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ITU EVENT ORGANISER'S MANUAL

Acknowledgment

The ITU Sport and Development Department would like to thank the Event Organizers and the Technical Officials who contributed to the preparation of this manual. This document is based on the valuable knowledge and experience of the triathlon family.

This specific version has been prepared by the ITU Sport Department and reviewed and approved by the ITU Technical Committee in March 2015.

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ITU PRESIDENT'S FOREWORD



Marisol Casado

President of,
International
Triathlon Union

Triathlon is one of the most diverse sports practiced today. The traditional format includes the combination of three unique and exhilarating disciplines across various distances. Throw in aquathlon, cross triathlon and duathlon and the multisport lifestyle is something everyone in all parts of the world can enjoy.

For the last 25 years, ITU has been committed to growing our great sport. I'm proud to say we now have more than 160 National Federations, races on every continent and we enjoyed more flags at the 2012 London Olympics than ever before. From elite participation to grassroots events, we at ITU are committed to setting the standard for triathlon races.

The increased and ever growing interest in multisports prompted us to create a second edition of the Event Organizers' Manual. With insight from event organizers of all levels across the globe, this guide aims to assist you in creating the best race environment possible. An ever evolving journey, we welcome the opportunity to continue revising event operations in order to create safe and enjoyable triathlon atmospheres.

Thank you for your commitment to triathlon, and the best of luck to you in organizing your next race.

ITU SPORT DIRECTOR'S FOREWORD



Gergely Markkus

Sport Director of
International
Triathlon Union

One of the benefits of hosting a triathlon event is that it is not necessary to have significant permanently built infrastructure in place. We are all able to adapt ourselves to the local conditions and not the other way around. If we don't have a location to swim, the duathlon can be an option. If there are only dirt roads available, we have a solution again with the cross triathlon. I think there is no place, where a triathlon or one of its related multisport can't be organized.

This flexibility sometimes brings some challenges. There is not one simple way of staging an event. There are not two single triathlon events in any part of the world, which have exactly the same conditions. An event organizer always needs to find the best solutions based on the given environment.

This book is trying to help you with some standards, which can be applicable or adaptable for your event. It is not a rule book, it is more of a guide for you to get some answers when you reach a "crossroad" in your planning. It can be used and adapted for a triathlon or multisport event, but it has to be used and followed for any ITU competitions. The assigned Technical Delegates will always be there for any ITU event to help with the interpretation of this manual.

Our aim is that this book becomes the most valuable tool for anyone getting on the wonderful path of becoming a triathlon event organizer as it follows the development of the sport over the past years, with valuable input from the whole triathlon family.

I would like to thank all my colleagues for their hard work putting it together and wish you all the success hosting an event.

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ITU EVENT ORGANISER'S MANUAL

PART 1

INTRODUCTION

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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1.1. PURPOSE

The Event Organizers' Manual (EOM) contains all of the basic elements to be applied to all the ITU Events and ITU Events' Categories as defined by the ITU Competition Rules (Appendix Section). In addition to these uses, this manual also applies to any Major Games in which any ITU related multisports are included.



For more specific information on the event management of the various ITU Events, ITU distributes a LOC requirement document. These documents can be found at [here](#). The EOM remains the basic guideline on event management and applies to any areas not specified in the LOC requirement document.

The assigned Technical Delegate of your event will be your main point of reference and will be able to provide clarifications and guidance on each and every section of the EOM. The TD is authorized to adapt the specifications outlined in this document to the local event's conditions.

1.2. DEFINITIONS



The definitions of the terms and the acronyms that are used in this document can be found in Appendix Section of the [ITU Competition Rules](#).

1.3. INTENTS OF ITU

The intents of ITU are:

- ITU implements a partnership style of management with the LOC and the host city;
- The LOC will collaborate closely with ITU, the NF and the host city to ensure that all articles in the agreement, the ITU Rules are complied with;
- The LOC awarded an ITU event is expected to comply with the provisions outlined in the EOM.

1.4. ITU EVENTS AND CATEGORIES



- ITU events are the events sanctioned by ITU including those that may be added or varied from time to time;
- ITU related multisports can be found in Appendix I of the ITU Competition Rules.
- The list of the ITU Events and Categories can be found in Appendix Section of the [ITU Competition Rules](#).

1.5. THE PRINCIPLES OF ITU EVENTS

All the ITU events should be conducted under the following principles:

- safe and fair;
- spectator and media friendly;
- sponsors' satisfaction;
- profitability;
- brand consistency – look and feel; and
- legacy for the host city and NF.

1.6. INTRODUCTION OF THE ITU SPORT & DEVELOPMENT DEPARTMENT

The ITU Sport Department led by Gergely Markus (HUN), is one of the four (4) departments within ITU. The department has eight (8) full time staff and occasionally a number of interns to support its operations. A number of areas are included under the Sport Department, such as Sport Administration, Technical & Operations, Results & Data, Sport Development, Paratriathlon & Multisport.

ITU Sport Department staff



Gergely Markus (HUN)– Sport Director

Responsible for: General questions about ITU Events, Technical Education, Major Games (Olympic Games, Youth Olympic Games).



Thanos Nikopoulos (GRE)– Senior Manager, Technical Operations

Responsible for: Technical Operations for all ITU Events, Technical Equipment Certification, Paratriathlon Operations, Technical Officials Certification, Event Organizers & TOs' education.



Enrique Quesada (ESP)– Senior Manager, Sport Results

Responsible for: Entries, Results, Ranking, Qualification and Statistics, Rules.



Zita Csovellyak (HUN)– Senior Manager, Development

Responsible for: New National Federation support, General questions on all Development projects and programmes; Development communication to all Continental Confederations.



Eric Angstadt Torres (ESP)– Manager, Technical Operations

Responsible for: Paratriathlon and Multisport



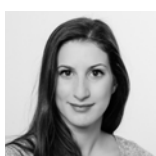
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Responsible for: Entries, Results, Ranking, Qualification and Statistics, ITU Uniform Panel.



Eriketti Margari (GRE)– Assistant Sport Operations and Development

Responsible for: Technical Documentation, Sport department administration.



Alpar Nagy (HUN) – Assistant Technical Operations
Responsible for: Technical Documentation, Sport
department administration.



Rolf Ebeling (GER) – Sport Department Consultant

1.7. ITU/CONTINENTAL CONFEDERATION OFFICIALS

1.7.1. ITU Executive Board/Committees Representatives

Represent ITU at all VIP functions and are able to attend all meetings of the ITU appointees and ITU staff. A Continental Executive Board Representative will be present at the Continental events.

1.7.2. ITU appointees

- a) **ITU Team Leader (TL)** coordinates and ensures successful implementation of all ITU appointments of World Triathlon Series, Triathlon World Cup and Multisport World Championships events including: TD, host broadcaster, live coverage and media crew. The TL is responsible to ensure that the requirements of the EOM are implemented to the fullest possible degree.



These roles and responsibilities will be assigned to the TD for the Continental and Multisport Series Events.

- b) **ITU Technical Delegate (TD)** ensures that the requirements of the EOM are implemented, as well as the implementation of the ITU Rules governing the competition including the anti-doping elements of the ITU event.
- c) **ITU Assistant Technical Delegate (ATD)** assists the TD in areas assigned to him/her. The ATD is part of the ITU technical education program.
- d) **ITU Medical Delegate (MD)** is in charge of the medical elements of the ITU.



The MD role will be fulfilled by a medical person appointed by the TD, in case the MD is not assigned for an ITU event.

1.7.3. ITU media staff

These are assignments that may appear at any ITU event:

- a) **ITU Media Delegate:** has the overall responsibility for all ITU media staff on site. Coordinates all aspects of the ITU media crew and is the primary liaison for all media matters.
- b) **ITU Print Media Manager:** is responsible for generation of all print media material including press releases, athlete quotes, news stories etc. Responsible for helping set up the media zone and press conferences as per ITU standards. Also responsible to liaise with the LOC on media management and accreditation.

- c) **ITU Online Producer:** is responsible for live coverage at the event on www.triathlon.org including live results, photos, text updates, leader-board, live audio and live video, if applicable. The online producer is also responsible for post-event TriCast production for the ITU website.
- d) **ITUtv News Liaison:** is responsible for production and distribution of broadcast news highlights.
- e) **ITU Official Photographer:** attends all official functions and will have priority at the competition. The official photographer shares resources with local media.
- f) **ITU Onsite TV Producer:** manages all aspects of field production and direction of host broadcaster team including; local scenic, pre-race interviews and features, all race footage, post-race interviews, dubbing of tapes for local broadcasters.
- g) **ITU TV Editor (cutter):** edits the broadcast show on site. Must have a separate room in host hotel for undisturbed production of the show.
- h) **ITU TV Camera Crew:** is responsible for obtaining all footage required for production of broadcast and online material. Works under direction of onsite producer. The size of the camera crew varies between 1-4 people.
- i) **ITU TV Voice Over:** is responsible for voicing of all official ITU functions, TV show and live internet coverage. Can also facilitate LOC, if needed, on site.
- j) **ITU Timing and Results Manager:** coordinates the live results as directed by the online producer.



1.7.4. ITU officials' responsibilities

- a) **ITU Team Leader's responsibilities**
 - ☐ Request a copy of the event contract from ITU;
 - ☐ Make early contact with the LOC;
 - ☐ Oversee all website information for accuracy and consistency;
 - ☐ Approve the schedule in consultation with the TD;
 - ☐ Liaise with the ITU Media and Television Director to ensure all TV requirements and plans are in place;
 - ☐ Manage the branding and look plan and ensure that the LOC is aware and prepared to follow the ITU Branding Guidelines;
 - ☐ Review key branding areas with TV camera crew;
 - ☐ Approve the final branding plan and check the installation;
 - ☐ Liaise with LOC chair of protocol and manage the medal ceremonies;
 - ☐ Approve music play list;
 - ☐ Manage the sound check and the placement of all speakers;
 - ☐ Approve all planned social functions and venues;
 - ☐ Develop an ITU staff meeting schedule that compliments and works with the LOC meeting schedule for the week of the event;
 - ☐ Approve and manage accreditation for ITU officials;
 - ☐ Request and ensure that ITU officials have the required communication tools (cell phones and radios);
 - ☐ Ensure that the LOC has travel and accommodation details for all ITU officials and guests;

- ☐ Ensure that all ITU officials have the correct uniforms for race day;
- ☐ Manage the Athletes' Briefing and ensure that all current ITU topics are addressed; and
- ☐ Complete the ITU Team Leader section of the post-event report.

b) ITU Technical Delegate's responsibilities

- ☐ Request and approve all course maps and venue layout in consultation with the TL;
- ☐ Review schedule with TL;
- ☐ Recruit and direct the TOs team;
- ☐ Appoint Referee and Chief Race Official;
- ☐ Develop the athletes' briefing in consultation with the TL and the LOC;
- ☐ Present all technical aspects of the briefing;
- ☐ Plan and conduct TOs briefing;
- ☐ Manage all traffic and race vehicles;
- ☐ Plan motorcycle and boat driver briefing(s);
- ☐ Meet with TV crew and ensure all needs are met;
- ☐ Plan the post race debrief; and
- ☐ Complete the Technical Delegate section of the post-event report.

c) ITU Media and Television Director's responsibilities

- ☐ Request and review all LOC media plans;
- ☐ Develop and implement ITU media plan for event;
- ☐ Work with LOC media contact to ensure wide distribution of television and media in host nation;
- ☐ Key point of contact for LOC for all media and television related matters;
- ☐ Organize key ITU media staff to assist LOC in media plan at event;
- ☐ Liaise with LOC media contact to organize press conference;
- ☐ Work with LOC media contact to ensure that LOC press center is set up correctly;
- ☐ Work with LOC to implement media plan and track and record media exposure;
- ☐ Ensure media zone is set up correctly;
- ☐ Facilitate that all LOC media requests are met;
- ☐ Brief athletes at athlete briefing on key media points;
- ☐ First point of contact with all athletes and coordinate that all interviews are conducted in conjunction with ITU interviews /press conference to limit the time constraints on individual athletes at race time;
- ☐ Work with LOC to fulfill any media requests after the event;
- ☐ Follow up with LOC media contact to receive a copy of the LOC media log and key triathlon media contacts; and
- ☐ Distribute detailed statistics of the international media exposure of the event to the LOC within 8 weeks of the event.



For any suggestions or questions regarding the Events Organizers' Manual (EOM) please contact Thanos Nikopoulos - Senior Manager, Technical Operations.

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ITU EVENT ORGANISER'S MANUAL

PART 2

ADMINISTRATION & FINANCE

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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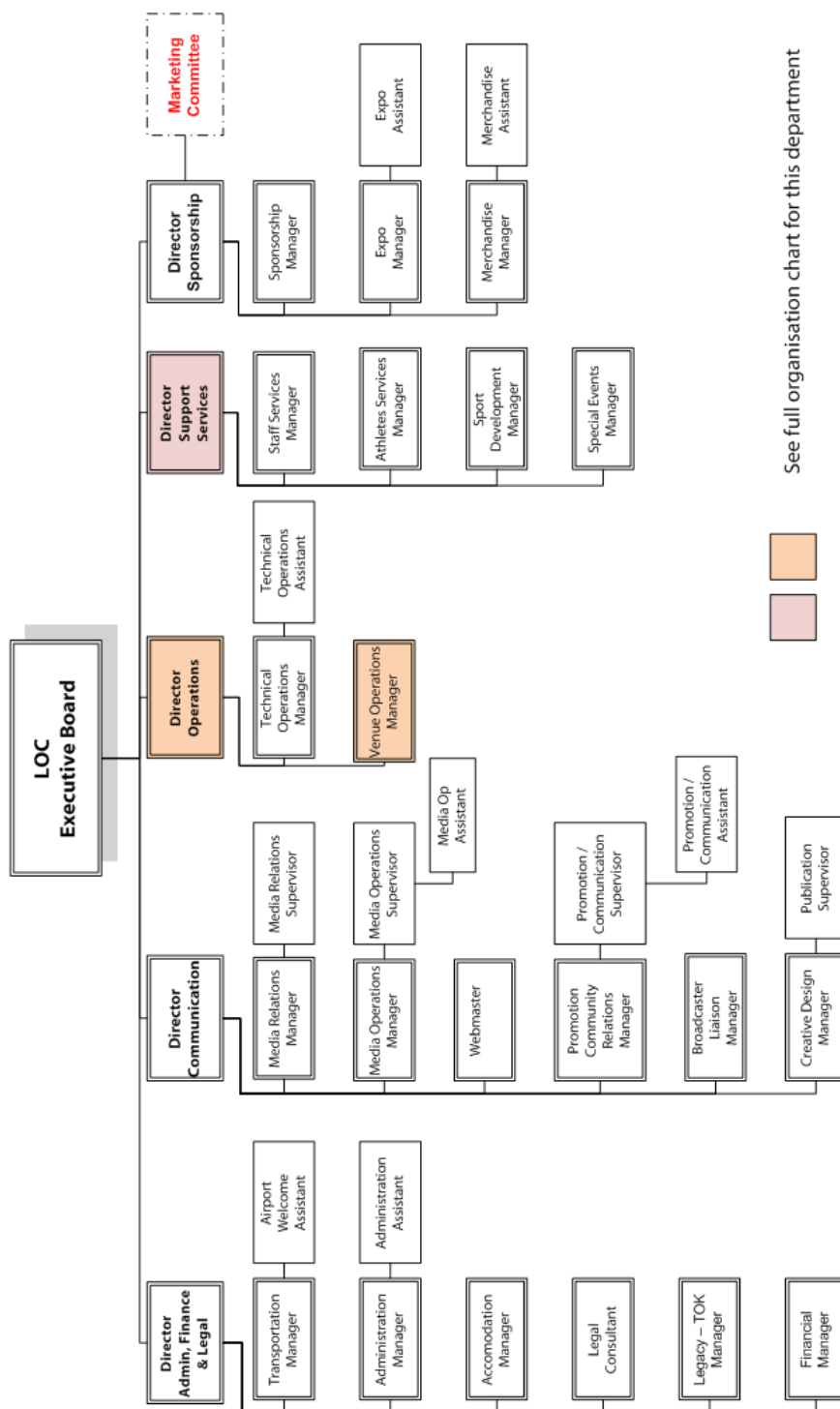
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2.1. LOC ORGANISATIONAL CHART

