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Appendix A.3.1. Operating Budget Template

(YEAR) World Rowing Championships Bid Questionnaire				
Provisional Operating Budget				
	Income and Expense	INCOME in euros	EXPENSE in euros	Comments
SECTION A. GENERAL INFORMATION				
	OC personnel		0.00	
	OC Travel		0.00	
G1.1	FISA Visits - within Europe*		0.00	Up to 12 visits before the event - cost of flights (accommodation and meals to be covered separately by the OC).
	Other		0.00	
General Information Sub-Total			0.00	

SECTION B. THE VENUE - FACILITIES & OPERATIONS				
B1 Maps & Plans				
B1.1-2	Venue and layout plans		0.00	
B2 The Water body				
B2	Maintenance of water body or banks		0.00	
B3 The Course				
B3.2	Warming up, Cooling down area		0.00	Swimming lines, big buoys, anchors
B3.4	Albano system		0.00	Buoys, wires, anchors
B3.5	Advertising banners fixing		0.00	8mm (or 2x4mm) wire along the course, anchors, cross wires
	Course signs		0.00	
	Other		0.00	
B4 Regatta Facilities				
B4.1	Start Tower		0.00	
B4.2	Start Bridge		0.00	
F1.1	Para-rowing Start Bridge		0.00	If applicable
B4.3	Aligner's Hut		0.00	
B4.4	Intermediate Timing Huts		0.00	
B4.5	Finish Tower		0.00	
	Timing cabling		0.00	
	Other		0.00	

B4.6-10	Pontoons in Finish Area		0.00	Victory Ceremony, motorboats, rescue, TV work pontoon
B4.11	Public address		0.00	
B4.12	Local presentation		0.00	Local commentators & announcer
G1.1	Sports presentation service*		0.00	Costs of FISA Presentation Team (fees and travel costs)
	Other		0.00	
B5 Technology				
B5	Results & Data Service*		0.00	Provided by the FISA contract partner (includes equipment)
B5.1	Photocopying Service		0.00	
B5.2	Athletes' scoreboard		0.00	3 rows, if applicable
B5.3	Video board		0.00	
B5.4-5	Telephone lines		0.00	Timing, Regatta organisation
B5.6	Walkie-talkies		0.00	At least 50, including 20 for FISA
B5.7	Intercom System		0.00	
B5.8	Mobile phones		0.00	Up to 20 for FISA
B5.9	Broadband Internet service		0.00	Throughout the venue; cabled and wireless
B5.9	Internet service for teams		0.00	Wi-fi, internet cafe
	Other		0.00	
B6 Motor boats				
B6.1	Umpires		0.00	Minimum 6 catamarans
B6.2	TV catamarans		0.00	Up to 3, rental from FISA
B6.3	Commentary		0.00	Minimum 2 catamarans (if applicable)
B6.4	Rescue boats		0.00	Minimum 5 boats
B6.5	Work/service boats		0.00	Minimum 5 boats
	Fuel for boats		0.00	
	Service facilities		0.00	
	Other		0.00	
B7 boathouse - Team Facilities & Services				
B7.1	Boat storage		0.00	Storage for up to 500 boats
	- Indoor		0.00	
	- Outdoor		0.00	
B7.2	Changing Rooms		0.00	
B7.3	Showers		0.00	
B7.4	Toilets		0.00	

