



International Sailing Federation

Bidding City Document



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1. ISAF and Bidding Cities

The purpose of this manual and web link is to give all the necessary information and assistance to cities which are bidding or are appointed for the organisation of the Olympic Games. The intention is to explain and establish the role of The International Sailing Federation in the Bid Process. Each bidding city will need to satisfy the Rules and Regulations of the ISAF, so that its proposals in the bid document receive the approval of the Federation in respect of the sport of sailing.



2. Resources

2.1 This document and the web based information

This document should be read in conjunction with the web based document:

http://members.sailing.org/isaf_extranet.php

Certain elements of the web based document are password protected, due to the sensitive nature of the information. A password and access rights can be supplied by the Technical Delegate at ISAF. Both the review of this document and the creation of the web based resource were instigated by ISAF after the 2012 Olympic Games - the aim being, after a successful games to create a benchmark and resource for future bidding cities to build upon. Indeed going forward the host city will be expected to add to this resource and leave sailing in a better position than at the previous Olympic Games - we as a federation are striving like the athletes to make our sport better every time we take to the Olympic stage.

Both this document and the web based version are presented with a grid summary, followed by a detailed document. In this way we have tried to present key dates, information and numbers in a easy to grasp document with real detail in the subsequent document.



2.2 How to use the information

This document is a stand alone document with the basic information and time lines, that allow any bidding city to start the process of developing an Olympic Sailing Venue. Once you require further detail, then the web based pages allow you to go to the next level of detail and understanding. At all times we would recommend that you seek help and guidance from the staff at ISAF.

The web based document is laid out in the following way:

STRUCTURE

This site is laid out in seven Chapters comprising:

- Bid Information - Aimed primarily at bidding cities and the Host City, stating elements that are to be included in the Host City Contract and items that the IF need delivered once the Olympic Games are awarded to that City
- Time Lines and Test Events - key focus are the deliverable elements of the two test events. Sailing is unique that the Host City Contract will state that there are two test events, the first event two years from the Olympic Games. Both will take place at the same time of the year as the dates scheduled for the Olympic Games
- Appointments - The staff and structure that will run the Olympic Games with a focus on the sport deliverables, IF staff, International Technical Officials (ITO), National Technical Officials (NTO) and Sport Specific Volunteers (SSV)
- Documents - These are the Sport documents that ran the sailing at the 2012 Olympic Games and we expect these to be replaced by the 2016 documents as they are approved by ISAF. These documents are linked into the Bid Information, giving bidding cities the latest documents in use. There will also be a copy of the MOU between LOCOG and ISAF
- Delivery - All the information that ISAF have in terms of equipment, spectator areas, branding, live TV and other key areas with the delivery of the Sailing at the Olympic Games.
- Feedback / Learnings - All the documents that were delivered post 2012 looking at the feedback of delivery and planning, including Test Events. This chapter will split into two post 2016, giving the feedback for the last two Olympic Games and continue to do this as future Olympics take place
- Photo Archive - Photos showing areas of interest to an OCOG, in dedicated folders from 2008 and 2012
- Restricted Access - This area has all the live documents and action points relating to the current Olympic Games. This includes the OCOG generated / delivered meeting notes and action points from every meeting between the OCOG and the IF. Plus documents waiting for group input, prior to becoming official.





2.3 ISAF Staff help

A bidding cities direct link with ISAF will be through the Technical Delegates. One of the Technical Delegates (TD) will be a full time staff member at ISAF and at present this is Alastair Fox.

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As you see from the time scale document in section 4, ISAF want to be involved from the very start of a countries aspirations to host the sailing events at an Olympic Games. Involvement with ISAF nine years before you host the Olympic games will result in shortened development times as well as saved budget.





3. Legacy and History

3.1 Legacy

Some of the recent Olympic games have been hosted by cities beside the sea. In Barcelona (1992), the whole venue was built as an extension of the main Olympic village with athletes able to walk to the sailing venue. In March 1999, the Barcelona site won a major architectural award for urban regeneration. ISAF would like all Olympic sailing venues to provide such an outstanding post Games legacy, for the benefit of future generations of sailors in the host country.

The model of a venue being part of the main Olympic host city was also followed in Sydney, Athens and will be the case in Rio, although in all of these cases the athletes needed to take the transport system to get to the sailing venue.