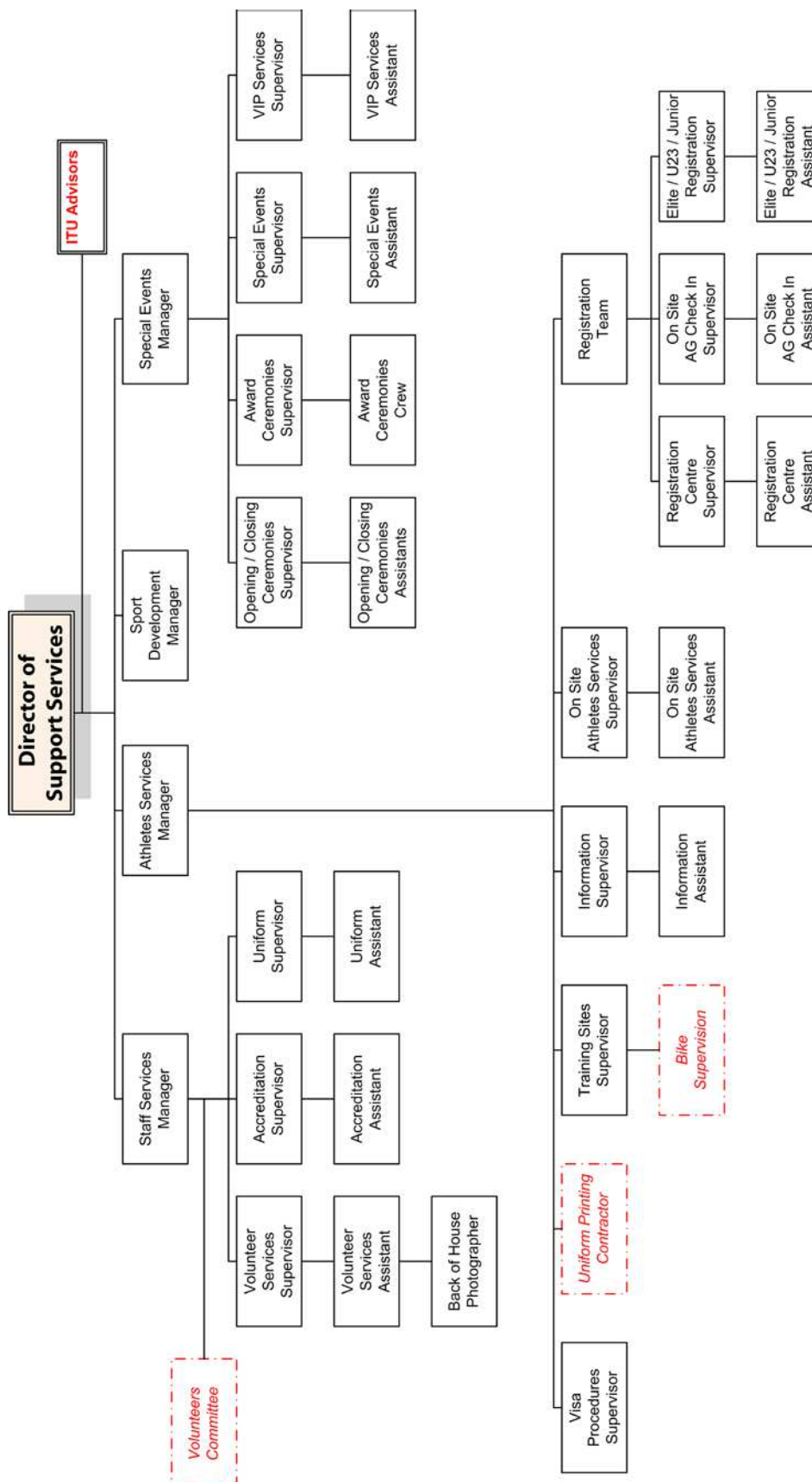
These charts contain all of the areas that a LOC should consider during their pre-planning process and operations during the event. The final hierarchy of the LOC is a structure that has to be decided internally based on the collective strengths of its staff. Each of the boxes in the LOC organizational chart represents a task. A person can take the responsibilities of several tasks. Job descriptions of the different tasks can be accessed through the assigned ITU TD or the ITU Sport Department.



Organogram 1
LOC Executive Board
organogram (ITU, 2004)



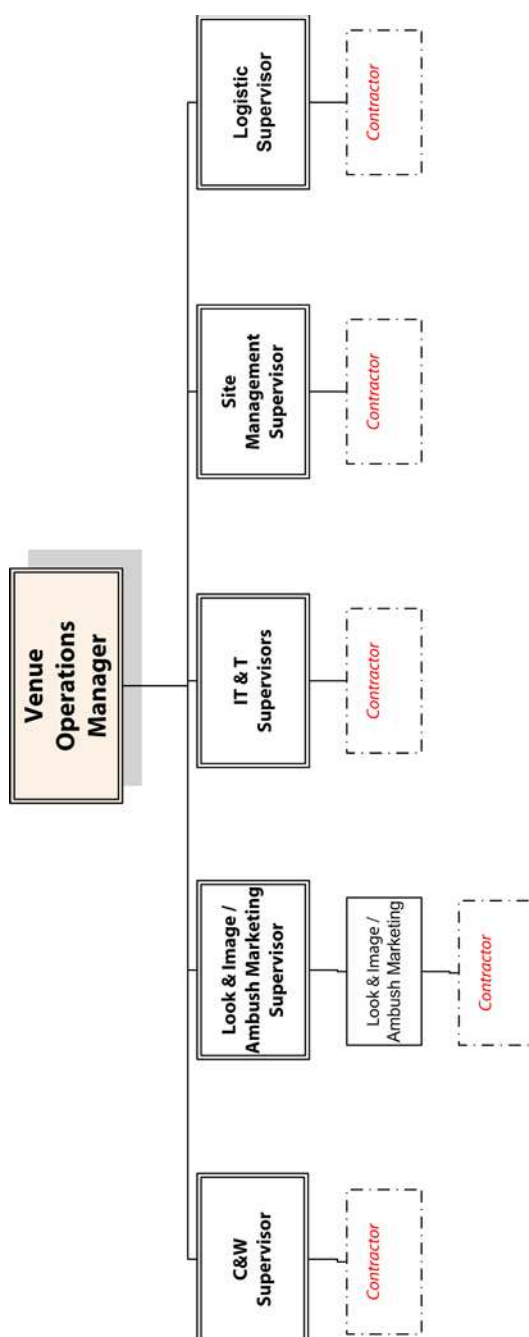
Organogram 2
LOC structure - Support services
(ITU, 2004)



The organizational chart for the 2024 Paris Olympic Games is structured as follows:

- Director of Operations**
 - ITU Advisors**
 - Venue Operations Manager**
 - Technical Operations Manager**
 - Assistant Technical Operations Manager**
 - All Traffic Management Company** (Contractor)
 - Kids Tri Supervisor**
 - Medical Advisory Board**
 - Medical Services Supervisor**
 - Massage Services** (Contractor)
 - Medical** (Contractor)
 - Anti-doping Supervisor**
 - Doping Chaplone**
 - Anti-doping Agency** (Contractor)
 - Timing / Scoring / Print Distribution Supervisors**
 - Timing Company** (Contractor)
 - Runner-Timing Volunteer**
 - FOP Supervisor**
 - ITU/TOs Services Supervisor**
 - ITU/TOs Services Assistant**
 - Equipment Supervisor**
 - Equipment Coordinator**
 - Equipment Assistant**
 - Catering Services Supervisor**
 - Catering Services Assistant**
 - Catering Services Contractor** (Contractor)
 - Communications / VCC Supervisor**
 - Contractor** (Contractor)
 - Vehicles Management Supervisor**
 - Vehicles Management Coordinator**
 - Motorbikes Drivers**
 - Boat Drivers**
 - Shuttle Drivers**
 - On site Presentation Supervisor**
 - On site Presentation Crew**
 - On site Presentation Assistant**
 - Swim Course Operations Coordinator**
 - Swim Course Set Up Coordinator**
 - Swim Course Set Up Crew** (Contractor)
 - Lifeguards**
 - Divers**
 - Canoe / Kayak**
 - Swim Assistant**
 - Start Zone Coordinator**
 - Start Zone Assistant**
 - Finish / Elite TA Coordinator**
 - Finish / Elite TA Team Leader**
 - Finish / Elite TA Assistant**
 - Swim Exit / AG TA Coordinator**
 - Swim Exit / AG TA Team Leader**
 - Swim Exit / AG TA Assistant**
 - Wheel Station / Bike Support Coordinator**
 - Bike Mechanics** (Contractor)
 - Bike Course Coordinator**
 - Bike Course Sector Leader**
 - Bike Course Assistant**
 - Aid Station Coordinator**
 - Aid Station Team Leader**
 - Aid Station Assistant**
 - Run Course Coordinator**
 - Run Course Sector Leader**
 - Run Course Assistant**

Organogram 4
LOC Venue operations
breakdown (ITU, 2004)



2.2. LOC SIZE

A local organizing committee, depending on the size of the event, can vary from some hundreds to thousands of members. The majority of the LOCs base their structure on the recruitment of volunteers, based on clear recruitment plans that are described in Section 3 of this document.



Below, you can find an estimated number of volunteers for a continental triathlon championship event. The provided numbers are based on a single working shift per position. The final LOC's composition has to be approved by the TD

Table 1: LOC Job positions (ITU, 2014)

Sector	Position	Number of personnel
Administration, Finance & Legal	Airport Welcome Assistant	4
Administration and Finance	Administration Assistant	4
Communications	Promotion/Communication Assistant	4
Media and Communications	Media Operations Assistant	6
Operations	Aid Station Assistant	10 per aid station
Operations	Scuba diver	4
Operations	Equipment set up team	20
Operations	Bike course assistant	At least 50
Operations	Run course assistant	At least 20
Operations	On site Presentation Assistant	4
Operations	Lifeguard	12
Operations	Motorbike Driver	According to the TD request
Operations	Paratriathlon Services Assistant	One per classification panel
Operations	Start Zone Assistant	4
	Paratriathlon swim exit handler	At least 16
Operations	Swim Exit AG/ Transition Zone Assistant	12
Operations	Finish / Elite Transition Zone Assistant	6
Operations	Technical Officials Services Assistant	2
Operations	Catering Services Assistant	6
Operations	Award Ceremonies Crew	3 flag carriers, 3 medal carriers, 2 support
Sponsorship	Merchandising Assistant	2
Support Services	Accreditation Assistant	2
Support Services	Volunteer Services Assistant	4
Support Services	Information Assistant	6
Support Services	On Site Athletes Services Assistant	12 (AG/Elite)
Support Services	VIP Services Assistant	4
Support Services	Registration Centre Assistant	8

2.3. OFFICIAL LANGUAGE

- The Competition Jury will be addressed in English.
- The Athletes' Briefing will be conducted in English and afterwards, if available, in the host language.
- Communication between officials and athletes regarding penalties will be in English and, if appropriate, in their own language.
- It is the responsibility of the athlete, or their NF, to provide translation if needed.
- Race announcers will preferably provide 50% of information in English and 50% in the local language. The final percentage will be decided during the Sport Presentation meeting prior to the race.

2.4. EVENTS' AGREEMENT

- Each ITU Event will have an agreement signed by ITU or the Continental Confederation, the host National Federation (NF), the Local Organizing Committee and optionally by the Host City, based on the bidding conditions.
- This EOM applies to all ITU Events at a certain level as stated in the event's agreement; all provisions of the EOM are legally binding upon all LOCs that have been awarded an ITU Event.
- ITU has the authority to determine what constitutes the correct implementation and interpretation of the EOM.

2.5. INSURANCE



- Event liability insurance and event cancellation is required as per the event's agreement.
- The amount of the insurance is described in the event's agreement.
- Athlete Insurance: it is described in the ITU Competition Rules.
- LOC Insurance: The LOC shall, at its cost, insure and keep insured with a reputable insurance company, a standard public liability and property damage insurance policy to cover the risks of insurable nature under the event's agreement and the staging of the Event and the related events for an amount not less than described in the Event's agreement. The policy of insurance shall name, as insured, ITU, the Global Partners, Global Sponsors, the ITU Officials, the ITU staff, the ITU Technical Officials, and the respective LOC staff, officers, agents, volunteers, employees and contractors. The LOC shall provide to the assigned TD a certificate of insurance or other satisfactory evidence of the coverage no later than 60 days prior to the Event.

2.6. DATABASE MANAGEMENT

- A database management system and format must be set-up in consultation with ITU and will include:
 - » Athlete Registration and Package Pick-up;
 - » Timing and Results;
 - » Medical Information;
 - » Information for Race Announcers; and
 - » Media Information.
- For the internal communication of the LOC, ITU is proposing the use of advanced web share point programs in order for the LOC to facilitate collaboration, provide content management features, implement business processes, and supply access to information that is essential to the event goals and processes. This is an excellent tool which provides a single, integrated location where LOC members can efficiently collaborate with team members, find organizational resources, search for experts and corporate information, manage content and workflow, and leverage business insight to make better informed decisions.

2.7. ACCOUNTABILITY

The LOC is accountable for the following, but not limited to:

- Event's agreement compliance;
- Athlete Medical Waivers;
- Budgets (a template can be found at Appendix Section);
- Contracts;
- Prize money;
- Insurance;
- Payroll;
- Permits and Approvals;
- Purchasing and Invoicing;
- Reporting schedule and checklist;
- Visas;
- Water Quality Tests; and
- Any costs linked with the provided services.

2.8. PERMITS AND APPROVALS



- Obtain written approval for course and location, including swim, bicycle, run, transition and all jurisdictions; (municipality; police, engineering department, etc.). The LOC must have ITU's approval for all segments of the course.
- All temporary structures (pontoon, grandstands, stages, gantries, etc.) have to be approved in writing by a qualified structural engineer.
- A traffic management plan needs to be submitted for approval.

2.9. PRIZE MONEY BREAKDOWN



The prize money breakdown can be found and downloaded from www.triathlon.org.

2.10. EVENT SCHEDULE



Every LOC has to create an event's schedule, which guarantees the required time window for completing an ITU race according to the ITU Competition Rules. The set time difference between the different races can be found in the [ITU Competition Rules](#) and the specific events' type LOC required document.

The race day schedule has to include the below activities:

- Training sessions;
- Course Familiarizations;
- Coaches' Meeting;
- Athletes' Briefing;
- Athletes' check in/ check our timelines (athletes' lounge/ Transition zone);
- Open events/ Competition events start times;
- Medal Ceremonies;
- Paratriathlon classifications.