B7.5	Launching Pontoons		0.00	Ideally 4 pontoons 6x20m
B7.6	Control Commission Hut		0.00	
B7.7	Athlete weighing		0.00	
B7.8	Boat weighing		0.00	
B7.9	Para-Rowing classification		0.00	
B7.10	Ergometers		0.00	
B7.11	Boat repair & boat builders		0.00	Serviced space (with electricity supply) for at least 6 boat builders
B7.12	Boat washing		0.00	
B7.13	Welcome and Information Centre		0.00	At the airport (train station) and at the venue
B7.14	Rest Area		0.00	
B7.15	Coaches' viewing		0.00	Bike rental, minibuses, platforms
	Tents, containers		0.00	
	Other		0.00	
B8 Offices & Meeting Rooms				
B8.1	Meeting Rooms		0.00	
B8.2	The Draw room		0.00	
B8.3	Jury room and lockers		0.00	
B8.4	OC Offices on site		0.00	
B8.5	FISA offices		0.00	
	Office Equipment		0.00	Computers, paper, etc.
	Tel, Fax, Postage		0.00	
	Other		0.00	
B9 Medical Facilities/Services				
B9.1	Medical Centre and Services		0.00	Medical Centre, ambulances, access to hospitals
B9.2	Anti-Doping Control Centre and Testing costs		0.00	Estimated cost of testing, transport of samples and analysis at WADA approved laboratory
B9.3	Massage Area		0.00	
B9.4	First aid		0.00	
B9.5	Ambulances		0.00	
B9.6	Rescue Service		0.00	
	Other		0.00	
B10 Written media				
B10.1	Media Centre		0.00	
B10.2	Press Operations		0.00	

B10.3	Press copy centre		0.00	
B10.4	Press Grandstands		0.00	
B10.5	Photographers Facilities		0.00	Start, finish, platforms and/or pontoon boats
	Equipment		0.00	Tel/fax lines, photocopying
	Other		0.00	
B11 Television production				
B11.1	Cost of host broadcast		0.00	
B11.2	TV compound		0.00	
B11.3	Commentary positions		0.00	
B11.4	Closed Circuit TV production		0.00	
B11.5	TV monitors		0.00	
B12 Spectators Facilities and Services				
B12.1-3	Grandstands			
	Construction of Permanent Grandstands		0.00	
	Rental of Grandstands		0.00	
B12.4	Food & beverage services		0.00	
B12.5	Information service		0.00	
B12.6	Merchandising & market place		0.00	
B12.7	Sanitary facilities		0.00	
B12.8	Banking, Post		0.00	
B12.9	Ticketing costs		0.00	
	Other		0.00	
B13 Hospitality Facilities and Services				
B13.1-2	VIP facilities		0.00	Facilities
	VIP services		0.00	Catering, other services
B14 Environmental Sustainability				
B14.1-3	Environmental sustainability costs		0.00	EMS, consultation fees, water and air quality measuring
Venue - Sub-Total			0.00	

C. EVENT OPERATIONS

C1 Meteorology

C1	Meteorological services		0.00	During the event
	Other		0.00	

C2 Organising Committee Publications

C2.1	Website set up and maintenance		0.00	
	OC Publications		0.00	Bulletins, Team Managers Manual
	Souvenir programme, start and result lists		0.00	
	Other		0.00	
C3 Security				
C3.1	Security services		0.00	
	Other		0.00	
Accreditation & Entries				
0				
	Accreditation Centre & Equipment		0.00	
	Accreditation service		0.00	
	Crew photo albums			Crew Photographs and Athlete Registration
C4 Ceremonies and Social Events				
C4	Opening Ceremony		0.00	
C4	Victory Ceremony*		0.00	Medals, Diplomas, flags, backdrop, anthems per FISA Regulations
C4	Nations Dinner		0.00	For approximately 200 people
C4	FISA/OC receptions		0.00	
C4	Media Reception		0.00	For approximately 50 people
C4	Jury Reception		0.00	For approximately 50 people
C4	Farewell Party		0.00	
	Other		0.00	
C5. Event Promotion				
0				
C5	PR Agency fee		0.00	
C5	Promotional activities		0.00	Newspapers, TV, radio, posters, promotional tours, etc.
	Other		0.00	
Event Operations Sub-Total			0.00	

D. EVENT LOGISTICS				
D1 Accommodation				
D1.1	Teams		0.00	Any costs other than actual accommodation (room) costs
D1.2, G1.1	FISA Council, Commission and staff members (B&B)		0.00	Per FISA Regulations (30 persons x 10 days single rooms)
G1.1	Jury (Full Board)		0.00	Per FISA Regulations (18 persons x 10 days single rooms)

