffic authorities and will need to be incorporated into the overall context of the Games communication.

Route Signage The OCOG should provide signage (or route pointers) for all nominated routes, primary and secondary, on which vehicles will travel.

The vehicles can include:

- Fleet systems and constituent allocated vehicles
- Buses
- Public transport vehicles
- Contractor, delivery and logistics vehicles

This signage assists in minimising driver confusion and therefore minimising the opportunities of drivers becoming lost en route. The issue of drivers becoming lost en route has occurred at every Olympic Games and the provision of way-finding signage has proven to be a significant help in reducing instances of this occurring.

In particular, drivers that originate from out-of-town will need some additional assistance in route identification.

Planners need to recognise that once a large bus has missed a turn en route, finding a place to turn the bus can be difficult at best, or if the driver is unaware of the mistake they may have to travel a great distance to exit a motorway or other such roadway.

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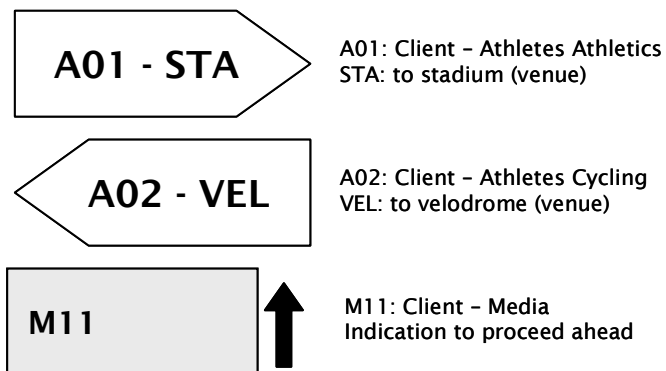
3.6.5 Transport Signage, Continued

Route Signage (continued) Way-finding signage is seen as a critical piece of temporary overlay for efficient service delivery.

The way-finding signage should be identified numerically/alphabetically and this number/letter should correspond with driver specific maps to venues and align where possible with service codes.

A sample way-finding sign is shown in the diagram below:

Diagram 33 Way-finding Signage Example



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3.6.5 Transport Signage, Continued

Venue Signage Signage at venues includes signage to manage vehicle flows, vehicle permit checkpoints, load zones and accredited parking areas.

Signage on approach to venues may be considered venue signage or public signage. In any case, it should provide the same context and achieve the goal of deterring non-permitted vehicles from the area and advising permitted vehicles where to go, when and to manage the overall traffic flow.

Load zone signage is essential at all competition and non-competition venues indicating vehicle drop off and pick up locations as well as destinations and service information (timetables) where appropriate.

A Paralympic venue signage plan needs to be developed for implementation during the transition period. This plan should be developed in conjunction with the Olympic signage plan to minimise activity during transition.

Vehicle Signage Vehicle signage includes the vehicle access and/or parking permit provided and also any other information that is displayed.

VAPPs provides information on the type of vehicle, the constituent the vehicle belongs to and the access and parking privileges it has (refer to Section 3.2.5 Vehicle Access and/or Parking Permits).

Supplementary information is required primarily for the transport system vehicles, including T3, Athlete, Media, Technical Official, Public and Spectator/Workforce vehicles. This information identifies for the drivers, transport workforce and constituents which vehicles are which and to which destinations they are going.

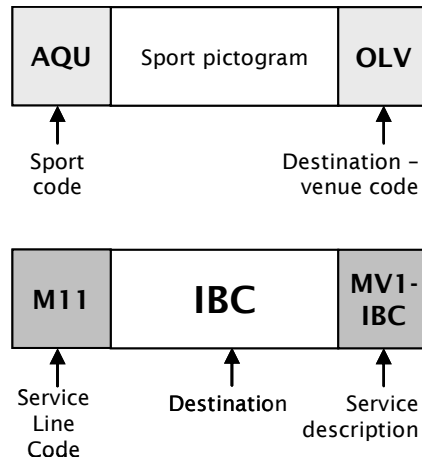
Vehicle signage may be provided to drivers at time of sign-in at depot at commencement of shift or may be programmed into the buses electronic destination signage, if fitted.

Continued on next page



3.6.5 Transport Signage, Continued

Diagram 34 Vehicle Signage Example





3.6.6 Traffic Management Testing

Testing Traffic Management Plans

Games-time traffic management plans should be thoroughly tested during test events, and at other times as necessary. Testing should include:

- Traffic management measures
- Signage
- Communication effectiveness
- Traffic rerouting and real-time traffic information and messaging
- traffic control zones and parking control zones
- resident/local vehicle permit schemes
- Command, control and communication plans

Ability to test some of these aspects will depend on the date of test events relative to the date of completion of infrastructure projects.



3.6.7 Traffic Management Operational Readiness

Planning for Operational Readiness

It is important to consider the appropriate commencement dates for each of the planned traffic management measures.

Some measures typically do not commence until the Games operations phase is already underway, such as enforcement of Olympic lanes.

Other measures, such as enforcement of parking and traffic control zones usually start according to the start of operations of the venue to which they apply.

As such, operational readiness overlaps with operations, depending on the measure being considered.

Importantly, all entities involved need to have a well-understood, integrated plan which is well-communicated to all affected constituents, residents, businesses and communities.



3.7 Transport Information

Overview

Introduction This section identifies the task of Transport Information. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.7.1 Transport Information Task
3.7.2 Constituent Information
3.7.3 Resident, Public and Business Community Information
3.7.4 Transport Information Testing
3.7.5 Transport Information Operational Readiness
3.7.6 Transport Information Planning Outputs



3.7.1 Transport Information Task

Introduction

The provision of timely, accurate and easy to understand information to Olympic Transport Constituents and the general public is critical to the success of Olympic transport.

There are two main groups who require transport information:

- Constituents of the Olympic transport systems
- Residents, public and business community.

Transport is one of the critical and key success factors for an Olympic and Paralympic Games and it is important that key stakeholders understand the Olympic transport systems. In addition to the groups outlined above, there is also the need to inform and teach the OCOG, the Host City and eventually the workforce about the Olympic transport systems. This communication is important to ensure:

- Support for the transport planning and systems
- Expectations are managed
- Key partners have confidence in the transport systems planned
- Consistent message is received

Transport information has many interactions with external entities that currently provide communications to the residents and general public, and with OCOG functions that also have communication responsibilities.

Depending on the OCOG structure and strategies, Transport information may need to work with the OCOG Authority Relations and Communication functions, or it may work more independently with direct accountability for context and content development and implementation.

Continued on next page



3.7.1 Transport Information Task, Continued

Introduction (continued)

It is important that the Transport function understands the information and communication requirements of the transport constituents and develops a delivery plan according to the constituent needs and transport planning timelines, both for pre-Games information and communications and during Games operations. It is also important to establish responsibilities within the Transport function for the context and content, writing, approving and delivering information and communications.

An important interaction for Transport Information is the confirmation of the transport plans, operations and details. Delays in developing succinct plans or strategies can inhibit the context and content development for communication.

The integration of Transport Information and the OCOG mapping strategy is critically important. Transport requires many operational maps for their plans and operational work however there is also the requirement for maps to be published. The overall coordination of mapping in the OCOG is an important success for transport information. Transport mapping is detailed more in Section 3.8.4 Mapping.



3.7.2 Constituent Information

Constituent Transport Information

Transport constituents that receive communications include:

- NOCs
- IFs
- IOC
- Media
- Marketing Partners
- Workforce
- Spectators

Communication includes information and publications and are delivered pre-Games and during Games operations.

It is recommended that constituent group information be planned in cooperation with the IOC.

The following summaries outline for each of the constituents the key considerations for information and communication.

The respective Paralympic constituent groups should also be provided with the necessary information from Transport. The IPC can be consulted regarding the appropriate levels of information and communication. The publications and forums are almost identical in nature but reduced in scale.

Continued on next page



3.7.2 Constituent Information, Continued

NOCs

Pre-Games transport information is extremely important for NOCs to plan their mission. It is recommended that Transport work with NOC Services, Sport and Olympic Villages functions to establish a base plan for communication and publications.

Between G-24 to G-6, it is likely that at least one NOC per week will visit the OCOG. Additionally, there are ongoing forums such as the Coordination Commission, NOC regional and assembly meetings, NOC progress reports and NOC bulletins that require managed information and communications on Athlete and Team Officials/NOC Transport.

Pre-Games publications (in addition to the visits, progress reports and presentations) can include, but are not limited to:

- Sport Explanatory Books
- Chefs de Mission Dossier
- Chefs de Mission Manual

Games publications include:

- Olympic Village Guide
- Athlete Transport Guide
- Sport specific Guides
- Transport Information on Games INFO intranet system

Continued on next page



3.7.2 Constituent Information, Continued

NOCs (continued)

During Games Operations, Transport information desks are needed to ensure the Athletes/NOCs understand and use the transport services to their maximum potential.