One of the primary ISAF parameters in assessing a bid is the consideration of what facilities will be created permanently, at the Olympic venue, for national and international competition and also training facilities for national programmes at all levels of expertise, to be used in the years following the Olympic Sailing Competition. In addition to the infrastructure, ISAF will also consider the "soft" legacy elements which improve by hosting the Olympic Sailing Competition. Specifically improvements in the country to host world class sailing events, by training people in new skills (IRO, NTO and mark layers) and improving the resource base needed to run these events - specifically what equipment will be retained for use in events by the National Sailing Authority.

3.2 History

The sport of sailing has been included in the Olympic Programme since the Paris Games of 1900, when there were seven events. The French team dominated the competition, with four gold, four silver and six bronze medals. The regatta which had been planned for the first modern Olympics in 1896, in Greece, was cancelled due to rough weather. Sailing has been included in all the Olympic Games since 1908, having missed out in 1904 in St. Louis, U.S.A., because there was no suitable stretch of water in Missouri.

Five of post war sailing events have been in the main city for the Games; these cities are Helsinki, Melbourne, Barcelona and Sydney and Athens (with Rio coming up in 2014, again in the main city). Given bids of equal merit, ISAF would prefer cities which can offer local sailing venues, which means that the Olympic Regatta can be more closely integrated in the overall Games Schedule and the spirit of the Games. This is better for the athletes, spectators and national team managers, and certainly much better for the international media.





4. Key Areas

4.1 Time Scales

Olympic Games Sailing - Bid Time Line

Date from the Olympics	Activity
-9 years	Work with the National Sailing Federation to identify a suitable venue(s) which have the appropriate weather and facility options
- 8.75 years	Identify ISAF to confirm a site visit to look at the potential sites
- 8 years	Based upon feedback from ISAF develop the detail relating to the site and sport for inclusion into the bid book
- 7 years	Country is confirmed as the host for the Olympic and Paralympic Games in seven years time by the IOC
- 6 years	Increase communication with ISAF to identify suitable candidates for the role of Sailing Manager and monitor any changes in format that may impact on the venue
- 5 years	Provisional appointment of Sailing Manager and an opportunity to attend the final Teat Event for the Olympic Games
- 4 years	Sailing Manager to attend Olympic and Paralympic games in a observation role establishing strong links with the outgoing OCOG Sailing Manager
- 4 years	Establish visit schedule with ISAF - this will probably be based upon ten flights and accommodation over the four years, in addition to the two test events
- 3 years	Attend the Practice event for the ISAF World Sailing Championship and establish relationships with this organizing committee
- 2 years	Deliver the first Teat Event for the Olympic Games
- 2 years	Attend the ISAF World Sailing Championships
- 1 year	Deliver the second Test Event
0 year	Deliver the Sailing Events at the Olympic and Paralympic Games
ISAF November conference	Deliver an update / report / debrief to the ISAF Council and attend the Events Committee, in years -3, -2 and -1 with a final debrief at the November meeting <i>after</i> the <i>delivery</i> of the Olympic Sailing Events



4.2 Venue and Spaces

Rooms used during 2012 Olympic Games

Area + description	Owner to define space requirements	Space if known (all in Sq Mts)
Speculator area including all facilities needed to service	Sub contractor in 2012 (see section on spectator venue)	capacity in 2012 4,600 people
Medal presentation area	Ceremony Team	
Sport presentation area for medal ceremony (operations and office space)	Sport Presentation	
Medal storage area (inc safe)	Ceremony Team	
Medal ceremony team office space	Ceremony Team	
Medal ceremony storage space for costumes, changing rooms for volunteers etc	Ceremony Team	
Presenter and athlete holding room (must be very high standard for IOC and athletes)	Ceremony Team	
Scoreboard area - must be viewed from Sport Presentations operations area	Omega / Technology	
Boat parking space for total number of dinghies and cats	Sport	
Toilets and changing rooms for competitors (male and female)	CCW	
Ramp space	Sport	
Container area within boat park	Sport	
Container space close to venue for spare boats and ease of pack up	Venue Management / Sport	
Pit Lane adjacent or mixed within Mixed Zone - one launching ramp must funnel into this	Sport / Broadcast / Press Ops / IF	
Separate photographer area to allow TV and photography to function alongside each other	Press Ops	
Walkway to get to mixed zone without going through boat park	Press Ops / Sport	