G1.1	FISA Commentary Team (B&B)		0.00	4 persons x 10 days single rooms
G1.1	FISA Timing & Results Service Provider (Full board)		0.00	7 persons x 12 days single rooms
	OC personnel		0.00	
	Other		0.00	e.g. TV catamaran drivers
D2 Food Services				
D2.1	Teams		0.00	Any costs other than actual meal costs
D2.2	OC, Jury, FISA, Presentation team		0.00	Lunches at the venue
D2.3	Media catering		0.00	Light snacks, tea, coffee, water
D2.4	Bottled water		0.00	
D2.4	Water quality analysis		0.00	
	Other		0.00	
D3 Transportation & Parking Services				
D3.1	Welcome desk		0.00	At the airport
G1.1	Jury members travel costs*		0.00	Per FISA Regulations
D3.2	Airport transport		0.00	Per FISA Regulations
D3.3	Local transport		0.00	Between the venue & the hotels
D3.5	Traffic management		0.00	
D3.6	Transport facilities		0.00	Dispatch office, waiting areas, drop off, etc.
D3.7	FISA vehicles		0.00	
D3.8	Spectator transport		0.00	e.g. Park and Ride
	Parking		0.00	Teams, Officials, Media, VIP/Sponsors, and Spectators
	Boat Transport		0.00	
	OC vehicles		0.00	
	Signage		0.00	Within the venue, and outside (to help Spectators find the venue from the city).
	Other		0.00	
D4 Development Programme				
D4.1	Meals, accommodation and transport		0.00	x persons for 10 days, full board, free of charge
D4.2	Training Camps		0.00	Co-ordinated with the FISA Development Programme.
D4.3	Boat Provision		0.00	Assistance with boats for developing countries where requested.
	Other		0.00	
Event Logistics Sub-Total			0.00	

SECTION E - THE FISA CONGRESS				
E1.1	Facility Rental		0.00	To accommodate 300 people
	Audio Visual Equipment Rental		0.00	Computer projector and big screen video board
E1.2	Translation Equipment Rental		0.00	2 interpretation booths and 300 head sets
E1.2	Interpreters		0.00	FISA approved professional interpreters (at the cost of the Organising Committee).
	Congress Lunch		0.00	For up to 250 people
	Other		0.00	
FISA Congress Sub-Total			0.00	

SECTION G - FINANCIAL AND COMMERCIAL ASPECTS				
G1 Budget				
	Bidding fee		0.00	
	Hosting fee		0.00	
	Contingency amount		0.00	Unexpected expenses
G2 Commercial Rights				
G2.1	Commercial rights fee		0.00	
G2.1	Grant funding & sponsors			
	NF	0.00		National Federation
	NOC	0.00		National Olympic Committee
	National Government	0.00		
	Regional Government	0.00		
	Local Government	0.00		
	Military Forces	0.00		
	Local sponsors	0.00		From sale of Commercial Rights purchased from FISA.
	Foundations	0.00		
	Individuals	0.00		
	Other	0.00		
	Ticket Sales			
	Presidents Grandstand	0.00		Additional seats purchased by NFs
	FISA Family Grandstand	0.00		Pre-sales to National Federations - reserve up to 1000 tickets
	Reserved Seats	0.00		Spectators (numbered seat)

	General Admission	0.00		Spectators (non-numbered seats)
	Souvenir program, start and result lists.	0.00		Official event souvenir programme advertising, sales
	Tourist packages	0.00		
	Food services	0.00		
	Market place	0.00		
	Other	0.00		
G3. Merchandising & Licensing Programme				
G3.1	Merchandising & licensing income	0.00		Profit share.
G4. Insurance				
	General Liability		0.00	FISA to approve.
	Public Liability		0.00	FISA to approve.
	Contingency		0.00	FISA to approve.
	Other		0.00	FISA to approve.
Finances Sub-Total		0.00	0.00	
Total Income				
		0.00		
Total Expenses				
			0.00	
Operating Surplus OR Deficit				
			0.00	

* These amounts are fixed at the time of the bid. Any costs relating to these expense items over and above this total amount will be covered by FISA.