When planning Games-time information management, the following areas are to be taken into consideration:

- Olympic Village Transport Mall: service timetables and staff to assist Athlete and Team Officials/NOCs to understand and use the services. Signage in the transport mall is extremely important. Bus Operations generally manage the transport mall
- Sports Information Centre: timetables and staff to assist Athletes/NOCs to understand and use the services, understand change requirements for training and competition transport services based on requests and changes to competition and training schedules. This desk is generally managed by Bus Operations whose staff are responsible for ensuring information is forwarded to the transport mall office, venues and bus depots regarding agreed changes to schedules
- NOC Services Centre: information on all transport services provided to and available to Athlete and Team Officials/NOCs, including but not limited to dissemination of information, maps, allocation of NOC-allocated vehicles, possibly vehicle permits and/or vehicles allocated through the Ratecard, public transport information, special events transport, both official and non-official and issue resolution. Additionally, this transport desk may also manage the collection of information (such as arrival, departure, Ceremonies, feedback and suggestions). Fleet Operations and dedicated Transport services staff generally manage this desk
- Chefs de Mission Meeting: during the period of the Games, there will be Chefs de Mission meeting/s held to discuss various issues arising during the Games operations. Transport will need to have a representative at this meeting to ensure that any transport issues raised are understood and resolved and information is provided regarding transport operations. This meeting is generally attended by a senior member of the Transport management team, and if OCOG policies permit, a representative from Village Venue Transport, Athlete Transport System and NOC Fleet.
- International Zone: information and assistance to access the T3 Transport System. Fleet Operations generally manage this desk.

The OCOG should provide all NOCs with general information about the Olympic city and area including:

- Maps, guides, charts
- Details about public transport facilities (bus lines, trams, metro, taxis etc)

Continued on next page



3.7.2 Constituent Information, Continued

IFs

Information provided to International Federations includes both the transport services and operations pertaining to the IFs and training, competition and spectating athlete services for their specific discipline athletes and team officials, and also Technical Officials.

Pre-Games information with IFs includes meetings, progress reports and bulletins.

Communication is normally managed by the Sport function and it is recommended that Transport work with Sport to establish a base plan for communication and publications.

Transport is likely to be required to meet with each IF during visits to the Host City and provide updates on their sport-specific transport planning. Additionally, there are ongoing forums such as the Coordination Commission, meetings of the Association of Summer/Winter Sports Federations and sport and venue progress reports that require managed information and communications on Athlete and Team Officials/NOC transport.

Pre-Games publications (in addition to the visits, progress reports and presentations) can include, but are not limited to:

- Sport Explanatory Books
- Games publications include
- Technical Officials guide

Games-time publications for IFs need to be decided between the Sport, Publications and Transport functions. The information can be incorporated into a specific transport guide or incorporated into the general guide produced by the Sport function.

During Games Operations transport information is most likely decentralised and distributed via general information desks.

When planning Games-time information management, the competition venue and Technical Officials' accommodation locations need to be taken into consideration. If there is a Technical Officials Village, then a transport specific information desk is recommended.

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3.7.2 Constituent Information, Continued

- IOC** Pre-Games information includes in particular the communication of OCOG policies and procedures for dignitaries, and the service dates, times and service levels for T1, T2 and T3 services.
- Communication with the constituents is managed via the International Client Services and Protocol functions and it is recommended that Transport work together with them to establish a base plan for communication and publications.
- During Games operations transport information points/desks are needed in the IOC Hotels and in the Olympic Family lounges at competition venues. Fleet Operations generally manage these desks.
- Transport information is likely to be published in the Olympic Family Guide, rather than a dedicated publication being developed.
- Media** The OCOG Transport function needs to provide information to Media throughout the planning and operational periods.
- Pre-Games information is extremely important for Media companies to plan their mission. It is recommended that Transport work with the OBO and Press Operations to establish a base plan for communication and publications. This base plan will require adjustments as planning evolves.
- Transport are likely to attend bilateral meetings with major media organisations during visits to the Host City and provide updates on transport planning.
- Transport should give updated briefings at each of the World Broadcasts and Press meetings prior to the Games. Additionally, there are ongoing meetings such as the Coordination Commission, media progress reports, the IOC Radio and Television Commission and IOC Press Commission that require managed information and communications on Media transport.
- Pre-Games publications (in addition to the visits, progress reports and presentations) can include, but are not limited to:
- Press Accommodation Guide
 - Media Guides
- Games publications include:
- Media Transport Guide

Continued on next page



3.7.2 Constituent Information, Continued

Media (continued)

A Media Transport Information desk should be established at the MPC and IBC (MMC for Olympic Winter Games) and should be co-managed by Press / Transport and OBO/Transport functions.

Specialist staff providing tailored information regarding both the Media transport system and public transport system should be available for the duration of the opening periods of both facilities.

Operations are needed 24 hours from no later than 4 days prior to the Opening Ceremony.

A comprehensive range of media requests regarding transport should be anticipated including:

- Media transport system
- T3 reservation centre
- Information regarding departure services
- Public transport system, including the metro, railway, tram and public bus system as appropriate
- Suburban bus system
- National railway system (including telephone reservations)
- Taxi call assistance
- Information regarding tourist tours
- Information regarding limousines with drivers
- Information regarding hire of helicopter and other private services (if available)
- Information regarding airport services
- Car and motorbike rental companies

Maps should be available including:

- Media transport system
- Olympic transport system
- Olympic public transport network
- City public transport network
- Country map

During Games Operations, additional Transport information is most likely needed via general information desks. When planning Games-time information management, the accommodation locations of the Media need to be taken into consideration.

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3.7.2 Constituent Information, Continued

Media (continued)

It is possible for information to be disseminated at accommodation sites via hotel reception or the Village front desk/information centre.

If there is a secondary major transport hub in the media network, information desks could be needed.

Bus Operations generally manage the media information desks, with specialist training on other transport systems and information.

Workforce

The OCOG Transport function needs to provide information for dissemination to Games Workforce throughout the planning and operational periods. The importance of this information to the Workforce recruitment, motivation and retention cannot be underestimated.

Transport and the Workforce function should develop a plan for workforce communication. The provision of transport information for Workforce should be ready for communication and dissemination G-12. This enables the distribution during training sessions and the test events and meetings where volunteers will be working.

Pre-Games information includes:

- OCOG policies and procedures for contractors
- Potentially the free transport policy for volunteer recruitment and motivation
- Transport information for attending training, and test events and meetings

If Workforce are included in many of the Olympic spectator systems, then the public communication campaign can reinforce the transport systems in place, however Workforce need information earlier than these campaigns so this needs to be taken into consideration.

Additionally, contractors will need a venue access guide, detailing the routes and accesses for each venue. The guide should also outline the permit privileges, parking locations and associated policies and procedures.

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3.7.2 Constituent Information, Continued

Marketing Partners

The OCOG Transport function needs to provide information to the Marketing Partners throughout the planning and operational periods.

Pre-Games information includes in particular the communication of the Marketing Partner Coach Programme, airport and venue operations and the service dates, times and levels for their allocated vehicles and drivers (T1) and the T3 transport system.

Communication with the constituents is managed via the Marketing Partner Hospitality function and it is recommended that Transport work together with them to establish a base plan for communication and publications.

The OCOG is responsible for publishing a Marketing Partners Venue Access and Route Guide/Map Book specifically for Marketing Partner operations. This should cover both hospitality and technical requirements.

During Games Operations, Transport information may need to be disseminated to the coach operators and Marketing Partners. The procedures need to be established.

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3.7.2 Constituent Information, Continued

Spectators

A major information and communication strategy is needed for spectators to make the Olympic transport services known to all interested parties.

The strategy is dual:

- pre Games information
- Games-time live and continuous information

The OCOG Ticketing function is one of the most important interactions for spectator transport information. The ticketing sales and communication process will most likely occur prior to the finalisation of the transport plan details. An integrated timeline for both functions' communication strategies is recommended.

The spectator communications for an Olympic Games needs to consider the travel behaviours that are required of spectators for the operations.

This may include spectators having to arrive up to three hours prior to competition start in parking areas or interchanges or spectators being encouraged to travel by train or public transport rather than travelling by private car.

The communication plans need to match the operational requirements of the OCOG and be monitored to ensure the message is understood and the required results in behaviour are delivered.

The key publication for spectators is the 'Spectator Guide' that is sent with Olympic tickets to spectators. This guide needs to contain information for spectators to reach their events on time, and in the way the OCOG requires them to. The transport plan details need to be complete in time for the context and content of this guide to be developed.

In addition to the Spectator Guide, a number of information channels are likely to be used, including but not limited to written press, radio, TV, Internet, official OCOG handouts such as transport network maps and information booths at key interchanges and public gathering points.

Transport information will be needed at any ticketing outlets that operate during Games-time.



3.7.3 Resident, Public and Business Community Information

General Mobility

The Olympic Transport strategy needs to ensure the mobility of the general public. However, it is likely also to require behaviour modification for residents, public and business communities.

Normal city transport will use the same communications channels as spectator communications. These communications may also include mobility information for the general public. Measures such as increasing hours and frequencies of public transport are important for general mobility.

Travel demand programs and traffic management measures will require specific communication programs for the residents, general public and businesses that are impacted. These programs may be developed and implemented by Transport, or they may be developed and implemented in collaboration with other OCOG functions or external entities.

Communication strategies may include public forums, co-communications through city and local municipalities' information channels, and use of radio, television, and print and web-based news media.

It is of critical importance that the public have confidence in the Olympic Transport plan and that they understand both what they should do to make the Games successful and what they have to know to ensure their own mobility.