The final proposal has to be approved by the ITU Technical Delegate.

Table 2: Schedule Sample -
Competition Day 2 (ITU World
Triathlon Edmonton Grand
Final, 2014)

August 26 - September 1, 2014 Tentative - Master Schedule					
Group	Start	Finish	Activity	Duration	Location
W, August 29th		7:00	9:15 Age Group Sprint Gear Check in (NO bicycles)	2:15	William Hawrelak Park - Age Group Athletes Village
W, August 29th		7:00	10:00 Pool Swim Training Facilities: Elite/U23/Junior/Elite Para (scheduled access)	3:00	Kinsmen Aquatic Center
W, August 29th		7:00	10:00 Pool Swim Training Facilities: Age Group & Open Para (open access)	3:00	Peter Hemmingway Pool
W, August 29th		7:30	8:15 Elite/U23/Elite Paratriathlon Swim Familiarization	0:45	William Hawrelak Park - Lake
W, August 29th		7:30	8:30 Elite Paratriathlon Coaches' Meeting	1:00	William Hawrelak Park - Amphitheatre
W, August 29th		8:00	18:00 Athlete Registration - Standard	10:00	Coy Hall - Main Foyer (Heritage Room - Ops & Volunteer C
W, August 29th		8:00	19:00 ITU VI Paratriathlon Classifications	11:00	Shaw Conference Centre - Salon 6
W, August 29th		8:00	20:00 Press Centre	12:00	William Hawrelak Park - Press Centre
W, August 29th		8:30	9:30 Elite Paratriathletes' Briefing	1:00	William Hawrelak Park - Amphitheatre
W, August 29th		9:00	19:00 Sport and Lifestyle EXPO	10:00	William Hawrelak Park
W, August 29th		9:00	20:00 VIP Tent	11:00	William Hawrelak Park - VIP Area
W, August 29th		9:30	14:30 Age Group Sprint World Championships (cut-off time: 14:30)	5:00	William Hawrelak Park
W, August 29th		10:00	15:00 TransCanada Corp. Kids Zone	2:00	William Hawrelak Park - (check in & storage: Amphithe
W, August 29th		10:00	16:00 TransCanada Corp. Kids Zone	6:00	William Hawrelak Park
W, August 29th		11:00	12:00 U23 Athletes' Briefing & Antidoping Education Session	1:00	Shaw Conference Centre - Salon 8 & 9
W, August 29th		12:30	19:00 Athletes World Village	6:30	William Hawrelak Park - Amphitheatre
W, August 29th		13:00	14:30 Junior Women Athlete Lounge Check In	1:30	William Hawrelak Park - Elite Athletes' Lounge
W, August 29th		13:15	19:00 Age Group Sprint Bike Check Out	5:45	William Hawrelak Park - Age Group Athletes Village
W, August 29th		14:00	14:45 Junior Women Transition Zone Check In	0:45	William Hawrelak Park - Elite Athletes Transition
W, August 29th		14:00	14:45 Junior Women Swim Warm Up	0:45	William Hawrelak Park - Lake
W, August 29th		14:50	Junior Women Athlete Presentation	1:30	William Hawrelak Park - Lake
W, August 29th		15:00	16:30 Junior Women World Championship	3:00	Kinsmen Aquatic Center
W, August 29th		15:00	18:00 Pool Swim Training Facilities: Elite/U23/Junior/Elite Para (scheduled access)	3:00	Peter Hemmingway Pool
W, August 29th		15:00	18:00 Pool Swim Training Facilities: Age Group & Open Para (open access)	1:30	William Hawrelak Park - Elite Athletes' Lounge
W, August 29th		15:15	16:45 Junior Men Athlete Lounge Check In	0:45	William Hawrelak Park - Elite Athletes Transition
W, August 29th		16:15	17:00 Junior Men Transition Zone Check In	0:45	William Hawrelak Park - Lake
W, August 29th		16:15	17:00 Junior Men Swim Warm Up	1:30	William Hawrelak Park - Lake
W, August 29th		17:05	Junior Men Athlete Presentation	0:15	William Hawrelak Park - Stadium
W, August 29th		17:15	18:45 Junior Men World Championship		
W, August 29th		18:45	19:00 Junior Medal Ceremonies		

2.11. SITE VISITS



ITU through its staff or the events' assigned TD has the right to conduct a site visit during the events' bidding process and following the event's awarding decision. The number of site visits will be determined by ITU. **Specific checklists will be used during the site visits.** The main elements that will be reviewed during the site visits are the following:

Table 3: Site Visit Agenda. (ITU, 2014)

BIDDING	AWARDED
Suitable Location	Set up Plans/ Operation Plans
LOC Structure	Organogram
Infrastructure	Venue Planning
Financial Capability	Budget
Weather Data Statistics	Expected Weather Conditions
Suitability Assessment	Course Risk Assessment
Public Commitment	Public Involvement
Public Involvement	Implementation
Implementation	Business Plan
Flexibility	Flexibility
NF Development Assessment	NF Involvement
Legacy Potential	Legacy Development

2.12. EVENTS' PLANNING PROGRESS REPORT

During the planning period a progress reporting process will be set on a frequently base through Conference Calls. The number of Calls will be determined by ITU upon request.

In the cases of a World Triathlon Series event, World Cup, Multisport Championship and Continental Championship , a Major Events Milestones & Critical Path Schedule needs to be submitted to ITU. The LOC will be assessed based on these documents..

A sample of relative document can be found at the Appendix Section.

2.13. EVENT WEEK ITU – LOC MEETINGS

ITU may request the following meetings scheduled prior to the event:

Table 4: Race Week Meeting Schedule (ITU,2014)

EVENT	ATTENDANTS
ITU meeting	ITU Management Team
ITU / LOC meeting	Core ITU and LOC staff
Technical meeting	ITU TD, LOC Operations, LOC Technical Operations, LOC Field of Play
Media Management meeting	ITU TD, ITU Media Delegate, ITU Official Photographer, LOC Media Operations,
Branding meeting	ITU Team Leader, LOC Marketing
Briefing & registration meeting	ITU TD, LOC Administration, LOC Registration
Security & accreditation Communications & radio protocol	ITU TD, LOC Operations, LOC Security
TOs meeting	ITU TD, ITOs, NTOs, LOC Technical Officials Services
Marine plan meeting	ITU TD, LOC Operations, LOC Swim Team
Sport presentation meeting	ITU Team Leader, LOC Marketing, LOC Sport Presentation
Timing meeting	ITU TD, LOC Timing Liaison, LOC Timing Coordinator
Motorbike and boat drivers briefing	ITU TD, LOC Technical Operations, LOC Motobike Drivers, LOC Boat Drivers
Medical meeting	ITU TD, ITU Medical Delegate, LOC Medical Director,
Medal ceremony and sound check rehearsal	ITU TL, LOC Protocol
TV meeting	ITU Media Delegate, ITU TD, LOC TV
Start rehearsal	ITU TD, ITOs, NTOs
Finish rehearsal	ITU TD, ITOs, NTOs
LOC / ITU de-briefing	Core ITU and LOC staff

2.14. EVENTS' DEBRIEFING

An event de-briefing has to take place between the Technical Delegate and the LOC, following the completion of the competition. Alternatively, a conference call can be scheduled for discussing the lessons learned and experiences, following the submission of the ITU post event report.

2.15. ACCREDITATION PROTOCOL

2.15.1. Introduction

- a) Accreditation is used for:
 - determining venue access privileges;
 - accurate identification and verification;
 - allocating entry for limited numbers for capacity reasons.
- b) The key factors driving major event accreditation systems are:
 - identification and screening;
 - security;
 - access control;
 - effective working environments.
- c) ITU has a standardized accreditation design system that must be used at all events.
- d) The template below outlines the key accreditation classes and colors. A separate card and signage design template is included in the Appendix section.
- e) The accreditation card should be 10cm x 15cm and should be either hard plastic or of high quality laminated material. The access signs should be 60cmx90cm.
- f) The LOC must pay particular attention to both the development of the accreditation, the development of the secure zone signage and the implementation of an effective security team to manage and control the accreditation and security on site.
- g) Security zones must be indicated on all site plans.
- h) The LOC must develop a media accreditation registration on-line form; the form must be approved by the Director of ITU Media and Television/ITU Media Manager, prior to posting and all registered media must be approved by ITU.
- i) All accreditation requests for the sport Delegations must be submitted through the National Federations.
- j) The final plan and proposed accreditation cards, zone control signage and venue accreditation plan/flows must be submitted to ITU TD for approval 60 days in advance.



2.15.2. Zones

The accreditation card has three (3) sections:

- a) Colored backdrop, which indicates the group the user belongs to

Table 5: ITU Accreditation Zones – Colored backdrop (ITU, 2014)

Blue Backdrop	ITU Family / Sport Delegation
Red Backdrop	LOC
White Backdrop	All other clients

- b) A numbered access right, which allows the user to enter in specific areas

Table 6: ITU Accreditation Zones – Access rights (ITU, 2014)

1	Coaches' area
2	Athletes' preparation area
3	Photographers' area
4	Press' area
5	Broadcasters' area
6	VIPs' area
7	Medicals' area
8	Field of Play (FOP)
9	LOC working area
10	ITU working area

- c) The title of the user, which specifies the sub- group that he/she belongs to, e.g. Elite men athletes, U23 women athletes, junior men athletes, elite coaches, etc.

2.15.3. Accreditation Card

The ITU Accreditation card for all ITU Events is formatted as follows:

Picture 1: ITU Accreditation Cards Sample (ITU,2014)



2.15.4. Sub- Categories

Table 7: Accreditation Categories (ITU,2014)

Category	Sub-Category	Access												Comments	Accre ditation Tool
		Backdrop	1	2	3	4	5	6	7	8	9	10			
ITU Family	ITU Executive Board		X	X	X	X	X	X	X	X	X	X			Accreditation card
	ITU Team Leader		X	X	X	X	X	X	X	X	X	X			Accreditation card
	ITU Technical Delegate		X	X	X	X	X	X	X	X	X	X			Accreditation card
	ITU Medical Delegate		X	X	X	X	X	X	X	X	X	X			Accreditation card
	ITU Media Manager		X	X	X	X	X	X		X	X	X			Accreditation card
	ITU Photographer		X	X	X	X	X	X		X	X	X			Accreditation card
	ITU TV Crew		X	X	X	X	X	X		X	X	X			Accreditation card
	ITU Technical Officials		X	X						X		X		All ITOs and NTOs	Accreditation card
LOC	City Authorities		X	X	X	X	X	X	X	X	X	X		Maximum 5 persons	Accreditation card
	LOC Staff		X	X	X	X	X	X	X	X	X	X		Maximum 12 persons	Accreditation card
	LOC Medical & Doping			X					X	X	X				Accreditation card
	LOC FOP Staff & Volunteers									X	X				Accreditation card
	LOC Venue Management										X	X			Accreditation card
	LOC Staff Services										X				Accreditation card
	LOC TOs’ Services										X	X			Accreditation card
	LOC VIP Services							X			X				Accreditation card
	LOC Athletes’ Services		X	X							X				Accreditation card
	LOC Media				X	X	X				X				Accreditation card
Others	VIP							X						Sponsors, governments and municipal representatives	Accreditation card or yellow wristband
	Photographer				X										Accreditation card
	Print media					X									Accreditation card
	Broadcaster (non-right holder)				X	X									Accreditation card
	Broadcaster (right holder)				X	X	X								Accreditation card
	Broadcaster (live))				X	X	X			X	X				Accreditation card
Sport Delegation	Athletes (Elite, U23, Juniors, Paratriathlon)			X										The athletes’s event category and gender has to be included in the card for giving access during their event (e.g. Junior Men Athlete)	Accreditation card
	AG Athletes (Standard, Sprint, Long Distance)			X										The athletes’s event category and discipline has to be included in the card for giving access during their event (e.g. SG Standard Distance Athlete). Alternatively a different colour of wristband can be used.	Accreditation card or wristband
	NF Representatives		X					X							Accreditation card
	Coaches		X	X										The athletes’ event category that the coach is accredited for has to be including in the card (e.g. Junior Coach)	Accreditation card
	Team Medical		X	X										The athletes’ event category that the team medical is accredited for has to be including in the card (e.g. Junior Team Medical). Team medical can have access to the Medical Area after invitation from the ITU Medical Delegate or the LOC Medical Doctor	Accreditation card
	Team Mechanic / Skiman		X											The athletes’ event category that the team mechanic is accredited for has to be including in the card (e.g. Junior Team Mechanic)	Accreditation card
	Paratriathlon personal handlers			X					X	X					Accreditation card



Due to the high number of AG accreditations that the LOC has to prepare, the accreditation cards can be replaced by a specific colored wristband.

2.15.5. Quota of NF Delegation Accreditation Cards / Wristbands and Distribution process



A certain number of registered NF Delegates are entitled to a blue zone accreditation card or wristband. The NF quota for each of the categories and event can be found in the [ITU Competition Rules](#).

In the AG Continental and World Championships, the LOC will provide the required number of accreditation cards/ wristbands according to the quota without a pre registration process from the National Federation. All the accreditation cards/ wristbands should be delivered in one envelope to the Team Manager of each Delegation.



Coaches and Team Medical for Elite/ U23/ Junior/Youth and Paratriathlon International Events can receive an accreditation only through the ITU online registration system. The distribution of these accreditation cards/ wristbands will take place at the Athletes' Briefing to the respective individual by a sign off list provided by ITU. The time and place of the accreditation cards/ wristbands distribution can change only by the TD's approval.



Keep at least one member's contact detail of each team's coaches and medical delegation.

2.15.6. Coaches' Area Access at ITU Events

The LOC should make a provision for dedicated coaches' zones at the following areas:

- Grand Stands
- Start area
- Swim exit area
- Transition Zone
- Penalty Box
- Bike/ Run Course (in case of high volume of spectators)



Each area has to be well signed, fenced off the FOP and with an access control process in place. The coaches' areas have to be approved by the ITU Technical Delegate.

2.15.7. Medical Area Access for Team Medical at ITU Events

The Team Medical should have access to the following areas:

- Coaches' Areas
- Medical Area after invitation from the ITU MD or the LOC Medical Doctor

2.15.8. VVIP Area Access



The World/ Continental Championships are attracting a high number of VIPs and there are cases that it is required to create a VVIP area for persons with limited access. In this case an additional color of wristband or a specific invitation can be used for inviting the authorized persons to this area. This provisional service has to be approved by the ITU TD.

2.15.9. Access Rights per Room Code



Each of the provided facilitates in a venue, must have a clearly defined access rights. The Access Rights they have to be easily identified and it's the LOC's responsibility to provide enough volunteers or security personnel for managing the control access for all the clients. The final accreditation access control plan has to be approved by the ITU TD.