Area + description	Owner to define space requirements	Space if known (all in Sq Mts)
Omega cabin for GPS tracking distribution	Omega / Technology	
Windsurfing storage with racking	Sport	
Quarantine area for use before last race by measurement team	Sport	
Anti Doping building to suit numbers of athletes	Anti Doping	
Athlete medical space	Medical / Sport	
Medical storage area	Medical	
Equipment suppliers area within the boat park with office and storage space	Sport / IF	
Competition management offices	Sport	89
Sailing Manager office	Sport	27
Technical Delegates office	IF	29
Sport Info Desk + Team Pigeon Holes	Sport	
Official Notice Board Area	Sport	64
Weigh In Area	Sport	22
Athlete Massage and Physio area	Medical / Sport	23
Sport storage area for bibs etc	Sport	
IF President Office	IF / Sport	23
IF Sec General Office	IF / Sport	20
IF Secretary support for these roles	IF / Sport	25
IF meeting room / work room	IF / Sport	20
Athlete Lounge	Sport	
Athlete catering area	CCW	
Meteorological service work room	Sport / Met services	27
FOP Management Office	Sport	27
Beach Master office and work room	Sport	26



Area + description	Owner to define space requirements	Space if known (all in Sq Mts)
FOP Communication room	Sport	27
Flag pole area and storage for flags / signals	Sport / IF	
On Venue Results	Technology	110
Timing and scoring Antenna tower	Technology	
Results venue workshops (OMEGA)	OMEGA / Technology	
ITO Lounge + catering area	IF	184
NTO and SSV (all on water staff) lounge	Sport	405
ITO changing rooms and toilets + showers	CCW	
Sport distribution area to NTO for daily trackers , radios, equipment	Sport	
NTO and all on water changing and toilets	Sport	
Drying area for all on water clothing (needs to secure and managed)	Venue Management / Sport	
ITO Jury work space	IF / Sport	45
Jury rooms x 4	IF / Sport	4 x 25 - 30
Jury reception area	IF / Sport	28
Jury support work area	IF / Sport	53
Video playback station	IF / Sport	
Tracking playback station	IF / Sport	
Measurement work space	IF / Sport	62
Measurement areas	IF / Sport	900
Venue Operations work space	Venue Management	
Retail outlet for the venue	Retail	
Olympic Family Lounge	Protocol	
Protocol office	Protocol	



Area + description	Owner to define space requirements	Space if known (all in Sq Mts)
Olympic family viewing (on boats?)	Protocol / IF	
TER / CER	Technology	
Broadcast Compound (see separate document driven by OBS)	Broadcast / OBS	
Workforce medical	Medical	
Quiet room	Venue Management	
Radio monitoring of channels (work space)	Technology	
Technology - work space, help desk, operations and storage + GPS Tracking area	Technology	
Print Distribution room	Technology	
Media conference room / also doubled as Team Leader meeting space	Press Operations / Sport	146 sq. mt (capacity approx. 100)
Press Workroom (inc) - operations office, photo workroom, IF press office, Photo ops room, media help desk, press ops office. media catering area	Press Operations	1000
Workforce break area	Workforce and CCW	
Catering production area	CCW	
Catering storage	CCW	
Cleaning and waste area - (inc) office, Coke office, catering office, compound, storage containers	CCW	
Look storage	LOOK	
Site management office space	Site Management	
Radio distribution	Technology	
Workforce check in	Workforce	
Athlete entrance	Security	



Area + description	Owner to define space requirements	Space if known (all in Sq Mts)
Transport drop zone Media Transport drop zone Athlete drop zone	Transport	
Venue Accreditation offices	Accreditation	
Transport and bus offices	Transport	
Uniform distribution (if done on site)	Uniform (UDAC)	
Logistics compound	Logistics	
Fuel Station on the water to fuel the on water fleet, including NOC coach boats	Venue Management / Sport	





4.3 Equipment

Equipment Overview (Craft & major items)

Read in conjunction with detailed report

Please note that the amount of equipment is dependent on the number of courses that you are running in relation to the number of days that you have scheduled to complete the programme. At present (April 2013), these are unknowns and are likely to only be confirmed in November 2013.

The data below is based on the London Olympic Games where 5 courses were possible, run by 6 different race teams over a period of 14 days.