Public communications are very important for the overall success of Olympic Transport. It is important that the OCOG is aware of any rights residents, public and local businesses have to appeal against changes and restrictions, and include in their plans strategies to mitigate negative public opinion.

Refer also to Section 3.6.2 Regional Mobility Measures.



3.7.4 Transport Information Testing

Testing Opportunities

Communication to constituents has constant testing opportunities given the task is continuously undertaken throughout the planning phases of the OCOG.

Every presentation and report provides an opportunity to gain critical feedback from the constituents about the information presented and the method, style and format of presentation.

Event-based communication should be tested at test events. This is important not only for testing communication of the venue transport operating plan elements to constituents, but also for testing communication of travel demand programs and traffic management measures.



3.7.5 Transport Information Operational Readiness

Key Tasks

Key tasks for Transport Information during the operational readiness phase include:

- Finalise all messaging
- Publish all communication documents and tools
- Set-up information desks
- Distribute all communication documents and tools



3.7.6 Planning Information Planning Outputs

Transport Information Planning Methodology

Transport Information's main focus is between G-24 and Games.

Prior to this time, Transport Information needs to develop their strategies and plans and the communication context.

Transport Business Plan

The Transport Business Plan provides the initial opportunity to define the working methodology of Transport Information with the other communication functions in the OCOG, such as Authority Relations, Publications, Media Relations, Web Development, Communication Services, Community Relations etc. and also the communication functions in the City, such as the public transport authority, highway and road authorities and police etc.

The Transport Business Plan should identify the external entities involved and their current communication function and the internal functions involved and their planned roles.

The Transport Business Plan should list the responsibilities and interactions of all these entities and importantly where the budget responsibility is planned to be. According to the structure and strategy agreed between these entities and functions, the role of Transport Information and key action plans should be provided in the Transport Business Plan.

Transport Operating Concept

It is recommended that Transport Information establish a base plan for communication and publications for inclusion in the Transport Operating Concept. This base plan will require adjustments as planning evolves however Transport Information needs to start delivery from G-24.

The Transport Operating Concept should highlight the specific deliverables of Transport Information, including the constituent and general public communication requirements.

These requirements may include:

- Travel demand programs (e.g. reduce background traffic by 25%)
- Publications
- Web-site, radio, television, newspaper, SMS etc

The overall objectives of Transport Information and the functions and entities involved in achieving the Transport Information goals should be included, as well as the resource requirements and an action plan for delivery.

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3.7.6 Planning Information Planning Outputs, Continued

Transport Operating Plan

The Transport Operating plan focus is on Games-time operations. Transport Information should define in this plan the actual publications, real-time information and channels used during Games operations.

It should indicate what Transport Information is directly responsible for and what other entities or functions provide to achieve the overall goal.

A Transport Information and Communication plan should be developed for the Paralympic Games and launched during the transition period. The same communication outlets and mechanisms should be used to implement the plan.

Venue Operating Plans

Once the venue operating plans have been finalised, the biggest challenge is to communicate the plan to all involved.

The scale of this task should not be underestimated and it is important to recognise that different communication material should be prepared for the different groups involved. For example the material prepared for the individual constituent groups should be very different from the material prepared for the drivers of the vehicles serving those constituent groups.

For Venue Transport the major means of communication will always be maps however it is prudent to remember that maps prepared by Transport Specialists for Operations are not suitable as a communication mechanism for the intended constituents.

Service Level Agreements

The Service Level Agreements provide for each constituent an overview of the services that are required, and how they will be delivered from the constituent perspective.

Each Service Level Agreement should contain the publications and content overview that each constituent will receive and when they will receive it. They will also detail the information channels, including desks, websites, radio, television, newspaper that are relevant to each of the constituents.



3.8 Support Services

Overview

Introduction This section identifies the task of Support Services. It overviews planning and delivery of the task and highlights detail to be considered.

Contents This section contains the following topics:

Topic
3.8.1 Olympic Airport Operations and Arrivals and Departures
3.8.2 Transport Workforce
3.8.3 Transfer of Knowledge (TOK) / Education
3.8.4 Mapping
3.8.5 Finance and Administration
3.8.6 Technology



3.8.1 Olympic Airport Operations and Arrivals and Departures

Introduction In some previous Games, Transport has been responsible for Olympic Airport Venue Operations and Arrivals and Departures.

This section provides a high level overview of these projects.



3.8.1.1 Olympic Airport Operations

Olympic Airport Operations The Olympic Airport will undergo a transformation between the election of the Host City and the Olympic Games. This transformation includes but is not limited to:

- Infrastructure developments (refer to Section 3.1.2 Transport Infrastructure Development)
- Relationship developments between the authorities and operators
- Process design

Airport operations has two distinct parts that exist in a symbiotic relationship:

- Existing operations
- Olympic airport operations

Olympic Airport operations is the operation of the airport/s used for the arrival and departure of Games participants, including all the normal aspects of operating an airport out of Games-time, both airside and landside, with additional services specific to Games participants, including validation of Olympic Identity and Accreditation Cards, meet and greet services, baggage and equipment management and ground transport

Relationship Development between Authorities and Operators Airports are quite complex in design, with many different agencies, authorities, operators and management companies involved.

Each airport has its own operating environment that needs to be considered.

Some of the key authorities an OCOG will work with include, but are not limited to:

- Airport management companies
- Airlines/unions
- Baggage handling companies/unions
- Customs authorities
- Immigration authorities
- Police/Security
- Aviation authorities

The importance of building relationships and understanding how all the entities interact to deliver the whole operation cannot be understated. The work done early, between G-60 and G-36, can put the airport, the external agencies and the OCOG in a good position to develop the Olympic Airport Operating Plan.

Cooperative agreements, strategic alliances and agreement of a common vision at the highest level is highly recommended.



3.8.1.2 Arrivals and Departures

Port of Entry Definition



IOC and OCOG are to agree what are the official ports of entry for transport services on arrival and departure by G-24 months.

A&D Tasks

The recommended tasks of Arrivals and Departures include:

- Produce an arrivals and departure model to provide numbers for planning purposes. This model should first be developed at G-30 and updated through to G-6
The reports from the A&D Information system are not available until just before operations commence and therefore the model provides consistent planning data for all functions and venues
- Research in detail the capacities and load expectations for the venues (e.g. Airport, Accreditation Centres, Olympic Villages) and function operations that are involved in the A&D process and produce information to enable decision making on the process design
- Produce the end-to-end process for the arrival and departure of each constituent (from initial contact with constituents before they arrive at the Games, collecting and distributing information, the operational process from initial point of arrival to their bed, and the reverse on departure)
- The end-to-end process for each constituent for both arrivals and departures will highlight the critical venues and functions that manage each section of the process A&D should collect and facilitate the resolution of any issues that are associated with this activity and develop solutions for the gaps within the operational planning
- Develop the detail for the standard policies and procedures for the A&D of each constituent group
- Develop the departure plan, in particular the operation of Off Airport Processing in the Olympic Village/s and other locations that the OCOG identifies
- Work with all the operators and venues involved in the process and coordinate their requirements for the development of the A&D Information System. Coordinate the procedures for data entry and report production
- Development of equipment/baggage programme including special equipment such as competition firearms
- Provide an operational resource at Games-time to support the end-to-end processes, operations and the A&D Information System operations
- Provide clear and specific guidelines to the Olympic and Paralympic Family and related functions for communication to their constituents for arriving to and departing from the Games
- Assist in the training of the Workforce who will interface with the constituents during the processes
- Maintain the end-to-end vision when the OCOG venuises

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3.8.1.2 Arrivals and Departures, Continued

Flight Network



The flight network forms part of the Transport theme in the 2012 [Candidature Procedure and Questionnaire](#) requiring the number of weekly national and international scheduled direct flights during the Olympic Games period, indicating the split between continents and cities served.

Departure Operations



The management of departures through the Olympic Airport is the most critical of all planning and operations. The OCOG is required to develop a departure plan with the appropriate airport and airline authorities and agencies for the peak departure days (day after Closing Ceremonies). This plan is to include off-airport check-in facilities in the Olympic Village and must ensure the most efficient departure processing possible.

Refer to the [Technical Manual on Olympic Village](#) for more information.

Paralympic Departure Operations



The OCOG is required to develop a departure plan with the appropriate airport and airline authorities and agencies for the peak departure days (day after Paralympic Closing Ceremonies). This plan is to include off-airport check-in facilities in the Paralympic Village and must ensure the most efficient departure processing possible.

Rights Holding Broadcasters

A number of the rights holding Broadcasters may use charter aircraft services for arrival and departure. The OCOG will need to work closely with the rights holding Broadcasters to provide the transport services for these specific movements. For charter departure services, the OCOG may assist in the coordination of Off-Airport check-in with the Official Airport if required.

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3.8.1.2 Arrivals and Departures, Continued

A&D Process Development

The Arrival and Departure (A&D) experience for Olympic and Paralympic Family at previous Games has been an area which has typically encountered many problems.

A lack of information for decision making and an inefficient and ineffective A&D process can lead to increased cost and operational management during the Games period. The very nature of the processes involved can be quite complex.

Some OCOGs have made these processes inefficient by re-inventing rather than maintaining standard processes and focussing on individual operations in isolation rather than end-to-end constituent experiences. The more successful A&D operations models focus on end-to-end arrivals and departures process management and enhance existing processes.