Table 8: Room Access Rights (ITU,2014)

ROOM	ACCESS RIGHTS	COMMENTS
ELITE Athletes' Lounge	2 + "event category / gender title"	The sign should be updated before and after each event
AG Athletes' Lounge	2 + "event category / discipline title"	E.g. 2 / AG Standard Distance. A specific colour or wristband can give you access as well.
AG Pre-Start Area	8	
AG Registration Area	2 + "event category / discipline title"	E.g. 2 / AG Standard Distance. A specific colour or wristband can give you access as well.
AG Transition Zone (check-in/check-out)	2 + "event category / discipline title"	E.g. 2 / AG Standard Distance. A specific colour or wristband can give you access as well, along with the athletes' race bib number.
Athletes' bag drop off area	2 + "event category / discipline title"	E.g. 2 / AG Standard Distance. A specific colour or wristband can give you access as well.
Classification room (venue)	2 + "event category / discipline title"	E.g. 2 / AG Standard Distance. A specific colour or wristband can give you access as well.
Clean & Waste compound	9	
Coaches's Area	1 + "event category title"	e.g. 1 / Junior Event
Doping Control Area	7 or 10	Accredited coaches can be invited to the area, if they accompanied the selected athlete.
EXPO Area	Free	No accreditation restrictions
Field of Play (FOP)	8	
Food Court (spectators)	Free	No accreditation restrictions
FOP Photo Areas	3	
Grandstands	Free or with tickets	
ITU Media Office	10	
ITU Office	10	
LOC Office	9	
LOC / ITU Catering Area	9 or 10	
Logistics compound	9	
Massage Area (post race)	7	
Massage Area (pre race)	2	
Media Centre	3 or 4 or 5	3, 4, 5
Medical Area	7	
Mixed Zone	3 or 4 or 5	3, 4, 5
Photographers' Stand	3	
Recovery Area	8	
Security Office	9	
Sport Presentation Room	9 or 10	9, 10
Timing & Results' Room	9 or 10	9, 10
TOs' Lounge	10	
TV Commentators' Positions	5	
TV Compound	5	
Venue Control Centre	9 or 10	9, 10
VIP Area	6 or wristband	both number and sign should be shown on the room signage
Volunteers' Area	9	
VVIP Area	Different wristband than the VIP area or invitation	



2.15.10. Accreditation Templates

The ITU Accreditation templates can be accessed through [here](#).

In order to properly manipulate the ITU Accreditation cards a graphic program such as Adobe Illustrator, Photoshop or Corel Draw is required.



2.15.11. Accreditation and Security Checklist

The checklist below can be used as a guideline for the preparation of a complete accreditation and security plan.



- a) Preparation
 - ☐ Create accreditation cards based on ITU template;
 - ☐ Create access signage based on ITU template;
 - ☐ Create the list of persons who will be granted all access and submit to ITU for approval;
 - ☐ Create all other categories and numbers of cards for each area based on discussion and direction from the ITU Technical Delegate;
 - ☐ Source security vests for security volunteers; and
 - ☐ Plan on site training session with all security volunteers.
- b) Race Site
 - ☐ Ensure that there are adequate access points to field of play;
 - ☐ Ensure that there are frequent and logical crossing points for officials and race personnel;
 - ☐ Ensure that there are logical and appropriate crossing points for spectators;
 - ☐ Ensure adequate security to all VIP areas; and
 - ☐ Ensure adequate security to all athlete only areas.
- c) Security Personnel:
 - ☐ Ensure that there are trained security personnel manning each access control point;
 - ☐ The security personnel must be clearly visible and wear vests that say 'SECURITY'. They should not be dressed the same as regular volunteers.

2.15.12. Accreditation Dot Plan



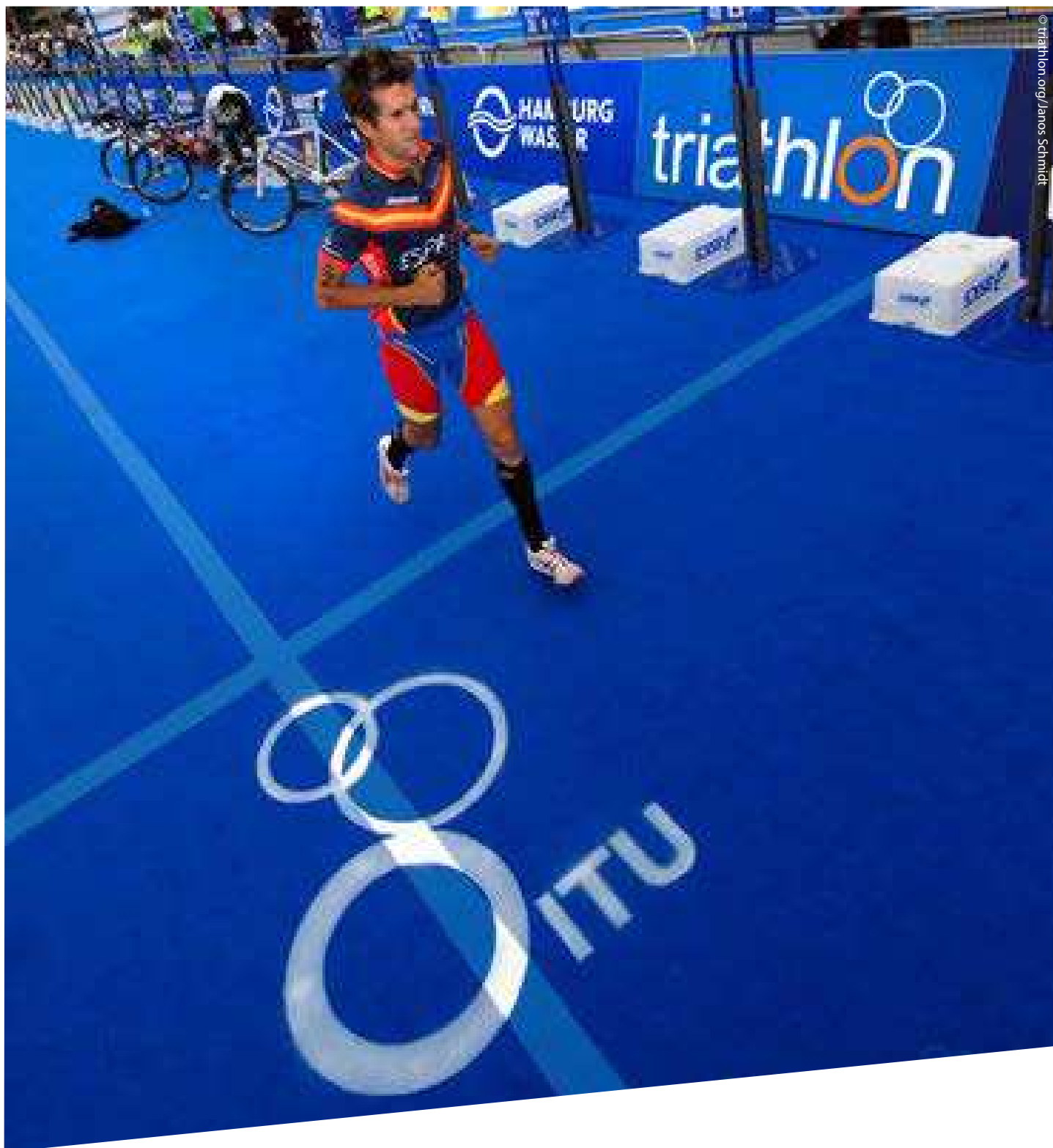
The LOC should prepare a map with all the accreditation zones and the access/ security checkpoints for the Race Site (Dot Plan). This document should be submitted to the TD for approval. A sample of this document is as follows:

[illegible]



For any suggestions or questions regarding the Events Organizers' Manual (EOM) please contact Thanos Nikopoulos - Senior Manager, Technical Operations.

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ITU EVENT ORGANISER'S MANUAL

PART 3

SERVICES

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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One important factor for the success of an event is to offer a high quality set of services for all of its clients. In this part of the EOM, we will review the main actions or solutions that have to take place to satisfy all of the people who the LOC has to serve.

3.1. STAFF AND VOLUNTEER SERVICES

A complete scope of services for the staff and volunteer recruited to deliver the event is essential for increasing their performance.

3.1.1. Volunteer Supervisor



A specific person from the LOC has to be assigned to coordinate the services of the volunteers. Job descriptions of the different tasks can be accessed through the assigned ITU TD or the ITU Sport Department.

3.1.2. Recruitment Plan

The LOC must indicate on their website the need for volunteers for the event.

- a) It is important to create a large accurate database of people who are interested in volunteering for the event. This pool of volunteers can be selected from:
 - Committee members as they often provide the most reliable source;
 - Sports clubs
 - Recreation center program members;
 - Volunteer and service groups;
 - Companies with a community work program;
 - Schools, education institutes;
 - Regional triathlon associations;
 - All Area Coordinators should help the LOC recruit volunteers. Using the same Area Coordinators from year to year and the same people as volunteers will help with training and recruitment.
- b) The LOC must:
 - Clearly define the total number of volunteers that are needed per area along with their job description;
 - Create their working shifts which should not extend more than 8 hours;
 - Use an online volunteer application form with the following information:
 - » Last Name;
 - » First Name;
 - » Position;
 - » Email address; and
 - » Phone number(s)
 - Be prepared for a certain percentage of no-show volunteers. This percentage can vary based on weather conditions or other activities in the city, but should not be exceed more than 40%.
- c) Ideally volunteers under the age of 18 should be supervised by an adult.



Use an online software for managing the volunteer roistering such as "Volgistics".

3.1.3. Volunteer Management

It's important to keep volunteers motivated and satisfied. Some key points are:

- a) Be prepared for them.
- b) Recruit Area Coordinators for every different area of the race. (I.e. swim, bike, run, transition, aid stations, marshals, lifeguards, etc.). Area Coordinators should understand the area they will be supervising;
- c) Make them feel welcomed;
- d) Provide them with excellent training;
- e) Make the work interesting;
- f) Inform them in advance on how much time their assignment will take;
- g) Be in contact with them regularly;
- h) Provide them with a nice and appropriate uniform;
- i) Plan their food service and rest time carefully;
- j) Consider the race day transportation needs- to and from the venue;
- k) Come up with creative ways of formally saying "thank you".
- l) Send a letter of appreciation;
- m) Post volunteers' photos on the website;
- n) Host an appreciation event for them;
- o) Surprise them;
- p) Other incentives.
- q) Encourage feedback. The area coordinators are responsible to de-brief their volunteers.

3.1.4. Volunteer Training

Volunteer training has to be planned based on the following principles:

- a) Clearly define their roles and responsibilities and make sure they are trained in advance on their duties;
- b) All volunteers should receive an information package, which includes an event and course overview, and general understanding and awareness information;
- c) There is specialized training required for athlete services, spectator services, motorcycle drivers, communications, timing, live coverage and security;
- d) All field of play volunteers should receive basic ITU Competition Rules training;
- e) All volunteers should be encouraged to promote the event within their own community;



A visual presentation must be created for this training. The LOC can request from the ITU Sport Department all the samples of general volunteer training sessions.

3.1.5. Volunteer Handbook

A volunteer handbook must be created by the LOC that provides all of the key information to the team. The handbook should include:

- a) Welcome letters;
- b) General Information such as:
 - LOC contact information;
 - Event Schedule; and
 - Venue Map.
- c) Volunteer specific information as:
 - Parking information;
 - Transportation information;
 - Check in/ Check out procedures;
 - Uniform Instructions;
 - Food Service information;
 - Health and Safety information;
 - Lost & Found;
 - Roles & Responsibilities; and
 - Code of conduct.
- d) Course and event information:
 - Triathlon history;
 - Event maps and time schedules;
 - Parallel events' timelines;
- e) PR guidelines as:
 - Event promotion;
 - What should or should not be said to the media.

The LOC should provide to all of their volunteers a pocket-sized guide that they can refer to every time they are asked for information around the event.

3.1.6. Volunteer Orientation

Once the big day has arrived for the volunteers' orientation the LOC must ensure to:

- a) Have volunteers pick up their accreditation, volunteer handbook, and volunteer uniform, with a proper signing off process;
- b) Provide volunteers with food and refreshments during the training session;
- c) Complete the training session with the use of interesting visuals, site inspection and an opportunity for Q & A;
- d) To have break out groups for each area (i.e. bike, transition, etc.) Have the Area Coordinators of each area discuss everything the volunteers need to know;
- e) Give away volunteer prizes at the end of orientation to show appreciation;

After the volunteer orientation it is important to update all lists and make sure there is a mass volunteer list as well as specific area lists.



Come up with a plan of providing this information to the absent volunteers..

3.1.7. Volunteer Race Day Services

The steps below have to be followed on race day:

- a) Have all volunteers check in at the volunteer tent according to the check in times in their volunteer handbook.
- b) Area Coordinators will then take their volunteers to their specified locations.
- c) Be sure to provide volunteers with complimentary food and refreshments throughout the day.
- d) Some volunteers will be out on the course all day; therefore, they will require a bag lunch.
- e) Make sure all volunteers clean up their areas after the race is complete. This will ensure a quick and efficient clean up.

3.2. ATHLETE SERVICES

3.2.1. Overview

- a) Athletes are the most important stakeholders of the event. Their overall view of the event will be reflected not just in the race but in the consideration that has gone into anticipating what their needs will be.
- b) Basic Athlete Services to be provided by the LOC include:
 - Visa application;
 - Airport transportation, including provisions for bike transportation;
 - Athlete information booths (airport, hotels, venue);
 - Accommodation services;
 - Medical services;
 - Training services;
 - Access to the swim, bike and run courses for familiarization;
 - Warm-up opportunities;
 - Massage and spa;
 - Bike mechanic support;
 - Uniform printing;
 - Registration;
 - Race packages;
 - Briefings;
 - Posting results;
 - Local tourism services;
 - Special athlete deals for local services and restaurants;

- Accurate event website;
- Athletes' guide;
- Finisher medal.



The whole scope of athlete services has to be approved by the TD.

3.2.2. Visa Application

- The LOC must contact their country's Customs and Immigration Department and determine the following:
 - Which countries require a visa to enter the host country?
 - The location of the consulate or embassy of those countries requiring a visa.
- The LOC must then publish this important visa information on the event website and on www.triathlon.org.
- Upon request for Visa invitation letters, the LOC must first contact ITU to determine that the athlete or official requesting the information is fully affiliated with ITU and has a reason to request an invitation to attend the particular event.
- ITU will then provide a letter of invitation template in English to be used by the LOC. The LOC will be responsible for the appropriate translation of this letter when necessary.
- ITU must be copied (cc'd) on all visa letters.

3.2.3. Airport Transportation, including provisions for bike transportation

- An athlete's first and last impression of an event is their ease of getting to and from the airport. Dedicated bus service should be planned with special provisions for bike transportation.
- Encourage pre-booking and pre-paid transport. This must be managed carefully so no one is left stranded at the airport.
- Accredited athletes should be provided with free 'in-city' public transportation.
- The transportation company should be familiar with transporting people with a disability and their equipment.
- Depending on the level of the ITU event, airport transfers must be provided free of charge for elite athletes and accredited coaches along with their bikes. This service is determined inside the specific **LOC requirement** document and the event agreement.



3.2.4. Athletes' Information Booths

The athletes' information booths are the main information points of reference for the athletes and team officials.

- An athletes' information booth should be set up in the following locations:
 - At the airport to greet and assist arriving athletes, coaches and other personnel;
 - At the athletes' registration area;
 - At the event's official hotel;
 - At the athletes' area (venue) during pre-event course familiarizations and on race days.