Appendix A.4.1.a. 2006 Eton Organisational Chart

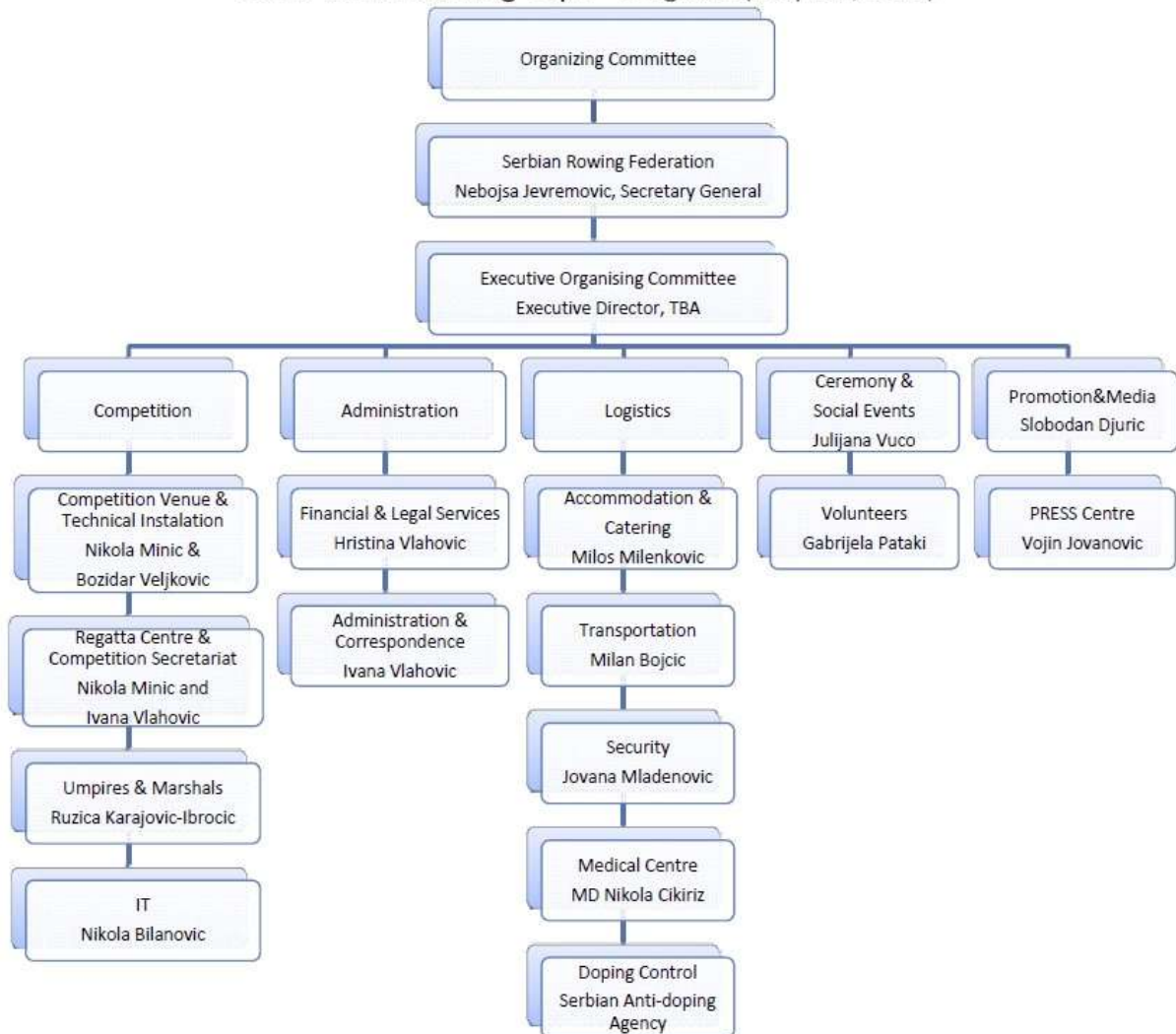
ORGANISATIONAL CHART

A. 2006 WORLD ROWING CHAMPIONSHIPS -- ETON, GREAT BRITAIN

Executive Committee	Organising Committee	Local Authority Liaison	Supporters Club Liaison
Chairman	Accommodation	Marketing & Promotion	Ticketing
Deputy Chairman	Accreditation	Media and Telecom Services	Traffic & Parking
Event Manager	Adaptive Rowing	Media, TV and Public Relations	Transport
Treasurer	Amateur Rowing Association	Medical	Volunteer Administration
ARA Chairman	Athlete Liaison	Planning	Volunteer Communications and Training
International Director, UK Sport	BBC Television	Promotional Strategy	Volunteer Welfare
UK Sport	Dorney Lake Facilities	Protocol	Website
	Dorney Lake Management	Regatta Control & On-water Facilities	
	Catering	Site Communications	
	Finance and Budget	Site Facilities	
	Health & Safety Coordination	Spectator Services	
	Information		

Appendix A.4.1.b. Belgrade 2017 Organisation Chart

2017 World Rowing Cup I – Belgrade (May 5-7, 2017)



Appendix A.6. Policy on natural World Heritage Sites

World Heritage sites

1.1 UNESCO

The United Nations Educational, Scientific and Cultural Organization (UNESCO) seeks to encourage the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity. This is embodied in an international treaty called the Convention concerning the Protection of the World Cultural and Natural Heritage, adopted by UNESCO in 1972.

1.2 Natural heritage

Natural heritage refers to outstanding physical, biological and geological formations, habitats of threatened species of animals and plants and areas with scientific, conservation or aesthetic value. Sites selected for World Heritage listing are inscribed on the basis of their 'Outstanding Universal Value' as the best possible global examples. Natural World Heritage sites identified on the World Heritage List of sites¹ reflect the wealth and diversity of the Earth's natural heritage.

1.3 World Rowing natural World Heritage site policy

World Rowing understands the value and importance of natural World Heritage sites and commits to respect and preserve their Outstanding Universal Value. This will be achieved through the careful assessment of any potential conflict with these sites and their buffer zones arising from World Rowing-sanctioned events, development and other official activities. Additionally, World Rowing will raise awareness across the wider sport of rowing (beyond World Rowing-sanctioned activities) so that National Federations, governing bodies, clubs and regattas understand how to avoid negative impacts on the Outstanding Universal Value of natural World Heritage sites and their buffer zones.