End-to-end A&D process development involves all relevant functions and external parties and ensures all areas operate within the one standard process to deliver a positive, efficient and expeditious A&D experience.

Developing the end-to-end process aims to assist each function and venue understand how their operations fit into the global picture and to understand how each step in the process has an impact on the overall constituent experience.

It is recommended that OCOGs implement an Arrivals and Departures project to focus on the end to end constituent experiences, process management and to manage the A&D Information System.

Arrivals and Departures does not have to be a project of Transport, however the coordinated approach to arrivals and departures is important for Transport. Unless the OCOG has a clear process agreed and communicated, and the real-time information is provided in an accurate and timely manner, Transport can make many mistakes and constituents can be very unhappy about their experience.

The A&D strategy should be included in the Transport Business Plan. The A&D process for each constituent should be included in the Transport Operating Plan and the functions and venues involved need to include their operating details in their Functional Operating Plans and the Venue Operating Plans.

Information regarding the arrival and departures process and detailed procedures are needed from G-12 for distribution to constituents.

Arrival and Departure information is collected, data entered and reports generated from approximately G-3 through to the very last departure of the Paralympic Games. The OCOG needs to identify the method and responsibility for capturing A&D information from constituents, processing the information and disseminating reports for planning and operations.

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3.8.1.2 Arrivals and Departures, Continued

A&D Information System (ADS)

The Arrivals and Departure Information System (ADS) provides operational reports to many functions and venues during Games operations.

ADS is a system currently provided via the Games Management Systems and shares the same information database as Accreditation, Sports Entries, Staffing Information Systems etc.

The ADS system itself is quite basic, recording for individuals or groups the arrival and departure information. The entry of data is manual and the most critical element of the system is the reports that are generated.

ADS requires uploads of the airline flight data for the Olympic Airport/s, details of other official entry points and accommodation codes and details specific for each Host City.

It is recommended that the OCOG determine which function will manage ADS by approximately G-36.

Technology starts reviewing ADS at this stage, seeking change requirements and business processes for the system development and delivery. Additionally, the owning function needs to identify responsibilities, resources and interactions for inclusion in their Functional Operating Concept.

Responsible functions from recent Games include Protocol, Accommodation and Transport, each with strengths and weaknesses. Transport is one of the biggest users of the information and need to be involved in the planning for reports, particularly regarding the codification of accommodation and how the data is managed.

It is strongly recommended that ADS is tested during a number of test events, including the Chefs de Mission seminars, to enable real user testing of the system and reports in preparation for Games operations.

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3.8.1.2 Arrivals and Departures, Continued

**A&D
Interactions**

There are a number of external agencies, functions and venues that are involved in delivering A&D operations, communications and ADS, which include but are not limited to the list contained in the table below:

External Entities	Functions	Venues
Airport Authorities	Transport	Airport/s
Rail Authorities	Accommodation	Accreditation Centres
Immigration Services	Accreditation	Accommodation Sites
Customs Agencies	Protocol	Villages
Hotels	Logistics	Rail Station/s
	Security	Olympic/Paralympic Hotels
	Risk Management	
	NOC Services	
	Media Services	
	Sport	
	Medical Services	



3.8.2 Transport Workforce

Introduction



The Olympic Transport Task is delivered through Host City authorities, external entity and governmental coordination in addition to the OCOG. The Transport organisation needs to complement and integrate with the Host City authorities and OCOG organisational strategies.

The Transport Workforce includes the OCOG paid staff, volunteers and contractors working on the many elements of transport pre-Games and during Games operations.

The Transport Workforce is one of the largest in the OCOG, normally comprising between 20 – 25% of the overall Games Workforce. The size of the workforce requires careful thought, planning, recruitment, motivation, integration and management by the Transport function.

Transport is recommended to include in their staffing plan dedicated personnel to plan and manage their workforce.

Workforce Management includes:

- Workforce planning
- Paid staff
- Volunteer staff
- Contracted staff
- Seconded staff from other organisations (e.g. military)
- Recruitment

OCOG/Transport operational policies required for the management and planning of transport workforce include but are not limited to policies for driver hours and the number of shifts each volunteer can be expected to complete.

Refer to the [Technical Manual on Workforce](#) for more information.

Olympic Transport Function



The 2012 [Candidature Procedures and Questionnaire](#) requires the number of personnel (staff, volunteers and contractors) needed for the Olympic Transport function.

A description of the recruitment programme for the Olympic Games and the concept for training and testing transport staff is also required.



3.8.2.1 Structure

Transport Organisation Structure

It is recommended that the transport organisation structure includes clear responsibilities for each of the transport planning and operations themes outlined in this manual, whether the responsibility is with the OCOG or with an external entity.

The Transport Planning and operations themes that have the greatest external influences are Infrastructures, Public Transport, Traffic Management and the public Transport information.

How these planning and operations themes are integrated among the external entities and the OCOG needs to be thought through before the OCOG Transport function is charged with delivering these activities. The Host City and OCOG strategy may include the introduction of steering committees or working groups for the delivery of integrated projects or, alternately, the OCOG may outsource responsibility for the transport operations to the external agencies.

In any case, the OCOG should be the primary source of the Olympic transport demand data analysis and reporting to ensure consistency and accuracy in planning and decision making.

The planning and operations themes most likely to be managed and delivered by the OCOG Transport functions are Facilities, Venue Transport, Fleet and Bus Operations, Transport information to Olympic constituents, Support Services and Project Management.

Each OCOG Transport function needs to consider its own management culture and assessment of tasks when developing its organisation.

The Transport Organisation for the planning of Olympic Transport, including OCOG and external entities integration and interaction is included in the Transport Business Plan.

Transport Director / Manager Appointment

It is recommended that the Transport function director/manager appointment take place no later than between approximately G-60 and G-55.

The reasons for this timing are:

- the Transport director/manager needs to build a core team to analyse the Olympic Transport Demand, the Host City Transport Supply and to develop the Olympic Transport Task
- the core team, rather than external consultants, should prepare the Transport Business Plan with external entities as required, thereby developing the initial strategic relationships
- the Transport director/manager and the core team ideally should be able to conduct an in depth monitoring and observation of the previous Games (G-48).



3.8.2.2 Workforce Planning

Transport Workforce Planning Evolution

The OCOG workforce planning team may have their own systems for counting, and will develop policies on shift length, the number of shifts for each volunteer and tasks that can be performed by volunteers.

Due to the size of the Transport workforce, the number of positions required, the locations for operations and the number of days of operations, it is recommended that Transport have a good system for counting and managing their workforce requirements. The Transport workforce plan can be done using excel spreadsheets, with a summary worksheet containing the complete overview of the transport workforce plan.

Transport is recommended to do three key counts for its workforce planning. Counting refers to not only numbers of workforce, but the number of locations of operations, the type of workforce (paid, contract, secondee, volunteer), job titles and tasks performed.

The OCOG cycles may vary, but efficient counting early will assist Transport to maintain consistency in planning and to develop an effective workforce strategy.

Three key counts should be undertaken for transport workforce planning:

- G-36: Top down counting
- G-24: Commencement of bottom up counting, maintaining top down count
- G-12: Thorough bottom up count, including dot plans of operational areas

Workforce planning outputs should be included in the key planning documents as described in the Section 3.8.2.6 Workforce Planning Outputs.

Paralympic Considerations

There is a significant workload related to the Paralympic Games that needs to be allocated among the transport workforce.

Historically, a small core team within Transport has been responsible for coordinating and managing the Paralympic deliverables.

Consideration for Paralympic activity that is required during the Olympic Games is important. This activity includes staffing, scheduling, rostering and finalising plans for the Transport Paralympic workforce.



3.8.2.3 Workforce Recruitment

Introduction	<p>The OCOG Workforce function will implement an OCOG-wide recruitment plan.</p> <p>Transport should work with the Workforce function on specific Transport workforce recruitment issues, particularly as transport workforce will work mostly outdoors or as drivers.</p> <p>Some Host Cities do not have volunteer cultures, so strategies (and financial resources) need to be put in place early to possibly use paid, contracted or secondeed resources as alternatives to volunteers in some positions.</p> <p>OCOG policies may also determine that volunteers may not perform some functions, such as parking management in Park and Rides, and therefore alternate sources are required.</p> <p>Recruitment strategies are required for paid, volunteer, secondeed and contracted workforce.</p>
Volunteer Recruitment	<p>It is important that the initial volunteer recruitment forms include questions on driver's licences and if the applicant would like to drive.</p> <p>The strategy for such large recruitment of volunteers is needed early, and needs to be continually assessed to ensure that the recruitment is done early, enough for the training requirements to be met.</p> <p>Due to the volume of Transport volunteers, it is possible that the interviews could be managed differently to other functions who can manage one-to-one interviews with every volunteer.</p> <p>Tactics can include group presentations, then interviews with Transport volunteer recruiters supervised by the Transport workforce team. For example 3,000 drivers can be recruited in 60 x 50 person per group interviews over 10 months rather than by 3,000 one-to-one interviews.</p> <p>It is important to use volunteers during test events, to develop team leaders and long term volunteers who will help the Transport workforce team with the recruitment, training, motivation and management of the rest of the volunteer workforce.</p>

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3.8.2.3 Workforce Recruitment, Continued

Paid Staff Recruitment

The Transport paid team is also one of the largest in the OCOG and the timing of recruitment needs to be agreed to ensure the planning requirements are met on time, to ensure delivery of test events and so that Transport can venue according to the OCOG policy.