Description	No	Comments
Start Boat - 11 Mt Cat	5	Standard cat platform with fly bridge (buy 1rent 4) 1m1t x 5.2 m beam - great stability/ platform
Start Boat - Match racing	1	used a Beneteau ST34 as part of sole supplier range of hard sided boats
Pin End - 8.5m Protector	5	Used centre console to allow ease of line sighting - large orange staff and flag for i/d
Mark Boats - 7.5m rib	20	Open (two side by side seats) - store spare marks with covers inside the boat
Finish Boats	4	Not on all courses - Beneteau supplied
Rescue Boats	20	Open ribs 5.8 mt - 7 mt max (experienced staff with course specific skills)
Repeater Boats	6	Needed to rely the Omega signal (under their instruction) within FOP model for communications and control. Beneteau supplied
Super Subs - 8.5 m Protector	3	Cabin Protector with very experienced staff and kitted out to complete any activity
Jury Boats	20	Ribs with 90 or 140hp outboard - NB Jury boats should be low wash with a suitable lightweight boat and 60-70hp outboard (side by side seat)
Equipment Inspection boats	10	Ribs with 90 - 140 hp, look at function and layout as many used for storage of spare spinnakers
Marshall boats - mixture of 8.5 mt Protectors and ribs		Used to control the media and maintain fair racing - lead marshall on each course
Written Press	5	5 boats with 12 person capacity (60 total) Beneteau ST 44 to provide comfortable ride and height so not very close to race marks
Photo press	14	7.5 - 7.8 mt ribs - OCOG controlled driver run by Press Ops (Venue Photo Manager i/c Sport)



Description	No	Comments
OBS Boats	18	4 11mt cats and 14 ribs (see report)
OBS (RHO)	10	Rights holders ribs supplied by the OCOG for OBS to manage
Supplied Equipment	3 - 5	Depends on craft supplied (2012 had 4 ribs and 1 x Protector for Elliot, RS:X and Laser
Protocol Boats (Olympic Family and ISAF) - in future may depend upon position of spectator stands to Family Lounge	4	Olympic Family and ISAF President Boat - all Beneath supplied and were mainly Trawler 55, 44 and one Antares GT 44 (run by Protocol with links to Sport)





4.4 Test Events

Olympic Test Events

INTRODUCTION

The bid book states that the host City will deliver TWO sailing test events. These should take place at -2 and -1 year from the Olympic Games period and should be held at exactly the same time as the Olympics are planned to confirm typical conditions. Sailing will probably be the ONLY sport that has two test events, but these are necessary due to the nature of the sport. It also presents the OCOG with a unique opportunity to test going from a planning mode into a delivery mode. Below we have detailed typical goals for the two test events and obstacles that you will have to overcome within the OCOG to meet the testing goals.

TEST EVENT - 2 YEARS

Area	Description of Goal and challenges
Event	The event will have set goals and the main challenge for the OCOG, will be going into a delivery mode. This can be eased by moving an existing sailing event to the time window that is required, thus easing the delivery burden due to existing manpower, knowledge and resources
Race Areas	All race areas must be tested over a suitable length of time. These areas should have already been used in national events, but this may be the first time that they are used during International Competition. The OCOG will already be very confident that the areas will work from a wind and tide perspective with suitable allowances for the spectator needs during the Olympic games
Race Teams	ITO will be appointed by ISAF and NTO will be agreed between the OCOG and National Governing Body (NGB). ISAF have the power of veto for NTO if they perceive any impact on impartial delivery of the Olympics. This event will be the first opportunity for the lead ITO's to work with their NTO and their race teams
Venue	If possible use the venue in the same layout, even if temporary buildings are used for the Test Event. The test event provides valuable feedback but make sure that this event is synchronized with venue development across the OCOG, as they typically run one time line across all venues. Close links to Venue Development and Venue Management are essential. Spectator delivery is not a key factor at this event, but spectator testing in terms of sight lines, time lines and spectator expectations need to be thoroughly tested and confirmed
NTO	From -4 years a suitable plan should be in place to have qualified and experienced NTO in position for the first Test Event. This plan may identify additional training that is needed, so that NTO's work to the ISAF system of course / mark terminology (<i>what is this called???</i>)