1.4 Investigative processes and due diligence

- World Rowing policies, including bidding and operational guidelines, require a designated authority - including World Rowing's agents, Organising Committees, bid companies, national governing bodies and rowing clubs - to investigate whether any proposed World Rowing-sanctioned activity (and associated developments) is in or near to a natural World Heritage site or associated buffer zone².
- Where a proposed activity (and associated developments) is near to a natural World Heritage site or its buffer zone, conservation experts, and/or UNESCO, should be consulted regarding any potential impact. If necessary, a report should be provided demonstrating that the Outstanding Universal Value of the natural World Heritage site will not be compromised by the proposed activity.
- If it is not possible to make the checks and investigations outlined above, the presumption should be that the rowing activity (and associated developments) cannot take place in that location

1.5 Existing venues, courses, events and training camps

World Rowing, including its agents, Organising Committees and similar bodies, should find new locations for rowing activities (and associated developments) unless identified risks of conflict with natural World Heritage sites can be fully addressed, with verification by conservation experts and/or UNESCO.

1.6 New facilities, venues, and development proposals

World Rowing, including its agents, Organising Committees and similar bodies, should reject proposals for new locations for rowing activities (and associated developments) where potential for conflict with natural World Heritage sites has been identified.

¹ <http://whc.unesco.org/en/about/>

² <http://whc.unesco.org/en/list/?&type=natural>

1.7 Tentative natural World Heritage sites

Where new or existing rowing activities (and associated developments) are planned in an area that has been identified on the Tentative World Heritage List³, World Rowing (or its agents, Organising Committees and similar bodies) should work with the national government proposing the site's nomination to UNESCO to investigate whether rowing use (and associated developments) is compatible with the natural heritage value of the nominated site.

³ <http://whc.unesco.org/en/tentativelists/>