Tactics need to consider experienced staff, local market opportunities and early versus late recruitment considerations. Language is an important consideration when making decisions.

Experienced staff may not be able to work in the language of the host country so therefore in-experienced staff recruited earlier to gain experience may be preferable.

Seconded Recruitment

The OCOG strategy for workforce may include secondees (not only from other Organising Committees) from local organisations or the military. Seconded strategies can work both for specialist positions needed longer term and for group recruitment for shorter term positions. Seconded programs can be an effective way to meet Transport workforce requirements.

Contractor Recruitment

Transport may outsource contractor recruitment to the companies, consortiums or organisations that are delivering the services; however it is important that the Transport function is aware of any issues or shortfalls in recruitment and that mitigation tactics can be implemented to ensure the provision of required services.



3.8.2.4 Workforce Testing

Test Events

The OCOG's test events provide an essential opportunity to train and test the workforce in an environment similar to Games-time. Elements that should be tested include:

- Suitability of positions to be paid, volunteer, contractor
- Number of positions
- Roles and responsibilities of each position
- Length of shifts
- Suitability of people to their assigned positions
- Clarity of job-training materials
- Effectiveness of job training
- Communication and reporting plans



3.8.2.5 Workforce Operational Readiness

Workforce In the last six months prior to Games-time, each Venue Transport Manager will spend 60% of their time on workforce tasks.

No Manager is successful without investing time in the training of staff and, as it is likely that more than 95% of every Venue Transport Manager's workforce will be volunteers, this commitment is essential to ensure that their input can be as effective as possible.

Material should be prepared clearly illustrating the specific transport movements on the venue in addition to the more usual central transport training in terms of safety and communication mechanisms.

Considerable time will need to be spent to finalise rosters and ensure adequate coverage for each day's operation.

Training Although training starts before the test events, a definite focus on training occurs during the operational readiness phase.

Transport training is a critical element of overall success. Every member of the transport workforce requires training to do their job. The general training strategy includes three types of training:

- General training
- Venue training
- Job-specific training

The OCOG Workforce function typically provides the general training; The OCOG Workforce function together with the venue management function generally provide the venue training; generally each of the functions are responsible for their own job-specific training.

For Transport workforce located in depots and facilities that are not part of venues, Transport also needs to provide the venue-based training.

Finally, Transport needs to consider training for contractors and external entities that comprise or work with the Transport workforce (e.g. traffic police, parking wardens, bus drivers, public transport inspectors etc.). This training can be developed by the OCOG Transport function with the contractor or entity and then delivered by the contractor or entity.

The training for Transport workforce takes between 10 and 12 months, depending on the strategy and training plan. It is important that the training concept be included in the Functional Operating Concept, outlining resource requirements and timelines. The resource requirements cannot be underestimated.

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3.8.2.5 Workforce Operational Readiness, Continued

Driver Training The training for drivers does not quite meet this profile and is slightly different because they need to know the local geography, the location, load zones, parking and access routes of most venues, as well as the Games routes, roads and depots.

For Olympic Winter Games, assistant/drivers should be experienced or trained for winter driving (snow and ice). Therefore, the training provided by Transport for drivers is often three or four sessions for each driver, combining on-the-road and classroom training. Additionally, Transport generally provides driver training to other functions that have drivers as part of their workforce (NOC Services, Protocol etc).

All drivers should be thoroughly trained on the Olympic routes, venue locations and procedures regarding the use of the vehicle.

Drivers should be fluent in the local language of the Host City and also in English.

Driver Accreditation One of the key considerations for managing a driver workforce is their accreditation. Drivers need access to the transport areas at every competition and non-competition venue within the secure perimeter and buffer zones. Additionally, they need access to the drivers' lounges and waiting areas, and toilet facilities. The driver workforce can include between 1,500 and 5,000 bus drivers and between 1,000 and 6,000 vehicle drivers.

Previous solutions have included the introduction of an accreditation code (e.g. ADP all depots in Athens, ATA all transport areas in Torino) similar to a venue code that is provided. This code allows entry into the transport areas that are within the accredited BOH areas of a venue, but not through the access control points that enable access into the particular entries (i.e. '4' for Press).

It is recommended that the OCOG Transport and Accreditation functions review driver accreditation jointly. The policies and procedures are to be incorporated into the Transport Operating Plan.

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3.8.2.5 Workforce Operational Readiness, Continued

Driver Accommodation It is likely that not all drivers will be sourced locally from within a Host City, and therefore the logistics of managing non-local drivers is an important element in the overall operations.

Driver accommodation is a major logistical issue that cannot be underestimated or addressed too late in planning.

Whatever the outcome of the bus and driver supply strategy, it is likely that costs in relation to accommodation and meals will be passed on to the OCOG through the pricing of the bus contract.

There are important reasons why the OCOG needs to be involved with bus driver accommodation planning:

- It is in the interests of the OCOG to investigate all cost-effective solutions to accommodate and cater meals for bus drivers associated with the operations. The OCOG needs to ensure that it takes an active role in determining the driver accommodation and meal allocations, especially where the contracted bus operator manages the task. Experience has shown that it is critical to accommodate bus drivers in close proximity to the bus depot
- It is likely that bus drivers belong to a union, which will have established requirements that need to be met
- Bus drivers must arrive at the depot on time to ensure that they can operate according to their daily work roster. If the bus driver is late arriving at the bus depot, a flow-on effect impacts various other areas of the operation

The following principles should be considered when planning bus driver accommodation:

- The OCOG should, where possible, accommodate the bus drivers adjacent to the bus depot where drivers are within walking distance of work
- Where this is not possible a maximum of 20 minute driving radius should be applied to accommodation location/s
- Where possible drivers should be allocated accommodation in groups according to the depot location i.e. all drivers working within a depot are accommodated at the same location
- The OCOG should ensure that a regular bus service is planned and provided between accommodation and the bus depot/s to allow drivers access to the depot if it is not within walking distance
- The OCOG should note that bus drivers are to sign-on and sign-off for shifts at different times in accordance with services. Bus driver movements between accommodation and the depot will therefore occur on an ongoing basis for long periods during the workday. Accommodation location and transport between the locations is a key planning step in bus operations

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3.8.2.5 Workforce Operational Readiness, Continued

Welfare

Transport workforce welfare refers to the motivation and support provided to workforce, as well as the consideration of working conditions.

Welfare is a critical element for Transport due to the outdoor and solitary nature of most of the roles. Ensuring the workforce are well-cared for, are motivated and are provided the appropriate support is a critical success factor to retention of staff.

Key support aspects include suitability of uniform and footwear, safety vests, specialist equipment, shelters, heating, rest areas etc..



3.8.2.6 Workforce Planning Outputs

Transport Business Plan

The Transport Business Plan should include:

- Transport staffing approach to enable planning and integration of venue transport, bus and fleet operations, constituent services

Transport Operating Concept

The first count of transport workforce is made at G-36 for inclusion in the Transport Operating Concept. This first count should identify all the known locations that transport will operate, the tasks required and the number of operating days and hours required.

This initial count should also identify the concept of what positions/tasks will be performed by paid staff, volunteers, contractors and military or other organisation secondees. This plan should also include the initial job titles and concept of location-based reporting structures.

The numbers can be calculated by setting some assumptions for different locations and applying them.

Assumption examples are given below.

- Example 1: For venues, every group of 5 load zones will have 1 paid supervisor, one volunteer team leader and 10 volunteers.
- Example 2: For transport malls, each mall will have 1 paid manager, one volunteer team leader for each 5 bays and 1 volunteer for each bay.
- Example 3: Each vehicle will have 2 drivers per day and each driver will do 13 shifts.
- Example 4: Each information desk will have 1 paid supervisor and 2 volunteer per shift.

This first count begins the three year process of developing the Transport Workforce Plan.

Continued on next page



3.8.2.6 Workforce Planning Outputs, Continued

Transport Operating Plan

The second count is likely to take up to 6 weeks, and provides a next step to the assumptions made in the G-36 counting. Each location should be better defined, with the number of load zones, transport mall bays, information desks, operating hours and associated transport areas.

The key assumptions should be redefined, but applied to location-based information to provide a second count.

For example, one venue may have 5 FOH locations and 8 BOH locations, while another will have 2 FOH locations and 12 BOH locations for Transport to manage.

The base information should also now include which venues have long operating periods (e.g., Olympic Village or a competition venue with 3 sessions per day for each day of the Games) and which have shorter operating periods (e.g. a competition venue with 6 single sessions over 6 days).

This count should identify by location the job titles, the numbers of staff per job title estimated per day and the number of days the location is operating.

After this count, Transport will have better information to work with external entities, their contractors and other organisations to determine how each of the tasks and positions are managed.

Continued on next page



3.8.2.6 Workforce Planning Outputs, Continued

**Transport
Operating Plan
and Service
Level
Agreements**

It can take 6 months to achieve the G-12 count, and it is recommended it commence at G-18.