- b) The athlete services team should be knowledgeable about the course, the event schedule and local city information. They should have the contact information of the key LOC staff, Technical Delegate, Team Leader, Medical Delegate and Media Delegate in case that they need any clarification.
- c) The booth (except the one at the airport) should be equipped with athletes' information boards for posting at least the following information:
 - Weather updates;
 - Water temperature updates;
 - Event timelines;
 - Course maps;
 - Host city transportation maps;
 - Bike mechanic and massage timelines and contact details;
 - Training information;
 - Athletes' arrival and departure information;
 - Any competition updates & results.
- d) The athletes and the team officials should be able to find at the booth:
 - Lost and found.
 - Language services.
 - Free WIFI (if possible).
- e) The athletes' services information booth should additionally manage:
 - The bookings at the training venues (if applicable); and
 - Airport transfers changes.



Remind the athletes to check in at the athletes' information booth for any event updates.

3.2.5. Accommodation services

- a) A host hotel has to be identified where the LOC and the ITU office will be located.
- b) Host hotel and other accommodation information must be posted on the ITU website at least three months in advance (The LOC must provide contact information for more than one price option).
- c) Self-catering accommodation information must be posted on the ITU website as an option at least three months in advance (many athletes prefer reasonably priced accommodations with kitchens).
- d) Approved home stays can be offered. Depending on the ITU event, accommodation must be provided free of charge for elite athletes. This service is determined inside the specific **LOC requirement** document and the event agreement.



3.2.6. Medical services

- a) The LOC is responsible to provide race medical services free of charge to the athletes as outlined in Section 6.3;

- b) The LOC must contact their national health system authority and clarify the procedure of having a foreigner athlete or official being treated to a local hospital. This information (certificate of insurance coverage, payment method etc.) should be clearly communicated to all the participants;
- c) The LOC must check with the national health system authority to find out what the procedures are for allowing team doctors to treat their athletes/patients in the event's country. Similar to above, this information has to be shared with all the delegations;
- d) Additional to the above, any specific vaccination requirement for entering the country must be communicated to all parties;
- e) Any athletes' treatment on site should be free of charge for any cases occurred during official activities and or competition. This includes the athletes' transportation with the ambulance from the course to the venue and from the venue to the hospital.

3.2.7. Training services

- a) The LOC should provide a number of training facilities for all of the participating athletes prior to their competition.
- b) A key factor to determine is the number of athletes who will use this service and the available training sites in the area.
- c) Quite often in big competitions (World championships, Continental championships) different training sites are provided for Elite athletes (Elite/ U23/ Junior/Paratriathlon) and AG athletes.
- d) If a booking system needs to be established it should be based on a first come first served scenario;
- e) The LOC should provide:
 - Training sessions in a swimming pool;
 - Training sessions at a 400m track;
 - Bike trainings on a suggested route, which is safe for the athletes.
- f) Depending on the level of the ITU event, training sites' access must be provided free of charge for elite athletes. This service is stated in the specific **LOC requirement** document and the event agreement.



Provide the course layout on a file compatible to a computer trainer or equivalent [3DC File (.3dc)].

3.2.8. Access to the swim, bike and run courses for familiarization

The LOC should give the athletes the possibility to train on the official course in a totally secure environment with road closures.

- a) The swim course familiarization should be planned as close as possible to the event's conditions (start time, tide table, current). It is recommended to provide at least one swim course familiarization opportunity for the athletes. The athletes must be separated into 3 groups and each group must be given a different swim familiarization opportunity:

- Elite/ U23/ Junior
 - Paratriathlon
 - Age Group
- b) A bike course familiarization is mandatory for a first time event and recommended in all other cases. If there are limitations on the road closures, police escort can be provided instead. In this case the LOC needs to ensure continuous athletes' movement.

3.2.9. Warm up Opportunities

The athletes should be provided with the appropriate conditions to prepare properly for the competition. This includes:

- a) An athletes' preparation area with an adequate size of athlete's lounge (see dimensions in the venue operations sections) and an appropriate space around it for auxiliary bike racks, a wind trainer area and a stretching area;
- b) Provide a warm up opportunity on the actual courses as explained in the FOP operations section.

3.2.10. Massage and spa

The LOC may provide a free of charge recovery massage (duration up to 10' per athlete) area after the race. If an athlete requires an additional massage service the LOC should be in position to provide the contact details of a certified masseur/ organization. This service will be at the athlete's cost.

3.2.11. Bike Mechanic Support

The LOC must plan for bike mechanic support during:

- a) Athletes' Registration (this service should be available at the place where the registration is taking place);
- b) Familiarization and Competition times (this service should be available at the venue);
- c) On athletes' request outside of the above times a bike store should be available to serve the athletes during regular store hours;
- d) This service should include free of charge bike maintenance. Any bike parts that have to be replaced need to be covered by the athlete;
- e) This service should be available for all the athletes.

3.2.12. Uniform Printing

The LOC should be able to provide the contact details of a uniform printing company upon any athlete's request. The company should be able to print on a trisuit/ swimsuit. This service is at the athlete's cost.

3.2.13. Registration



- a) The registration policy and procedures are clearly defined in the [ITU Competition Rules](#);
- b) At the World Championships and Continental Championships the AG registration can only be conducted by the NFs. It is recommended that the LOC only use the

ITU online system and follow the entries deadline and the creation of the start lists. They will have the opportunity to invoice the NFs for the total number of entry fees. In special cases, the LOC can use its own online registration system with the following conditions:

- It is password protected and accessible only by the NF. The athletes should not be in a position to enter themselves;
- It is to be checked and approved by the TD before being released;
- It can send the participants' list to ITU for data verification following the deadline and ITU to release the final start lists.

3.2.14. Race Packages



- The composition of the race packages is clearly defined in the [ITU Competition Rules](#);
- The athlete's BIB number for the AG races should be:
 - Waterproof material;
 - Maximum height 200mm;
 - Maximum width 200 mm;
 - Minimum height 150 mm;
 - Minimum width 150 mm;
 - If there are athletes racing in different distances on the course at the same time and they might mix on the bike/run course, it is useful to have at least two different background colors for the race numbers in order to more easily separate the different groups;
 - The minimum height of the digits should be 50mm.



Number 13 is not used as a race number.

Picture 3: Athletes' BIB Number Sample (ITU World Triathlon Auckland Grand Final, 2012)



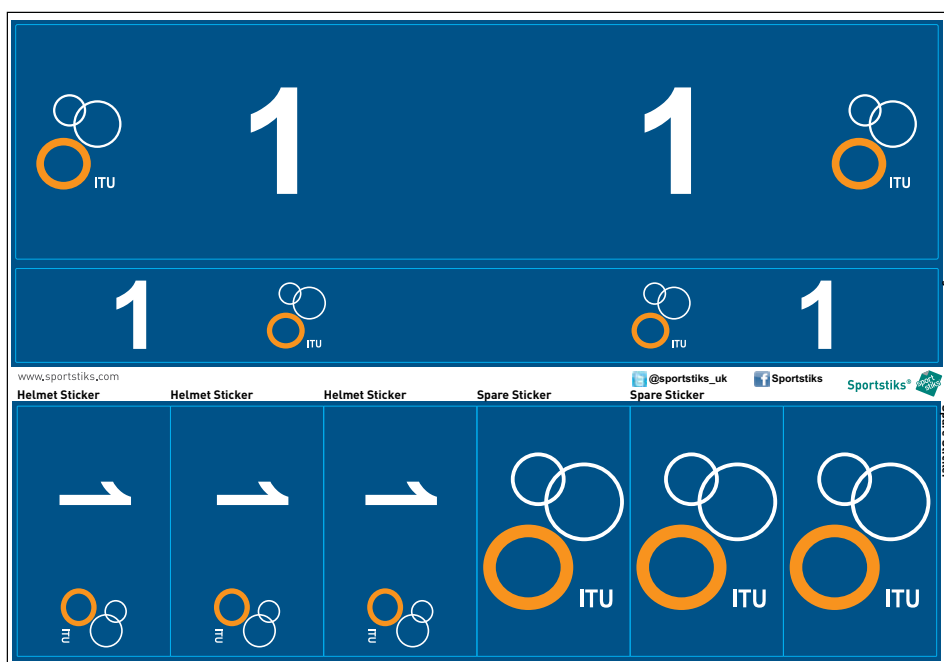
- On the back of the athletes' BIB number there should be medical and emergency contact information that the athlete has to fill in'

Picture 4: BIB Number Back side data sample (ITU World Triathlon Auckland Grand Final, 2012)

MEDICAL INFORMATION		
Fill out in ink (NOT in a Felt Tip Pen)		
NAME		
Last _____	First _____	Initial _____
ADDRESS:		
City _____	State _____	Post Code _____
Date of Birth _____	Age _____	Gender _____
MEDICAL CONDITIONS _____		
MEDICATION _____		
ALLERGIES _____		
LANGUAGE/S SPOKEN _____		
IN CASE OF EMERGENCY, CONTACT:		
(Friend or Family) NAME _____		
Race Day Phone No _____	Normal Blood Pressure _____	
PHYSICIANS NAME _____		

- c) Stickers: The stickers should have the following dimensions:
- Bike Sticker: 0.75m X 0.3m – Number size: 0.35m x 0.2m
 - Bag Sticker: 0.03m X 0.3m - Number size: 0.02m x 0.01m
 - Helmet Sticker: 0.05m X 0.08m - - Number size: 0.02m x 0.01m

Picture 5: Athletes' Stickers Sample (ITU, 2014)

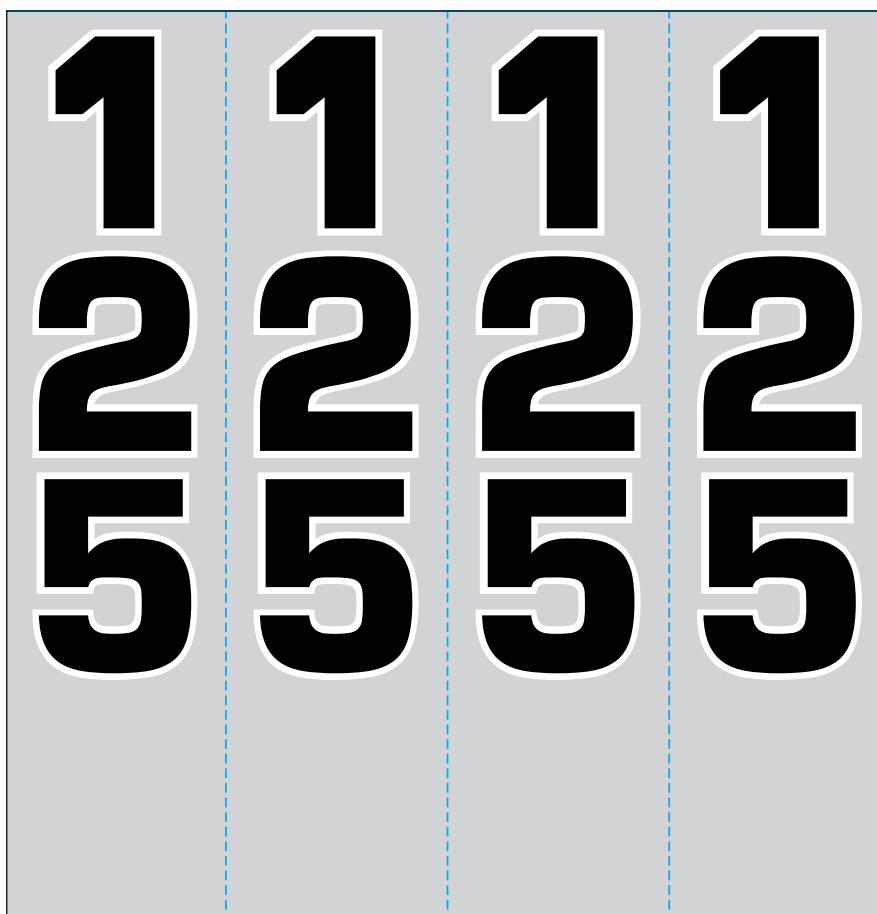


d) Body Decals

It is preferable to provide the athletes with body decals for both arms and legs for a clean look. The dimensions of the body decals should be:

- 0.03m x 0.2m per piece (in this space you should fit the complete race number no matter the amount of figures);
- Alternatively, body marking can be used.

Picture 6: Athletes' Body Decals' Sample (ITU, 2012)



e) Mountain Bike handlebar number plate

In the cross triathlon/duathlon events, a bike handlebar number plate should be added in the athlete's race package.

The number plate must have the following specifications:

- Waterproof material (plastic or hard paper as card board, or laminated paper);
- Size 0.16m Height x 0.19m Width
- Number size 0.06m x 0.02m

Picture 7: Mountain bike handlebar number plate Sample (ITU, 2014)



f) Swim Caps

The swim caps should be:

- Preferable made of silicon material;
- Different highly visible colored per wave (avoid dark colored swim caps that cannot be visible in the water) - ;
- The race number should be included on the swim cap. If not, a wetsuit body decal should be used in case of a wetsuit swim;
- Number size: 0.06m x 0.04m
- In Age Group (AG) races no fewer than 6 different colors of swim caps should be used. Each color should be assigned to the specific wave on a rotation basis for better monitoring of the athletes in the water.

Picture 8: Athletes' Swim Cap Sample (ITU World Triathlon Edmonton Grand Final, 2014)



g) Kit Bag

It is required that the kit bag/goodie bag is made of a resistant material so that the athletes can reuse the bags.

Picture 9: Athletes' Bag Sample (ITU World Triathlon San Diego, 2013)



h) LOC Gift

It's common to offer an event T-shirt to all of the participating athletes; this gift may be replaced with another piece of equipment such as a backpack or towel. The proposed sizing breakdown of an event T-shirt is:

SIZES	WOMEN	MEN
XS	10%	
S	20%	10%
M	60%	40%
L	10%	40%
XL		10%

i) Race Package Distribution

The race package distribution/ pick up timelines are defined in the [ITU Competition Rules](#); The elite/ u23/ junior/ youth/ paratriathlon athletes should pick up their package after the athletes' briefing;

- For World Championships and Continental Championships events the AG group athletes should collect the race package during a specific time slot allocated to their nation. This process has to be followed in order to control the volume of the athletes and avoid long queues.