Area	Description of Goal and challenges
Format	ISAF are currently changing the Olympic Format to make it more spectator / TV friendly and this needs to be incorporated to the first Test Event. Much can be learned from close links and observation with the team delivering the ISAF Sailing World Championship which will coincide with the period for the first Test Event. The ISAF World Sailing Championship will also give the OCOG Sailing Manager good contact with National Team Managers and attending the ISAF Sailing World Championship Test in -3 years will be very beneficial for knowledge transfer
Equipment	If the OCOG utilizes an existing venue there will already be a good supply of ribs, start boats, marks etc. However these will probably not be to Olympic specification and the Test Events provide an ideal opportunity to test equipment prior to confirming the purchase for delivery prior to the final Test Event at -1 years. Post OCOG have used a centralized purchase department and if this is the case then close liaison is needed to make sure that equipment is specific to the job that it is purchased
Look	Early LOOK, particularly if your OCOG is looking to incorporate the OCOG LOOK into areas that are on the boats for technical identification. This LOOK and identification will need to be approved by ISAF. e.g In 2012 the OCOG typeface was incorporated into all boat LOOK, including country code identification - this testing was started at the -2 Test Event
Meeting Schedules	Test the Games time meeting schedule between the various stakeholders, with particular emphasis on Sailing Manager, ISAF TD's, Field of Play, Jury, Race Management. TV and media will only be present in small numbers so will probably not be part of the review
OCOG Functional Areas	Most FA within the OCOG will not be in a position to support this event, so SPORT will take the primary delivery role, utilizing FA as much as possible, but at least giving them the opportunity to observe the sport / event. The majority of athletes are probably exactly the same as those who will return in - 1 and 0 years.
Budget	Make sure that the OCOG has allocated suitable budget and resource to cover the -2 year Test Event
Entries	A minimum of two (2) entries per nation should be allowed to compete in each discipline
SUMMARY	Test FOP (including wind and tide impact), race teams, shore facilities and spaces that exist, initial samples of equipment, daily run schedules and any LOOK / branding ideas.



Area	Description of Goal and challenges
OUTCOME	Be in a position where the learning from the event will allow the OCOG to deliver -1 Test Event as a perfect trial run of the Olympic Games and where you still expect to learn and refine, but make no fundamental changes. The final delivery template is decided after this event

FULL TEST EVENT - 1 YEAR

Area	Description of Goal and challenges
Event	The event will be your final full test before delivering the sailing events at the Olympic games. It may well be part of a series of tests across all sports run by the OCOG and observed by the IOC and IF. It should last the same duration as the Olympic Games and test all aspects, taking place at the same time of the correct month, as the Olympic Games
Race Areas	All race areas will be fully tested to the same format as that which will be used at the Olympic Games
Race Teams	ITO's will be appointed by ISAF to work with the same NTO teams as are expected to be used during the Olympics. Race Management will be expected to be of Olympic standard, using all the Olympic Race Management equipment. A major decision is in the number of race teams reflecting the class and course configuration. In 2012 6 full race teams were used so Race Management stayed with a class seeing it through from race 1 to the final race
Venue	Venue should be in its final layout with the exception that a full test of TV and media facilities will not be possible. Media and TV facilities will still be needed but not to the full size. Any temporary structure that is to be used at the Olympic Games must be fully tested for all weather conditions (rain and window having a significant impact on the operational suitability of temporary structures. Measurement buildings and schedules should be evaluated. Changing climatic conditions from one game sot another must be full understood in relation to shade, air conditioning etc
NTO	Final test of race management to be evaluated against Olympic Standards
Format	Final check with particular emphasis on the media / spectator / race interface



Area	Description of Goal and challenges
Equipment	Final check of all equipment. As this is a full test all equipment needs to be available with a plan to service and store for the 12 months until the Olympic Games. Equipment may be modified after this event based on feedback from its final users
Look	Continue development of the final LOOK application. The detail needs to be shared with the National Teams, so that they can train prior to the Olympics with the correct weight and stretch impact that the LOOK may have when applied to their sails (they do not need to know the detailed design, but size and position will allow them to also prepare. Test any application as issues were seen with LOOK application in 2004 and 2008. Use companies who work in the application of branding to performance boats in the marine sector
Meeting Schedules	Test the Games time meeting schedule between the various stakeholders, with particular emphasis on Sailing Manager, ISAF TD's, Field of Play, Jury, Race Management. TV and media may only be present and not delivering, but must be part of the review
OCOG Functional Areas	Most FA's within the OCOG will be in a position to support this event and the level of the support will be defined by the OCOG. No competitor accommodation is required.
Budget	Budget will probably be part of the OCOG testing programme. Assume that competitors will be displaying their own sponsors in accordance with ISAF rule book
Entries	A minimum of one entry per nation should be allowed to compete in each discipline and this may be limited to the exact quota of the Olympic Games (discuss this with ISAF TD's)
SUMMARY	Full test of all applicable aspects for the following years Olympic Games
OUTCOME	Be in a position where the learning from the event will allow the OCOG to fine tune this event, to deliver a perfect Olympic Games.



KEY TIMELINES

Activity	First Test Event (-2 Years)	Final Test Event (-1 Year)
Agree scope with ISAF	(January - March) - 3 years from OG. This cycle 2013.	Same date as for first Test Event
NOR	Nov 2013	Nov 2014
Other documents (S.I. etc)	April 2014	February 2015