This counting process effectively forces the different programs within transport and the external entities or partners to sit down and agree operational responsibilities, interactions and procedures. This is an extremely effective way to integrate the operations.

It is important that this process is given time for the teams to think, rework and discuss the operations. The most effective coordination of this work is for it to be done by someone with Games experience of planning and managing a volunteer team.

It is recommended that a team member is identified for this role and is sent to the preceding games to work in a position that requires volunteer or workforce management.

At this stage, the Transport function should have identified which positions are to be filled by paid staff, contractors, military or other such organisations and volunteers. The G-12 counting is important to enable the recruitment and training of the required resources in time for Games operations. Gaps identified need to be worked through and resolved in advance of the operations.

The outcome of this counting is individual dot plans for each operational area and clarification of roles and responsibilities.

**Venue
Operating Plans**

The planning of staff for Transport operations encompasses the physical layout of the location, the movement of vehicles, as well as the on-site support requirements. This requires a comprehensive overview of the operational hours and dates of the services. It is paramount when planning Transport staff to estimate the requirements in terms of roles and responsibilities, day by day, based on the Olympic schedules.



3.8.3 Knowledge Management / Education

Introduction X

Each Games has brought its share of Transport success and operational challenges, all providing valuable lessons for future Games organisers.

Olympic Games Transport experiences, lessons and know-how are now integrated into the Candidate City bid phase through to the debriefing at the end of a Games.

The Transfer of Knowledge (TOK) and education of a Host City and OCOG Transport function involves various elements including but not limited to:

- Observation of other Olympic and sporting events
- Workshops with other OCOG Transport function managers
- Debriefing of previous Olympic Games
- Access to TOK websites and documents
- Workforce participation in other events and test event volunteer, secondee and observer programs

It is important that the Transport function identify and plan their TOK/Education to ensure the best benefits are received from previous Games and other events.

There are important opportunities available to an OCOG. One of the most valuable is the observation of the preceding Games (Olympic Games to Olympic Games, Olympic Winter Games to Olympic Winter Games, Paralympic Games to Paralympic Games etc.) at G-48. It is difficult for an OCOG Transport function at this time to know exactly what to look for, to observe or to pay attention to, but the experience can be drawn on immediately in the Transport Business Plan and for the next four years when defining the transport plans.

Another important opportunity is the Games immediately preceding the next at G-24 or G-18. These Games provide the opportunity for Transport team members to attend as volunteers, and to work in operational areas to better understand the Olympic system, the operations, the constituents and importantly, the Olympics and Paralympics.

The OCOG is also responsible for providing reports and debriefing after their Olympic Games, and Transport should participate by providing best practice and opportunities to other OCOGs for learning and knowledge transfer.

Please refer to the [Technical Manual on Planning, Coordination and Management of the Olympic Games](#) for more information.

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3.8.3 Knowledge Management / Education, Continued

Key Lessons and Experience from Previous Olympic Games

Paralympic Transport Planning and Operations. It is a selection from the Transport debriefing information available from Sydney 2000, Salt Lake 2002 and Athens 2004 Games:

- Create a strong vision – this is very much the case for Olympic Transport services linked to the Olympic Games and City image
- The general layout of the Games, including the location of competition and non-competition venues and accommodation locations in relation to the existing and planned transport network is of paramount importance to the overall strategy and detailed design of the Olympic Transport Plan.
- Olympic organisers must try to find a balance between over-concentration of venues and over-decentralisation. Concentration of competition and non-competition venues in large clusters may be efficient from the standpoint of common support services and close proximity, but can be risky in terms of traffic burdens, both pedestrian and vehicular. Alternatively, widely dispersed venues are difficult and expensive to manage in terms of transport logistics, stand-alone services and security, where costs grow geometrically with the number of sites to be served.
- Identify the Paralympic Venues, Villages facilities and infrastructures and plan the Paralympic access and infrastructure requirement together with the Olympic operations. This ensures accessibility and enables a fully integrated planning process.
- Sport and athletes are at the centre – top priority shall be given to athlete transport service: speed, safety, comfort, conviviality and reliability
- Well-organised Olympic transport is a key element of Games success
- Understand, analyse but do not replicate – learn from previous Games Transport experience and Transport operation successes. Identify your particular Host City challenges and implement and adapt strategies for your own solution.
- Detail, precision and thoroughness in planning – Transport service delivery must be planned with precision. Olympic priority network should operate at reasonable speed and high reliability.

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3.8.3 Knowledge Management / Education, Continued

**Key Lessons
and Experience
from Previous
Olympic Games
(continued)**

- Involve all stakeholders – The OCOG will have to directly control and manage some Transport services and to out source other Transport services. In both cases OCOG Transport will have to plan, command and monitor all Transport operations to respond to highly specific constituent group needs.
- Develop a clear process to manage organisational evolution. An efficient OCOG Transport function will have to be structured and staffed for all pre-Games operational planning activities. Its structure will have to gradually evolve and transition to Transport event testing management and monitoring and Games Transport execution.
- Venues on time delivery and operation testing - Transport access and venue Transport overlay facilities are essential to competition and non-competition venue successful operations. All components are to be delivered early enough for testing and Transport team training and familiarisation.
- Plan with legacy in mind - In growing metropolitan areas transport developments generally constitute a strong legacy. Games Transport operations shall be planned and designed to innovate in terms of future traffic service quality, environmental and sustainable Transport legacy.
- Start early, finish early - Particularly true for Transport. New or rehabilitated transport infrastructure and systems shall be thoroughly tested, Transport workforce fully trained and transport users fully informed. These elements lead to the need to have all transport facilities fully ready 6 to 12 months prior to Games-time.
- Aggressively manage budget and maintain financial forecast - Transport is one of the most costly functions. Transport investment, procurement and operations must be monitored properly along with project timelines.

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3.8.3 Knowledge Management / Education, Continued

**Key Lessons
and Experience
from Previous
Olympic Games
(continued)**

- People run the Games - Transport is one of the largest consumers of human resources. To insure operational delivery, considerable efforts and financial resources must be invested in staff, workforce and volunteer training, work familiarization, language skills, training through simulations and test events.
- All accredited car and bus drivers must be thoroughly trained on the Olympic route system and venue drop off and pick up points.
- Operations breathe life into the OCOG - Keep an eye on the end product which is the successful delivery of safe and reliable transport services for all Games user groups. Avoid wasting time. Conduct all transport studies with a concrete operational perspective early on. Operational Readiness planning is most important for an event which is not 17 days but has a duration of 60 days (Olympic and Paralympic Games with preceding training and transition periods)
- Integrate as early as practical - Integration is the number one transport requirement as transport is the one of the most transversal functions of the Games. Transport must be thoroughly integrated with other Olympic functions such as Accreditation, Accommodation, Ticketing, Sport, Security, Protocol, non competition venue services, etc. Olympic Transport must also be fully integrated with metropolitan transport developments, operations, information, command, control and communication systems.
- Teamwork - Create a teamwork spirit between OCOG, government, transport agencies and operators and other partners in communication. Transport is one of the Olympic functions where teamwork is absolutely required to deliver successful services to all Games constituent groups including spectators and the general public.

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3.8.3 Knowledge Management / Education, Continued

**Key Lessons
and Experience
from Previous
Olympic Games
(continued)**

- Travel Demand Management programs and public mobility behavioural changes are fundamental for an Olympic Games. Analysis should consider emerging transport patterns in the venue communities and solutions should be supported by extensive communication programs targeted at Olympic participants, spectators, businesses, commuters, residents and non-Olympic visitors. Travel demand management programs should aim at reducing background traffic between 20 - 25% during the Olympic period
- Travel time and distances are of critical importance to Olympic constituents. The strategic choices for accommodation for Athletes and Team Officials, Technical Officials and Media have one of the biggest and most critical impacts on Olympic transport.
- Transport systems have their greatest interactions at the Olympic Venues. Venue Transport designs, plans and operations are critical to the overall success of the transport systems. Venue transport deals with vehicle access and parking, venue traffic management – both inside and immediately outside the venues, pick up and drop off point for each of the constituent systems, internal venue transport services and venue vehicle pool operations. Giving priority to transport design at Olympic venues ensures overall success of the venue operations.
- For Spectators, ticketed capacity and ticket sales methodology are critical tools that should be used to link venue access to transport modal choice and to control transport demand. The trend is to combine event ticketing with public or mass transport and/or high vehicle occupancy initiatives.
- Separation between each transport system, including routes, venue accesses, planning, resources, management and operations is an important success factor. This strategy ensures that difficulties in one system do not have a ripple effect on another.
- Test events are an essential part of Games delivery preparation. This includes staff training, policy, procedure, processes and technology validation and command, control and communication exercises.
- Flexibility is one of the major qualities, and one of the most difficult to plan.