The athletes' kit components have to be approved by the TD

Table 9: AG Race Package Distribution Sample (ITU World Triathlon Edmonton Grand Final, 2014)

AGE GROUP STANDARD REGISTRATION

Country	Date	Time		Country	Date	Time	Date	Time
Australia	Aug 28th	12:30 - 13:30		Australia	Aug 29th	12:30 - 13:30	Aug 30th	07:00 - 10:00
Bangladesh	Aug 28th	16:00 - 16:30		Bangladesh	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Belgium	Aug 28th	16:00 - 16:30		Belgium	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Bermuda	Aug 28th	15:30 - 16:00		Bermuda	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Brazil	Aug 28th	16:00 - 16:30		Brazil	Aug 29th	15:30 - 16:00	Aug 30th	07:00 - 10:00
Cameroon	Aug 28th	16:00 - 16:30		Cameroon	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Canada	Aug 28th	09:30 - 11:00		Canada	Aug 29th	09:30 - 11:00	Aug 30th	07:00 - 10:00
Cayman Islands	Aug 28th	16:00 - 16:30		Cayman Islands	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Colombia	Aug 28th	16:00 - 16:30		Colombia	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Cook Islands	Aug 28th	16:00 - 16:30		Cook Islands	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Denmark	Aug 28th	16:00 - 16:30		Denmark	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Egypt	Aug 28th	16:00 - 16:30		Egypt	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Fiji	Aug 28th	16:00 - 16:30		Fiji	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
FranceAug 29th	Aug 28th	16:00 - 16:30		France	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
French Polynesia	Aug 28th	16:00 - 16:30		French Polynesia	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Germany	Aug 28th	16:00 - 16:30		Germany	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Ghana	Aug 28th	16:00 - 16:30		Ghana	Aug 29th	16:00 - 16:30	Aug 30th	07:00 - 10:00
Gibraltar	Aug	16:00 -		Gibraltar	Aug	16:00 -	Aug	07:00 -

3.2.15. Briefings



- a) For the pre-race briefing requirements and the policy & procedures please refer to the [ITU Competition Rules](#);

- b) In cases where an AG Athletes' Briefing is conducted (not applicable in World/Continental Championships), 2 different type of briefings preferably should be provided:
 - 1 for beginner athletes;
 - 1 for experienced athletes.
- c) If a briefing is conducted, it is required to provide a room big enough to accommodate the number of athletes and coaches that are required to attend it. For the AG races, you should plan briefing for no more than 200 participants per session.
- d) In the elite/u23/junior/ youth/ paratriathlon briefings' The following should be provided:
 - Auditorium set up;
 - Space outside the briefing room for 3 different check in areas (women, men and team medical/team coaches);
 - Secured internet connection;
 - Refreshments for all of the athletes;
 - Head table with 6 chairs and a speaker's podium. The table should be skirted with ITU branding (provided by ITU);
 - PA system and AV projector.
 - 6 knowledgeable volunteers.
 - A suitable area for athlete interviews with ITU backdrop.
 - The area should be secured with enough security personnel.
 - The area should be wheelchair accessible.
- e) The ITU Officials should have the following administrative support:
 - 2 tables per registration area;
 - Athlete packages organized in race number order.
 - 4 copies of start lists for checking athletes.
 - Athletes sign in sheet.
 - 100 pens for athlete's use.
 - Athletes' agreement (supplied by ITU) (if applicable).
 - 2 copies of accredited coaches list and coach/manager sign in sheet.
 - 2 copies of accredited medical personnel and corresponding sign in sheet.
 - 2 large sets of course maps.
 - Athletes' medical waivers (if applicable).
 - Tape/staples and other miscellaneous office supplies.

3.2.16. Results Posting

It is important to post the unofficial results immediately after the events in order for the athletes to be able to review them and protest if needed. The unofficial results should be posted at the:

- Recovery area;
- Registration area;
- Athletes' area;
- Official hotel.

3.2.17. Local Tourism Services

It is quite common for the AG athletes to combine racing with tourist activities. Therefore, it is recommended to provide a tourism information booth with relevant local information. It can be available near to the Athletes' Information Booth.

3.2.18. Special athletes' local deals

It is highly appreciated by the participants if there are discounts/ offers at the local stores (bike stores/ restaurants etc.).

3.2.19. Updated event website

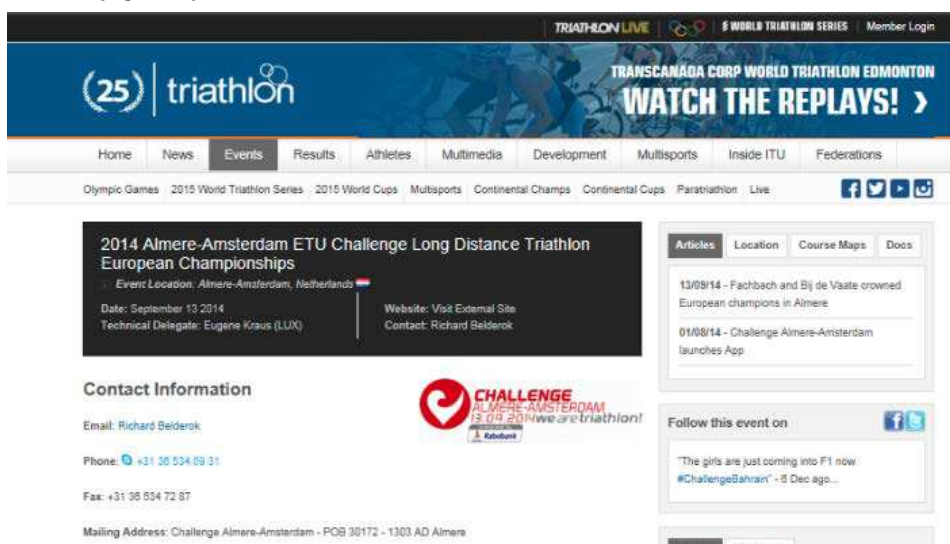
- a) All up to date athletes' information should be available on the event's website. ITU offers an event's page for each event for basic information. If the LOC wants to create its own website this needs to be linked to the ITU website. The password for the ITU page will be sent to the LOC contact by ITU as soon as the event is confirmed; If contradictory information exist between the ITU and the LOC website, the one included at the ITU page, is the official one;



In case of updates, make sure to be reflected in all printed and web based materials

- b) The website should include all of the information of every aspect of athletes' services;
- c) The LOC may make a provision of a newsletter registration form so that they can keep all of their clients up to date on all information;

Picture 10: ITU Event's Webpage Sample (ITU Website, 2014)



- d) It's important to include up to date high-resolution maps on the ITU website with all of the key athlete areas and course details (aid stations, wheel stations, penalty boxes, coaches areas);

Picture 11: High Resolution Map Sample (ITU World Triathlon London, 2009)



- e) An excellent tool to help the athletes properly prepare for the race is to include a video from the bike course for the athletes to review. A sample of ITU World Triathlon Edmonton Grand Final, 2014 can be viewed [here](#).
- f) Finally, a Q&A section should exist on the website with the most frequent asked questions received from the athletes and national federations;
- g) All race specific and athletes' services information should be approved by the TD.

3.2.20. Athletes' Guide

The minimum athletes' guide requirements are:

- a) Course and city maps, specific to the event.
- b) Event Schedule and Event Locations (please ensure that this is accurate – including check-in and warm-up times for all athletes).
- c) Athlete transportation details, times and contacts,
- d) Training facilities: telephone, address, map, hours available,
- e) City information – i.e. emergency numbers, phone information,
- f) Public transportation information,
- g) Restaurant information,
- h) Car rental information,
- i) Tourist attractions,
- j) Medical clinics and local hospitals,
- k) Local entertainment,
- l) Airline telephone numbers,

- m) Assistance for family members travelling with athletes, i.e., facilities for children and tourist information.



The content of the athletes' guide should be approved by the TD.

3.2.21. Finisher Medal

In AG races, the LOC may offer a finisher medal. The artwork should clearly identify the event.

3.3. ITU / VIP / SPONSOR SERVICES

3.3.1. Servicing

The ITU / VIP / Sponsor Hosting Plan will meet the following minimum requirements:

- a) Appoint a Sponsor Service Team;
- b) A VIP Venue host/hostess team who has full knowledge of the event should service the VIP tent. The VIP tent should have a full food and beverage menu and must be approved by the ITU;
- c) Arrange VIP Airport Transportation (Pick-up & Drop-off);
- d) Provide event information package;
- e) Arrange VIP Transportation to all social functions as required;
- f) A supply of sunscreen and bug spray should be available;
- g) Guest lists should be developed in co-operation with ITU.

3.3.2. Sponsor Packages (to include)

- a) VIP (and guest) Accreditation for the event;
- b) Event information;
- c) Invitations and reservation package instructions for all special functions;
- d) Transportation instructions for all events and Vehicle Permit Passes for their vehicles, in order for the VIPs to be dropped off close to the venue;
- e) Sponsor thank you gift;
- f) Special VIP gifts, with local flavor;
- g) VIP packages should be attractively wrapped when distributed.

3.3.3. ITU VIP Protocols

- a) Secure president's message for event program and athlete booklet;
- b) Plan airport pick up and drop off for ITU President, council members and staff;
- c) Ensure welcome package and event information is provided at the host hotel;
- d) Plan transportation to race venue;
- e) Ensure available phone and fax line as well as internet connection for ITU President;

- f) Plan a full service hospitality venue at race site;
- g) Seek ITU approval for medal presenters;
- h) Provide appropriate VIP accreditation as per ITU accreditation template;
- i) Provide an additional 20 VIP passes for ITU President's use;
- j) Plan a welcome reception for ITU representatives and local VIPs;
- k) Provide tickets to all functions to ITU council and staff.

3.3.4. Medal Ceremonies- VIP & Sponsors Involvement

- a) Public authorities, VIP's or representatives from a high level sponsor organization should be considered as presenters;
- b) Medal presenters for the Elite Athlete medal ceremony to be decided by the ITU and LOC;
- c) At least one medal presenter should be a woman;
- d) The details of the medal ceremony are described in the ITU Sport Presentation Manual in Section 6.9.



The final VIP/ Sponsors Services plan has to be approved by the TL (if assigned) or the TD.

3.4. TECHNICAL OFFICIALS SERVICES

3.4.1. General

- a) The total number of TOs officiating at an event will be determined and agreed on between the TD, the LOC and the NF. The TOs assignments will be finalized by the TD;
- b) The LOC has to appoint a person responsible for the Technical Officials Services. This person should be the liaison between the LOC and the Technical Officials.
- c) The overall services should be agreed among the LOC, the National Federation and the TD.
- d) The LOC should provide the TOs with the following:
 - Free airport transportation;
 - Welcome package;
 - Event T-shirt;
 - Full board accommodation (upon agreement);
 - Food and beverages during working hours;
 - Tickets for the opening and closing ceremonies;
 - Tickets for the Pasta Party; and
 - Transportation to and from the venue.
- e) The LOC should include the TOs on the Event's Newsletter recipients list.

3.4.2. ITU officials Services

- a) The provision of accommodation and transportation for the ITU officials is defined in the specific events' LOC Requirement document and LOC events' agreement;
- b) Vehicles: 1 car available for the TD and the ITO Team;
- c) Cell phone with a local SIM card should be provided to each one of the ITU Core Team members;
- d) A working space should be available for the ITU officials at the official hotel with the following:
 - High speed internet connection w/router;
 - International phone access;
 - Photocopying machine;
 - Desk space for at least 8 people;
 - Paper and envelopes;
 - Notice board;
 - Miscellaneous office supplies.

3.4.3. TOs' Equipment List

The LOC will provide the ITO team with the following:

- a) Mountain bikes: 2 mountain bikes with 2 helmets;
- b) Measuring devices: thermometer, wheel measurer, tape measurer, gps;
- c) Flags: 10 red flags (0.6m x 0.3m);
- d) Horns: 3 manual air horns, 1 electronic start system;
- e) Lap Board: One board per lap x 2 sets, bell;
- f) Notice board in the Athletes Lounge;
- g) Whistles: 1 per official;
- h) Rainproof ponchos: 1 per official;
- i) 1 Still camera and 1 video camera with a tripod. A TV screen will be available for reviewing the footage from the video camera;
- j) Bike measurement tool & handlebar check board: The TD will provide the specifications;
- k) Penalty Box board with numbers;
- l) Miscellaneous:
 - Stationery for the athletes' check In and registration;
 - Duct tape;
 - Extra stickers for bikes and helmets;
 - Felt pens and regular, pens;
 - Sewing kit;
 - Official's notice board (white board) and dry markers;
 - LCD projector and screen;
 - Laminating machines (1) and laminating sheets;
 - Sponges and towels.

- m) TOs need to have access to a photocopier and printer in order to print out a number of competition forms that are needed for event. The complete list of the competition documents and the number of copies will be given by ITU.
- n) Motorbikes with drivers and spare helmets for the officials, in an elite sprint/standard distance events:
 - ITU Technical Officials (3), additional to the number of motorbikes for the media and TV;
 - The number of motorbikes with drivers and spare helmets that the LOC should provide for the officials in the age group competitions or any other races, will be determined by the TD following the site visits;
- o) Boats- a total of 2 boats have to be provided to the Officials by the LOC for the swim course operations. This is additional to the number required for Medical, Rescue, Media and Broadcasters;



The final TOs' Services plan has to be approved by the TD.

3.5. SPECTATOR SERVICES

Spectators' services is an area that the LOC has to invest in which includes both the on-site experience and the event's impact on the city.

3.5.1. Communication Sources

- a) Road closures will often result in extra considerations for getting spectators to the venue. It is essential that event access information is well communicated to the spectators and incorporated into the overall event promotion plan;
- b) Communication sources to be used include:
 - City road closure signage;
 - Event created access signage for placement on city streets (must be approved by city);
 - Local newspapers ads;
 - Local radio stations ads;
 - LOC website;
 - Flyers;
 - Road banners;
 - Promo booths;
 - Event announcement to the public.

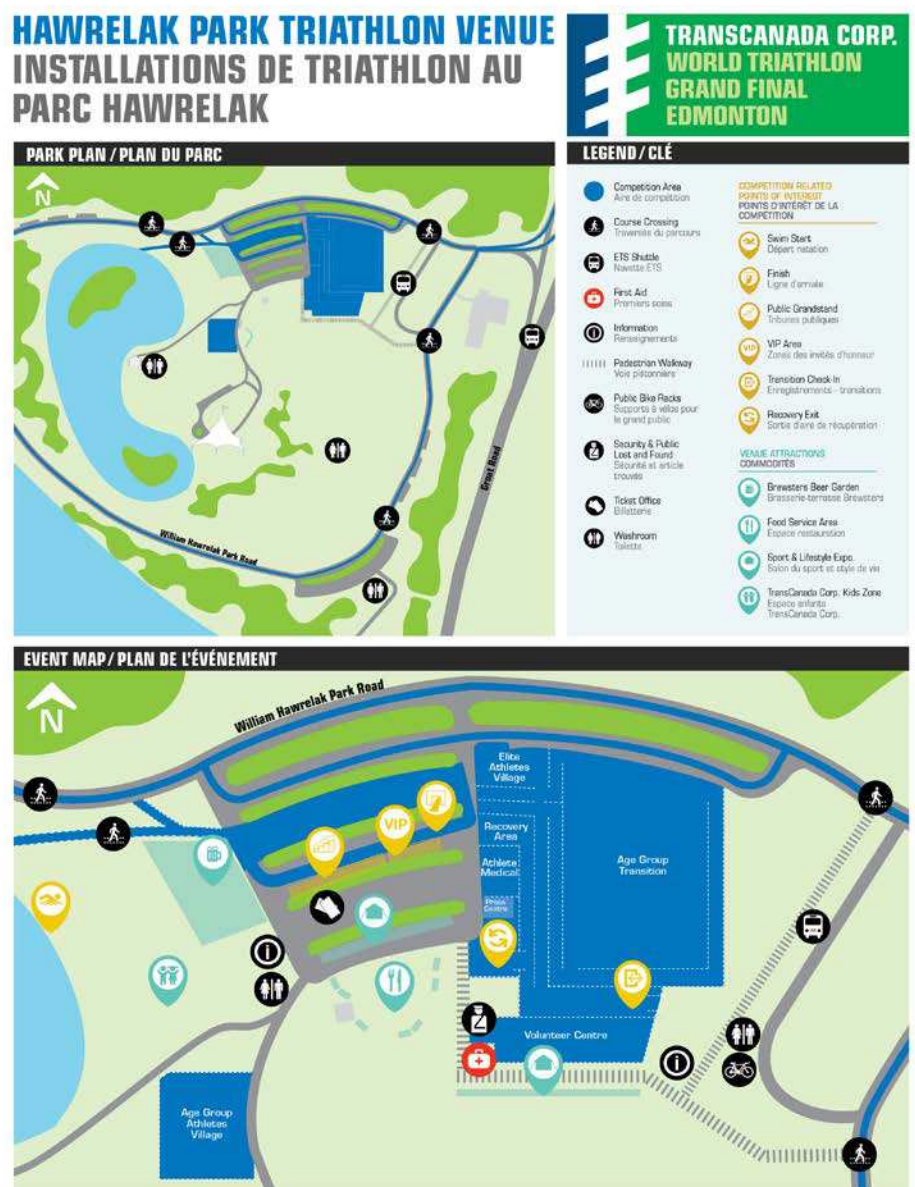
3.5.2. Spectators' Guide

A spectators' guide has to be created for the event with the information below:

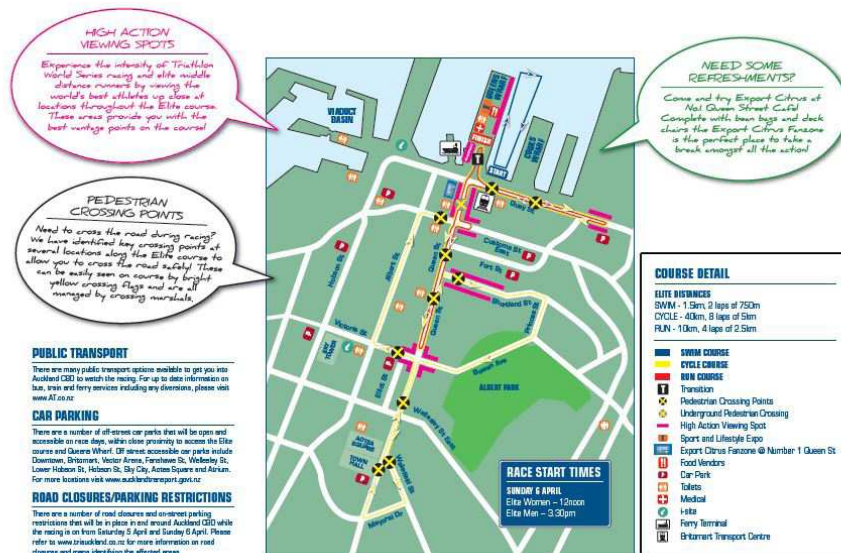
- a) Welcome letters;
- b) Event's schedule;
- c) Start lists;
- d) Featured stories;

- e) Venue map;
- f) Course maps;
- g) Road closures schedules;
- h) Bus schedules;
- i) Location of bridges over field of play;
- j) Best viewing points;
- k) Parking information.

Picture 12: Spectators' Venue Map Sample (ITU World Triathlon Edmonton Grand Final, 2014)



Picture 13: Best Spectators' Viewing point Sample (ITU World Triathlon Auckland, 2014)



3.5.3. On-site Spectator Services

- a) The volunteers responsible for greeting spectators on site are essential for the spectators' experience. This team should be the first point of contact for the spectators arriving to the venue and will be responsible to welcome and direct them to the viewing areas ensuring a continuous and efficient flow.
 - Volunteers should be located at all major access points on-site and in the central hub of the event site;
 - Volunteers should be very visible;
 - Volunteers should be well versed in on-site and course information. An information sheet on 'What is triathlon?' and 'Who to watch?' is recommended;
 - The team should have a provision for special services for wheelchair users and kids;
 - A lost & found point has to be provided;
 - Public access toilets should be included in the venue, close to the central hub;
 - Ideally vendors should be available for the public to purchase refreshments;
 - The LOC should always be in position to guarantee the safety of the spectators on-site by making provisions for:
 - » Spectator medical services;
 - » Evacuation routes;

See references to the Event's Support Operations section.

- b) Lost & found policies and procedures

A public lost & found should be operated out of a specific location within the venue with items being available for pick-up from that location. A lost & found report should be generated for each item that includes logging who the items have been returned to. Individuals searching for items must leave their name and contact information at the Volunteer Check-In. If the item is turned in, Event staff will make the necessary contact. Post-Event, individuals searching for lost items

should contact the Event via email. Found items, including athlete's lost articles, will be kept for a period of 30 days. Any unclaimed items remaining 30 days post event will be donated to charity or disposed of.



The final Spectator's Services guide has to be approved by the TD.

3.6. SOCIAL FUNCTIONS

3.6.1. Pasta Party

- a) This is a complimentary function for all athletes and team officials;
- b) Invitations should be issued to VIPs/sponsors/ITU officials;
- c) Include TOs on the complimentary list;
- d) Plan for additional ticket sales to guests;
- e) Plan audiovisual capability for the function;
- f) Venue should be easily accessible to athletes (if not, free transportation should be provided);
- g) Venue should be wheelchair accessible;
- h) Venue should be tastefully presented;
- i) Contingency plan should be in place in case of an outdoor venue;
- j) The venue, proposed menu and program must be approved by TD;
- k) Ensure a ticket for one handler or guide per paratriathlete (if applicable).

3.6.2. Opening Ceremonies

- a) The opening ceremonies should reflect the historical or cultural nature of the host city;
- b) All athletes are invited to participate and given clear instructions to the event;
- c) Sample opening ceremonies ideas: may be combined with a local cultural event, the pasta party or a triathlon related event – there is opportunity for creativity here! ITU must approve the plans for the Opening Ceremonies;
- d) Speeches must be short and approved by ITU;
- e) A script should be developed for the most efficient running of the function. The script should include clear timelines for:
 - All speeches;
 - Cultural event;
 - Parade of nations;
 - Oath.
- f) In case of an oath ceremony, a coach, a TO and an athlete have to be selected and approved by ITU;
 - Athletes' Oath: "In the name of all athletes I promise that we shall take part in the competitions, respecting and abiding by the rules which govern them,



committing ourselves to a sport without doping and without drugs, in the true spirit of sportsmanship, for the glory of sport and the honor of our teams."

- Coaches' Oath: "In the name of all the coaches and other members of the athletes' entourage, I promise that we shall commit ourselves to ensuring that the spirit of sportsmanship and fair play is fully adhered to."
- TOs' Oath: "In the name of all the technical officials, I promise that we shall officiate in the competitions with complete impartiality respecting and abiding by the rules, which govern them, in the true spirit of sportsmanship."

g) Stage for dignitaries with a podium, microphones and PAs for the speakers should be planned; and

h) A special area for VIPs should be created at the Opening Ceremony venue with the full scope of the VIP services. The number of ITU VIP guests are determined in the event's agreement and the specific **LOC requirements** document.



3.6.3. Gala Awards Banquet

a) A high quality, post-race banquet to honor all of the athletes should be offered;

b) Medals and flowers presented to the top three in all categories;

c) Medal and flower presenters to be decided in cooperation with ITU;

d) The facility should be easily accessible for athletes or transportation provided;

e) The venue should be wheelchair accessible;

f) Athletes, accredited team officials, sponsors, VIPs, ITU Officials (as per ITU/LOC event's agreement) and TOs are given complimentary tickets;

g) Additional tickets available for purchase by friends and family;

h) An entertainment plan should showcase the local culture. Loud music that drowns out all conversation is not acceptable at a Gala Awards Banquet;

i) Obtain all licenses for liquor, etc.;

j) Show video and highlight clips from event;

k) Fireworks or other fanfare are acceptable;

l) The stage should be tastefully decorated according to ITU Branding Guidelines;

m) Large screen with full PA support should be planned;

n) The venue, proposed menu and program must be approved by ITU;

o) Ensure a ticket for one handler or guide per paratriathlete (if applicable);

p) A special area for VIPs should be created at the Gala Awards Banquet venue with the full scope of the VIP services. The number of ITU VIP guests are determined in the event's agreement and the specific **LOC requirements** document.



3.6.4. VIP Receptions

The VIP receptions are held in the days prior to the races.

a) A stand-up reception is ideal;

b) Are held in appropriate high class venue, such as city hall or special site in host city;

- c) Must provide food and beverages;
- d) Stage for dignitaries with a podium, microphones and PAs for the speakers should be planned;
- e) The VIP list should include; government officials, ITU VIP's (list obtained from ITU), NF VIP's, Event Sponsors, Key Members of LOC, Select Elite Athletes, and guests;
- f) Transportation must be arranged and free of charge;
- g) Special Invitations should be issued with rsvp instructions;
- h) The venue's proposed menu and program must be approved by ITU.



3.7. TRANSPORTATION PLAN

3.7.1. Summary of Requirements

- a) Coordinated transportation is needed for the following groups:
 - Elite Athletes: from/to airport- See Athletes' Services Section;
 - All Athletes (to venue on race day);
 - Paratriathletes specific transportation needs at the venue;
 - ITU VIP's;
 - ITU Officials;
 - LOC;
 - VVIP's (Mayor, Delegates); and
 - Public (to get to the venue on race day).
- b) Transportation services will include:
 - Shuttle service from the airport;
 - Rental vehicles (ITU Officials);
 - City buses; and
 - Volunteer drivers.

3.7.2. Transportation Management and Operation Plan

(applicable according to the Event's agreement)

- a) Airport Drop-Off and Pick-Up
 - All elite athletes and team officials will have transportation provided from the airport to their hotels provided by the LOC. There is no extra charge for the bikes;
 - ITU Officials rental cars will be available at the airport for pick-up upon arrival according to the event's agreement; and
 - ITU Executive Board representatives will be picked up and dropped off from the airport by a driver and transported to the host hotel and back to the hotel.
- b) Athletes
 - Training venue transportation: All athletes are responsible for their own transportation to and from any training venues;
 - Competition venue transportation: Athletes will ride their bikes or arrange other transportation for swim course familiarization and bike course familiarizations;
 - Transportation must be available for the athletes and their bikes from the host hotel to the venue on race day;

- A specific drop-off point should be planned close to the paratriathlon transition area on the race day for the paratriathletes. The LOC should have golf carts available in case the paratriathletes have to carry their equipment;
 - Transportation to Media Events: For elite athletes attending the media conference, transportation will be individually arranged by the LOC for each athlete; and
 - Transportation to Social Functions: If the venue is not within walking distance then transportation to and from the functions must be planned.
- c) VVIP's
- A detailed transportation plan should be provided in the VVIP package with specific instructions.
- d) Public
- Provisions should be made to ensure spectators have easy access to the venue.



3.7.3. Vehicle Accreditation Permit Passes (VAPPs)

- a) An accreditation permit pass should be placed to all the vehicles that have to entry the FOP before or during the events.
- b) The final list of the accreditation permit passes should be approved by the TD.



Picture 14: Vehicle accreditation permit passes sample (ITU, 2014)

- Access within the secure perimeter, but not on the course
- Access within the secure perimeter and on the course, at any time
- Access within the secure perimeter and on the course, but outside the competition time
- Access within the secure perimeter and to the VIP Parking



The final Transportation Plan has to be approved by the TD.

3.8. FOOD SERVICES

3.8.1. Basic elements

- a) Determine the size of the host venue: This depends on the number of volunteers, technical officials, athletes, and spectators who will be at the event;
- b) Find a local catering company to provide food services for the volunteers, technical officials and athletes. It is a good idea to use one reliable caterer as it will be much easier to coordinate;
- c) Find a local restaurant to cater/sponsor the VIP Area;
- d) Find vendors to sell to spectators in the venue such as drink and food vendors;
- e) Set up location for the awards banquet and confirm food requirements;
- f) Determine food requirements for volunteer orientation: this includes refreshments and food;
- g) Determine food requirements for volunteer tent;
- h) Plan food requirements for volunteers helping with event set up and take down;
- i) Plan food requirements for construction crew;
- j) Consider how to get food to volunteers who are on the course (i.e. bag lunch);
- k) Plan food requirements for athlete village;
- l) Determine food requirements for medical tent, anti-doping control area and media tents. (i.e. what time will food be delivered to the area);
- m) Confirm equipment and other requirements from food suppliers, and City Engineering Department such as power, floor, tents, etc.;
- n) Complete registration form for temporary food facilities (contact local health board);
- o) Complete registration form for special events (contact local health board);
- p) Provide food service vendors/caterers with venue access, parking passes, parking and venue maps;
- q) Give special care to the waste management in each area (recycling bins) and generally at the venue (waste compound);
- r) Create food requirements spreadsheet with the following fields:
 - Date and Time;
 - Location;
 - Number of people;
 - Menu plan (Special dietary requirements to be planned upon request); and
 - Supplier and Event.

3.9. MEDIA SERVICES

3.9.1. ITU website and online services

- a) Live coverage of each race can be linked on the official ITU website – www.triathlon.org. The coverage is to feature live results and to be coordinated by the LOC timing and results company;
- b) Post-race event photo gallery (if photos are provided by the LOC);
- c) Full results postings.

3.9.2. ITU print and press services

- a) High quality professional photos to be sent to ITU by the LOC media team;
- b) Distribution of images through international photo agencies;
- c) Management of press operations on site by the TD.

3.9.3. Television and news

- a) Television and news services might be provided by the LOC.

3.9.4. Media Facility Requirements

- a) The LOC must provide a press center at the venue for the general media that is an adequate size for the number of media in attendance.
- b) The specifications can be found in the venue operations section.



3.9.5. Pre-Race Press Conference (optional)

- ☐ Facilities (Seating, Tables, etc.);
- ☐ Backdrop (must be approved by TD);
- ☐ Adequate audio visual equipment;
- ☐ Names and pronunciation of LOC dignitaries;
- ☐ Agenda/run sheet with introductions and questions;
- ☐ Place cards (ITU approved design);
- ☐ Food and beverage for attendees;
- ☐ Water and beverage for head table;
- ☐ Translator (if applicable);
- ☐ MC;
- ☐ Local gift for attending athletes.

3.9.6. Media Zones/Areas

- a) The LOC will provide designated media zones on course for press, photographers and broadcasters, separate from spectators with adequate identification and efficient movement from zone to zone (i.e. not through crowds or long distances);
- b) The LOC will provide a media zone at the finish line in accordance with the draft layout plan that can be found in the EOM. This zone should include a tiered platform for photographers at the finish line, a designated area for host broadcaster interviews and a mixed zone for media separate from the athletes;

3.9.7. Post-Race Press Conference (optional)

LOC are to consult with the ITU about the need for a post-race press conference. If deemed necessary, please refer to Pre-Race Press Conference requirements above.