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3.8.3 Knowledge Management / Education, Continued

Key Risks and Opportunities

The following risks and opportunities provide an overview of information from previous Games:

Key Risks

- Increase in the number of events, athletes and officials, media and spectators; and the associated impacts of increased number of venues, accommodation sites, operating periods and Games workforce
- Venue capacities, including ticketed capacities and competition schedules if not balanced with road capacities and transport network operating limitations
- Venue clusters with too many venues, or on single road systems that limit transport networks and access points
- Venues that are too dispersed creating transport logistical challenges

Key Opportunities

- Games-specific transport infrastructure improvements should be developed in a manner that supports long-term regional and community needs
- Integrating accessibility into fleet renewals and upgrades, infrastructure designs and transport networks is an important legacy for any city
- Enhancement and expansion of public transport networks and systems
- Improved incident management techniques implemented for the Games can be a lasting legacy for the region
- Innovative transport and traffic management concepts developed for the Games can be used for other events, both prior to and after the Games
- Plan with legacy in mind. In growing metropolitan areas transport developments generally constitute strong legacy. Games transport operations shall be planned and designed to innovate in terms of future traffic service quality, environmental and sustainable transport legacy



3.8.4 Mapping

Introduction

Transport operations take place throughout the entire Olympic system and have large space and infrastructure requirements.

A critically important tool for the design and staging of this operation is the incorporation and use of adequate maps and drawings of the Transport operations areas and facilities as well as of the entire Transport network.

There are various categories of such maps and drawings that are summarised as follows:

- Olympic transport network (Olympic routes, road and rail)
- Dedicated transport facilities (depots, holding areas etc)
- Transport areas inside venues' perimeters
- Venues accesses and surrounding road network
- Airport and other key gateways
- Specialised traffic management maps

Operational design requires a high level of flexibility in map and drawings production. Specifically, maps should be readily available depicting a specific segment of the Transport network, a cluster of venues and the surrounding network, a precinct, specific venue areas (zoom-in), a single facility etc.

Accuracy, uniformity and consistency are key aspects of mapping that need to be ensured from the initial stages of planning. Only base maps produced and/or checked centrally (at OCOG level) as required, should be used. This is of paramount importance as Transport has many interactions with other key OCOG functions.

Mapping/drawing is recommended to be designated as a dedicated support function within Transport, equipped with adequate resources and equipment.

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3.8.4 Mapping, Continued

Transport Maps



Transport maps form part of the Transport theme in the 2012 [Candidature Procedure and Questionnaire](#).

The maps directly relevant to transport include the Games concept maps (Olympic and Paralympic) and the venue location and transport infrastructure.

The concept map is a general map representing the Olympic and Paralympic Games concept. It should include the location of all major Olympic infrastructures (Olympic /Paralympic venues, media accommodation/village(s), Main Press Centre, International Broadcast Centre, IOC/IPC Hotel(s), airport(s), motorways, train station etc)

The second map, following colour coding requirements, superimposes the city's transport infrastructure onto maps. The infrastructure information includes existing, planned and additional infrastructures. (refer to Section 3.1 Transport infrastructure and Facilities).

In both cases, the basic map is the same with different information superimposed.

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3.8.4 Mapping, Continued

Transport Map Characteristics

The following characteristics should be implemented in all types of maps/drawings;

Orientation: All maps/drawings, regardless of printing size should consistently follow the same orientation (e.g. north at top, south at bottom etc.)

Legend: a uniform style of legend commonly used throughout the OCOG should be included consistently in all maps/drawings.

The legend should contain the following information:

- Games logo and OCOG details
- Map/drawing title and number
- Ownership details:
 - Names and respective dates (drawn by, checked by, approved by)
- Revision number and code and table with list of previous revisions
- Table with list of reference drawings
- Graphic scale, elevation details, plan scale and printing size
- Depicted area details:
 - Location
 - Venue / facility /area (as required)
 - Event or other function (as required)
- Colour coding:
 - Include table with detailed colour codes definition
- Symbols coding including:
 - Area/facility shapes (e.g. load zones, parking etc)
 - Directional symbols and lines
 - Border setting lines
 - Entry/exit points
 - Other info symbols
- Special notes area:
 - This includes key notes and /or highlights for the area depicted in the map/drawing

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3.8.4 Mapping, Continued

Transport Mapping Recommendations

- The mapping function within Transport should be launched as early as possible and it is recommended to start during the early stages of business planning.
- Interfaces with external agencies need to be identified early with common protocols regarding mapping requirements agreed and established.
- An adequately managed and regularly updated version control and validation mechanism, centrally controlled within Transport, should be established.
- Venues operating plans should contain, apart from maps/drawings of the “inside the fence” transport areas, maps of the surrounding road network, including accesses to/from the main Olympic road network.
- The above principle should be applied also to Transport dedicated venues such as depots and holding areas, as well as “park and ride” areas and major Transport interchanges.
- During the process of operational planning include maps/drawings of adequate (largest possible) printing.



3.8.5 Finance and Administration

Introduction

The Olympic Transport budget and associated administration will require particular attention and focus throughout the OCOG lifecycle.

The structure of this manual provides a guideline for the potential structure of the Transport budget.

It is likely that many of the required elements that need financing will be found in other budgets, including external entities, authorities and other OCOG functions.

It is important for the OCOG Transport function to understand where the budgets are held for their critical items and to work closely with Finance and the other involved entities and functions to ensure the budgets are protected from excessive cutting and enable delivery of the specific requirements.

Finance



The Candidature File requires Host Cities to provide an outline of both the budget structure (private versus public financing) and what financial commitments have been obtained from national, regional and/or local government and city authorities.

The 2012 [Candidature Acceptance Procedure and Questionnaire](#) provides an outline of OCOG versus non-OCOG budgets. In considering plans for financing, two distinct budgets are involved:

- OCOG Budget: this is the operations budget for the organisation of the Games. Infrastructure development costs for major infrastructure projects must not be included in the OCOG budget.
- Non-OCOG Budget: for financing the construction of the main infrastructures required which will be a long term legacy. The financing of such investments should be undertaken by the public authorities or the private sector.

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3.8.5 Finance and Administration, Continued

Budget Considerations An important factor for consideration is the budget for Transport-specific items that do not 'fit' into other function budgets.

Some examples are provided below. While some items seem small, much time can be wasted looking for budget because it was assumed to be included somewhere, to find that it is not:

- Specific FF&E required for Transport areas, such as barriers, traffic cones, specific safety jackets, flashlights, paint for roadways and parking areas etc
- Transport workforce waiting areas/lounges/structures in outdoor parking areas, load zones, transport areas, vehicle check points etc, including toilet facilities, in summer shaded shelters and in winter heated shelters
- Accompanying equipment trucks and baggage handlers for the arrivals and departure load zones (airport, arrivals centres etc) and for sport equipment in transport malls and at venues with big volumes/heavy sport equipment.
- Fittings such as winter tyres, ski racks, bicycle and equipment fasteners
- Newsletters and training publications for transport workforce
- Map development and printing
- Software development, or staff in-house with development skills, for the technology requirements for modelling, analysis, database and reporting.
- Dedicated testing budget for Transport-only testing, including road capacities, travel times, routes, networks, operations. Using real vehicles requires money to hire and manage them for the test.
- Route and vehicle signage
- VAPPs design, production, signage and publications
- Fuel and vehicle washing
- Driver accommodation and welfare

It should be noted that it is difficult to compare among Games, as different items are located in different budget lines and in different organisation budgets according to City-specific requirements.

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3.8.5 Finance and Administration, Continued

Transport Budget Matrix Considering the Candidature File criteria and the Transport planning and operations themes, the table below provides an indication of where budgets potentially could be held for the different Transport topics and sub-topics.

Element	Sub-Element	Potential Budget Holder
Infrastructure and Facilities	Infrastructures	Government / Host City Public Company/Agency
	Facilities and Transport areas outside venues rent, purchase, overlay, fit-out	OCOG Infrastructure or Transport function
Venue Transport	Rent, purchase, overlay, fit-out, FF&E, signage	OCOG Infrastructure or Venues function
Fleet Operations	Vehicle Procurement and operations	OCOG Transport function
	Facilities / Depot Operations	OCOG Transport function
Bus Operations	Bus and Driver Procurement and operations	OCOG Transport function
	Driver Accommodation and Welfare	OCOG Transport, Infrastructure or Accommodation function
	Facilities / Depot Operations	OCOG Transport function or Bus Provider through contract
Public Transport	Additional fleets, drivers	Public Transport Authority Government / Host City
Traffic Management	Traffic Models and Traffic Management Centre	OCOG Transport function Traffic Authorities /Entities Government / Host City
	Traffic Management and Travel Demand Management Programme Implementation	Government / Host City External Agencies / Entities OCOG Transport or Communication functions
	Signage	Government / Host City OCOG Transport, Venues or Infrastructure functions

Continued on next page



3.8.5 Finance and Administration, Continued

Transport Budget Matrix

Element	Sub-Element	Potential Budget Holder
Transport Information	Constituent and Public Information	OCOG Transport, Communication or Authority Relations functions Government/Host City
Support Services	Arrivals and Departure operations	OCOG Transport and other involved functions and venues
	Workforce (including training provided by Transport)	OCOG Workforce, Transport and Communication/Publication function
	Transfer of Knowledge (including missions and consultancies)	Other OCOG function OCOG Transport function
	Mapping	OCOG Transport, Technology or Communication/Publication function
	Technology (including Olympic experienced consultants for system design)	OCOG Technology and Transport function



3.8.6 Technology

Introduction

Olympic Games Transport uses various forms of technology (hardware, software, telephony, systems, networks) for delivery.

It is recommended that the Transport function recruit a dedicated resource with a background in the development of processes and technological solutions to assist in the business process design and to manage the Transport technology requirements.

The Technology function requires information on system requirements early, to plan and budget for resources. The Transport function needs to start working with the Technology function from approximately G-36 to identify their requirements.

It is likely that the early need by the Technology function for information will drive Transport to think about their business process earlier than they are ready to or had planned to. However, Technology is important for demand modelling, analysis, decision making as well as Games operations so the benefit of working early on systems are numerous.

It is also likely that the Technology function cannot supply all the systems or in-house development that they are asked for, so having a Transport technology specialist helps to ensure that the systems required are delivered, with some developed in Transport (supported by Technology function) and some are developed either by the Technology function or an agreed contractor.

The following table summarises some technology systems that could be required for planning and operating Olympic Transport. It focuses on systems and therefore does not include hardware numbers such as personal computers, telephones, radios etc. This information should be available from the TOK information.

This summary is provided to give an indication of what systems may be required, developed or provided via Games Management System (GMS) through the IOC Technology Contract. The systems that are provided via GMS are indicated in the following table.

In addition to the systems in the table below, Transport are users of the Staffing Information System (SIS), a GMS system managed by Workforce and provide information (both static and real time) to Games INFO, the GMS internet information system for accredited users, particularly media.

Transport needs to work with both these system managers carefully to ensure the business processes are integrated. In particular, it is likely that transport will need to develop a download database system from SIS to manage the training/communication processes. This requires careful thought and management before the data is inserted and becomes difficult to manage.

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3.8.6 Technology, Continued

Transport Systems A summary of transport systems that could be required for planning and operating Olympic Transport is shown in the table below:

Systems	Purpose / Functionalities	Process	Key Users	Developed By	Life Cycle
Transport system TRS(GMS)	T3 Fleet Operations, creating, dispatching and changing a Transport Service Order, particularly relating to the T3 Reservation System.	Collection of the reservations requested and assistance to dispatch. Support all the T3 Fleet Operation Process Management, creating, dispatching and changing a Transport Service Order. Note other functionality available on TRS including timetable and vehicle management.	Fleet Operations	GMS Technology Transport	Used for Games Operations. G-12
ADS(GMS)	Arrivals and Departures Operations, report all the Arrival and Departures data	Support all the functions and Venues related to Arrivals and Departures Operations.	Arrivals and Departures (owner) functions; Accommodations; Transport; Accreditation; Protocol; Airport, Villages; NOC Services; Security	GMS Technology Transport	Used for Games Operations, data upload from G-8; actual data entry from G-4 Very important to use during test events.
ASSET TRACKING SYSTEM	Tracking of all vehicles and assets allocated to vehicles/drivers. (fleet)	Support the management of all the Assets Given to workforce to ensure the correct allocation and return of assets. Barcode system reduces time in check-in and check-out process.	Fleet Operations	Technology Transport	Used for Games Operations G-12.
BUS Scheduling System	Scheduling of all the vehicles and drivers shifts for Bus Operations. (bus)	Schedule Bus/Drivers to ensure the implementation of the Olympic Transport Bus System in terms of optimization of the machine shifts, the right allocation to every Depot, the correct shifting of the drivers and the correct delivering of the services against Service Level	Bus Contractors Shuttle Operation Centre (output) Depot Operators	External, bus operators or Internal OCOG depending on strategy	G-18 to G-12, used to schedule the bus operation. Critical tool. during Games Operations.
VAPPs Database System	Vehicle Permit asset tracking and management.	Support the asset management and allocation of VAPPs. Ideally it is a database that stores information collected about requirements, then records the allocated permits.	Transport, VAPPs	Transport Technology (Access)	Between G-18 through Games Operations

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3.8.6 Technology, Continued

Transport Systems (continued)

Systems	Purpose / Functionalities	Process	Key Users	Developed By	Life Cycle
Transport Services System and Service Level Database (SLA)	<p>Collect and Manage Service requirements and Levels for all bus services.</p> <p>Maintain in one database the codification system for the transport system.</p>	<p>Support all the process to collect and manage the service level agreement with the different constituent groups. The database will be the central point of information given to both INFO and timetable production, and to the bus consortiums for their scheduling. Venue and Location Reports from the system support the sizing process of the Transport Mall in terms of # Bays and venues for load zone activities.</p> <p>Actually, this system was eventually merged with the Transport Areas Database linked through GIS to develop a single database of services and areas that can also be displayed through mapping.</p>	<p>Bus/Shuttle Operations</p> <p>Communications</p> <p>Venue Transport</p>	<p>Transport (Access linked with GIS)</p>	<p>Started developing G-36 years, in use from G-24 and will be used during Games Operations as the control point for changes and communication with the Bus Scheduling System.</p>
Transport Areas Database	<p>Monitoring the Transport Areas and Venue Zone (Load Zone, Holding/Parking Area) by an Update Central Database Reporting System</p>	<p>Support the temporary development process of the different Transport Areas in terms of use, areas, issues, to be on time when the operations will commence. Provides an interface with Mapping System (GIS) to enable generation of operational maps for any areas with transport activities. Can include bus stops, interchange hubs, parking areas, load zones, transport malls, depots, etc.</p>	<p>Transport Infrastructure Monitoring</p> <p>Venue Transport</p> <p>Bus and Fleet Operations</p>	<p>Transport (Access linked with GIS)</p>	<p>Suggest commence developing G-36, in use G-24 to track and manage information.</p>
Transport Demand Model	<p>Transport Demand Dynamic Modelling and Simulating functionalities. (Semantic)</p>	<p>Support all the definition process of the Transport Network in terms of routes/road capacity or railway, park and ride and train and ride capacity, scheduling of the events that needs transport service, location of the origin points of transport services etc.</p> <p>Provides the number of constituents for each venue, event and enables flow modelling.</p>	<p>Transport Venues</p> <p>Security</p> <p>Event Services</p> <p>External Agencies</p>	<p>External or Internal</p>	<p>Developed between G-48 to G-36.</p>

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3.8.6 Technology, Continued

Transport Systems (continued)

Systems	Purpose / Functionalities	Process	Key Users	Developed By	Life Cycle
GETRAM AIMSUN Micro Simulation System	Microscopic traffic simulator for reproducing traffic conditions in road network by lines, routes, stops and stop times.	Support the process of load zone definition in terms of Areas needed for load/unload vehicles in a WHAT IF logic	Transport Operations for Venues, Parking Areas etc.	External (TSS Transport Simulation Systems)	Used from G-36 through to G-6.
Geospatial Technologies (AutoCAD, GIS Mapping System)	DSS (Decision Support System)	Support on Transport Network, Venue Management, Desktop Mapping, Clustering of Origins for HR, Ticketing, Accommodation etc.	Transport CAD, GIS Operators, used for Transport Maps for planning, operations and Communications	External (ESRI, Autodesk)	Used entirely throughout planning through to Games Operations
GPS Technologies	Collect Travel Time Data on Route Network based on GPS Technology.	Support on Transport Network Design and depending on transport strategy, may be used to track vehicles during Games Operations.	Bus and Fleet Operations	External (Divitech)	G-24 through to Games Operations.
Issue Database	Issue Management System Note, this may be an OCOG system rather than a specific transport system.	Support on the process to collect and manage different issues about Transport (by a specific transport Data Dictionary) to be solved by the different components of transport team	Transport Traffic Operation Centre External or Internal Resolution Team (Bus, Fleet, Traffic etc)	Technology Transport	Ideally G-24 through to Games Operations
ITS Permanent and Temporal Systems	Monitoring control and information on Olympic Road Network System	Support all the process to collect and the information from the different external bodies like sensors, cameras, GPS, etc. The information is centralised in the Traffic Operation Centre, elaborated and delivered to the different systems like Variable Message System (VMS) or Single Info Point (SMS, UMTS) or Collective Info Point (Internet, Televideo, RDSRadio)	Traffic Operation Centre Police, Motorway Companies Link to Olympic Traffic Operation Centre and Main Operations Centre	External	Games Operations, useful to test.
Origins Model	Origin and Destination Flows Analysis for Spectators and Accredited Constituents	Support on Transport Network Design especially for the Arrivals and Departures Transport needs for Accredited Constituents and Spectator Nodes.	Transport Venue Design and Construction Airport Venue Accreditation, Security, Villages	Arrivals and Departures (Excel)	Planning tool. Between G-36 and G-6

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3.8.6 Technology, Continued

Transport Systems (continued)

Systems	Purpose / Functionalities	Process	Key Users	Developed By	Life Cycle
Workforce Planning Model	Counting by location, by day, by shift, by job title the transport workforce requirements. The number of volunteers required is calculated from these numbers.	Each location responsible (fleet, venue transport, bus operations etc) provides detailed information and dot planning. Each location has a worksheet that is summarised in a table that shows number shifts, no. volunteers, no. contractors, no. paid staff etc.	Transport Workforce	Transport (Excel)	Developed G-18, used for G-12 count to Games Operations
Fleet Vehicle Demand Model	Simulates competition-based demand for T3 system, broken down by day of the games period on a quarter hour for each venue; predicts T3 vehicles heading to venues from hotels, depots other venues, airport, etc.	Outputs contributes to fleet resource operational planning, fleet depot allocation, testing operating principles, set operational goals, HR planning support, FF&E planning, depot workload per time of day	Fleet	Transport or External	Developed G-12