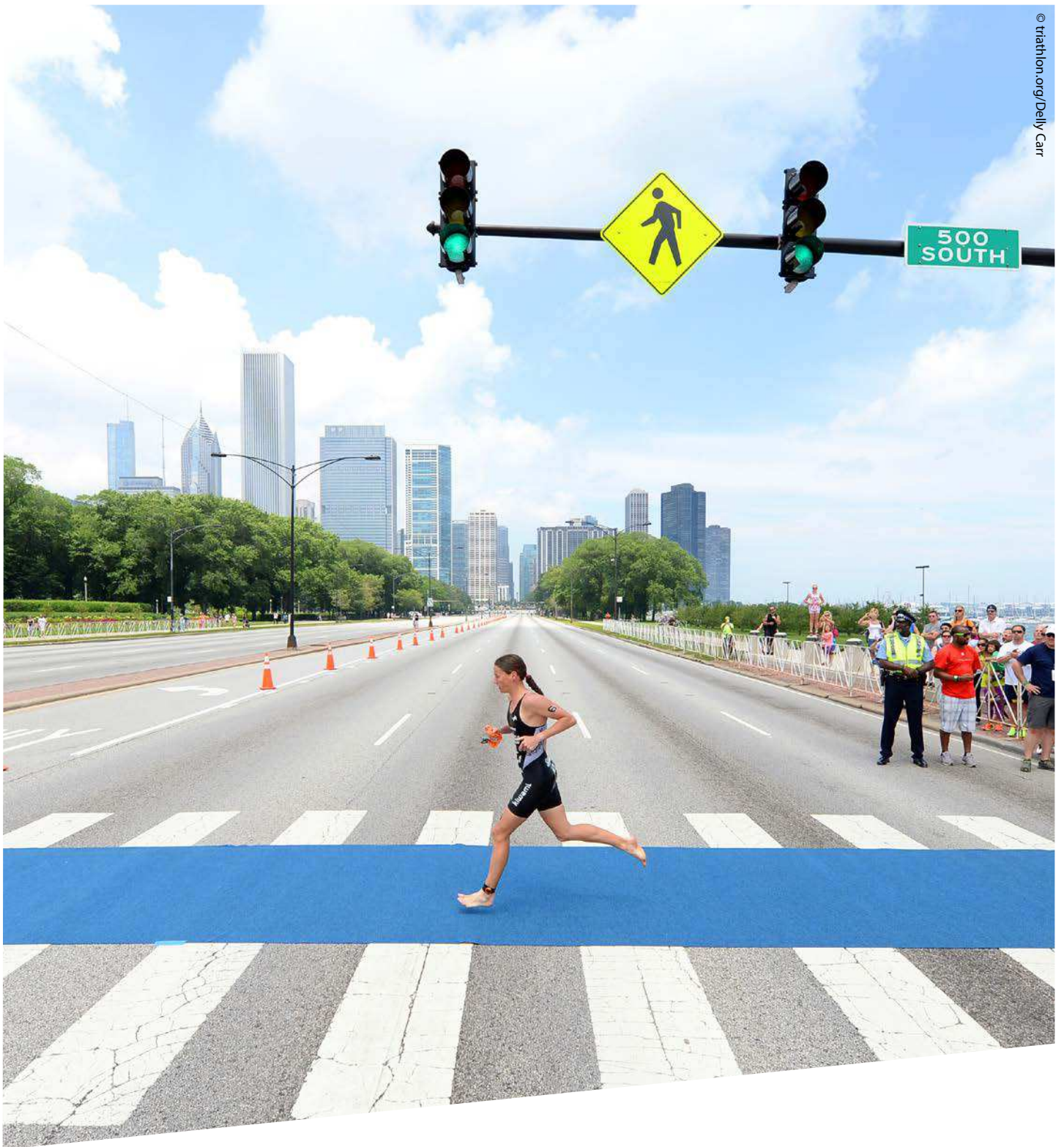
3.9.8. Reporting

- a) The LOC must provide a detailed reporting document to the ITU Media within 3-4 weeks after the event. This document will include:
 - Detailed Pre and Post Monitoring information (clippings, local TV stats, etc.)
 - Final Media Contact list



For any suggestions or questions regarding the Events Organizers' Manual (EOM) please contact Thanos Nikopoulos - Senior Manager, Technical Operations.

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ITU EVENT ORGANISER'S MANUAL

PART 4

FIELD OF PLAY (FOP) OPERATIONS

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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4.1. GENERAL

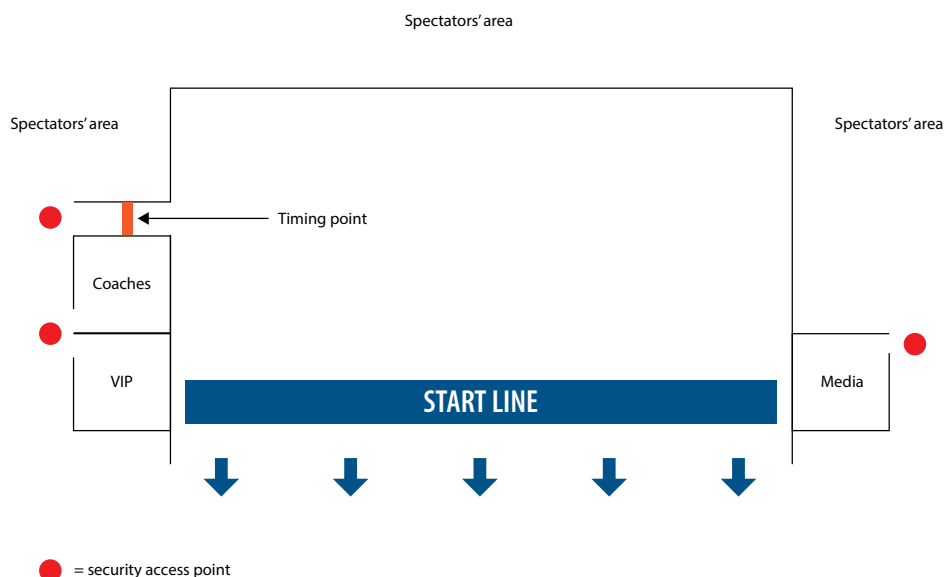
- The FOP operation section of the EOM combines the course management duties of the LOC. The following phases of a competition will be described in detail to maximize the television and spectator friendly element without compromising the safety and fairness of the competition:
 - » Start area;
 - » Swim course;
 - » Transition area;
 - » Bike course;
 - » Bike course aid station;
 - » Bike course penalty box;
 - » Wheel station;
 - » Lap counting;
 - » Run course;
 - » Run course aid station;
 - » Run course penalty box;
 - » Finish area; and
 - » Relay zone.
- These phases will be described as:
 - » Layout;
 - » Personnel;
 - » Equipment; and
 - » Procedures & Operational Plans.

4.2. START AREA

4.2.1. Start area layout

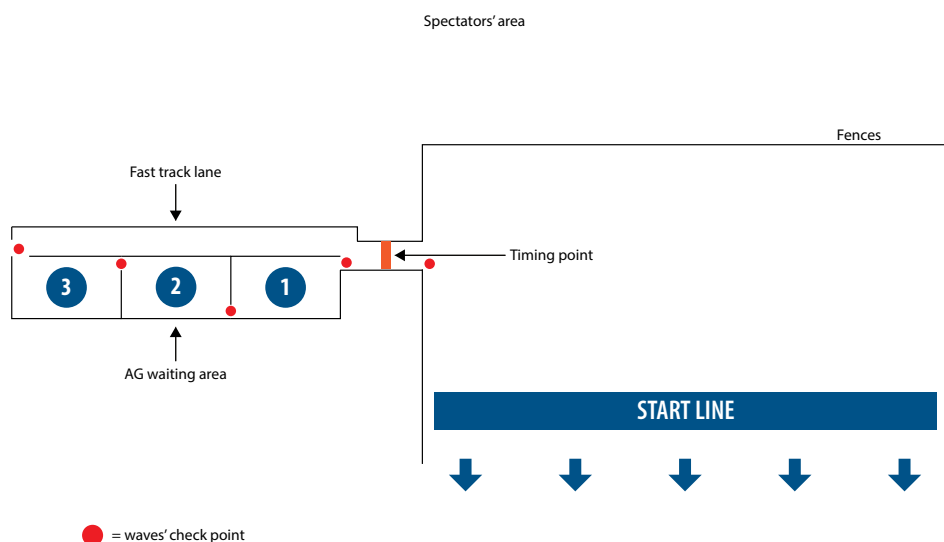
- a) The start area will be defined by hard crowd control low fencing providing the athletes with a buffer zone from media and spectators.
- b) Media will be provided a zone along the length of the start that will be secured from spectators by hard fencing and managed by security personnel or on a perpendicular platform attached to the one end of the platform not blocking the view of the VIPs.
- c) A VIP area of at least 50 square meters will be provided adjacent to the start. It will be secured from spectators by low hard fencing and managed by security personnel. The Media and VIP areas must not overlap.
- d) A coaches' area will be provided for all appropriately accredited personnel adjacent to the pre-start area. This area will be secured by low hard fencing and managed by security personnel.

Diagram 1: Start area layout Sample (ITU, 2014)



- e) Lining-up age group athletes on time is critical for avoid delays to the start times. A special area has to be prepared in order to facilitate the athletes from 3 waves (around 300) and a fast track lane for athletes who show up at the last minute. At the end of this area, the timing chip certification should take place. Toilets (some wheelchair accessible) should be provided near this area.

Diagram 2: AG Line up area Sample (ITU, 2014)



- f) For an elite event, a call room should be provided equipped with chairs, numbered boxes for leaving last minute gear and water/refreshments. Ice should be provided in extreme weather conditions.
- g) For duathlon events, a pre-start line should be drawn 5m before the start line in order to coordinate the start procedures in an efficient way. The width of the line should be a minimum 5cm.



h) Start area for events with rolling starts.

- For events with a rolling start system, the LOC and the TOs must follow the start procedures as described in the ITU Competition Rules. The TD should be the one to determine the line up process of the athletes. This can be:
 - » According to the expected swim start times either for mixed genders (non drafting events) or separate genders (draft legal events);
 - » Per AG categories (with mixed genders for non drafting events or with separate genders for draft legal events).
- The layout of the area should either be:
 - » a long corridor with several entrances for the different waves/ start times; or
 - » several boxes/ corrals connected to a start corridor;
 - » adequate signage should be in place, directing the athletes to the start area.
- The start chute should be 3m wide and long enough to accommodate the number of athletes starting the race.
- A pre start area should be located from the end of the start chute to the start line. The pre start area should be 3mx15m.
- A timing mat should be placed just before the swim start area, at the start line. All athletes will have to cross the timing mat before starting the swim.

Diagram 3: Start chute with several entrances sample layout (Ironman, 2015)

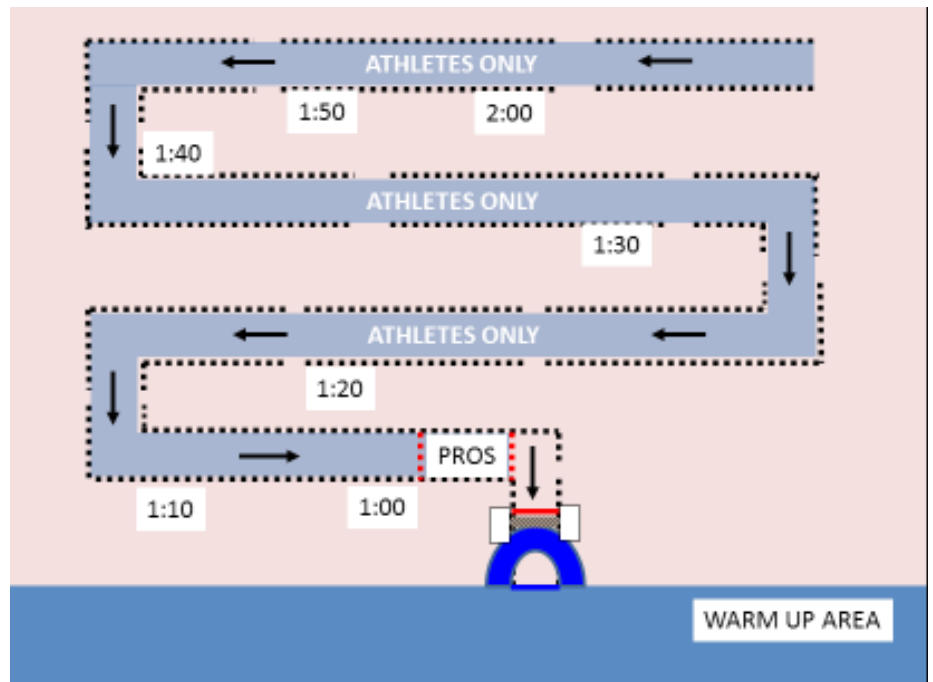
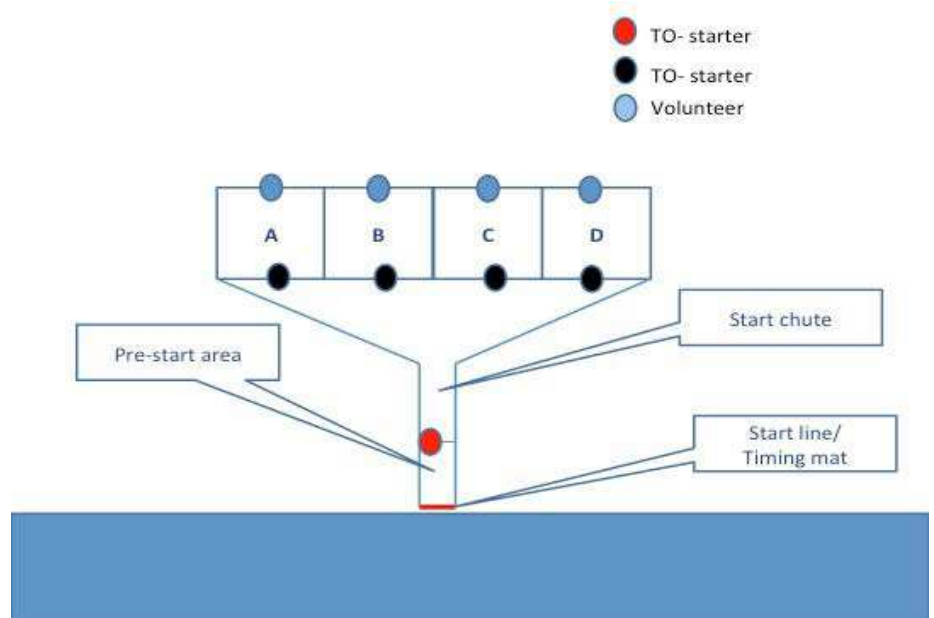


Diagram 4: Start chute with boxes/ corals sample layout (ITU, 2015)



4.2.2. Start area personnel

a) Staff and Volunteers

- A team should be dedicated to assist the TOs with the managing athletes at the pre start area and keeping the area clean. One of their duties is to control the access to the dedicated VIP, Media and Coaches areas attached to the start area.
- Job descriptions of the different tasks can be accessed through the assigned ITU TD or the ITU Sport Department.

b) Technical officials

- The number of technical officials assigned to the pre-start/ start area will be determined by the TD based on the number of athletes in the competition;

c) Paratriathlon specific information can be found Section 7.

4.2.3. Start area equipment

- a) The 4 different types of swim start areas, in order of preference are:
- Solid pontoon: Gives the possibility of a dive start from a solid construction. The height of the pontoon is ideally between 0.2m and 0.5m;

Picture 15: Pontoon Start (ITU World Triathlon Stockholm, 2014)



- Floating pontoon: Gives the possibility of a dive start. This pontoon has to be stable. Movement more than 0.3m in any direction during competition conditions is not acceptable. The height of the pontoon is ideally between 0.2m and 0.5m;

Picture 16: Floating pontoon (ITU World Triathlon Auckland, 2014)



- Platform beach start: If there is no possibility of any type of pontoon the platform beach start is acceptable. It is a solid structure with a 0.2m elevation on the front edge, which clearly defines the start line; and

Picture 17: Beach start (Ixtapa ITU Triathlon Pan American Cup, 2013)



- Water start: This is used for all AG and paratriathlon events. There should be a reference point indicating the start line that can be either a rope behind the athletes or a stable object that the athletes can hold with one hand (pontoon). Two buoys at the extremities of the start should be the last choice by the LOC.

Picture 18: Water start (ITU World Triathlon Auckland Grand Final, 2012)



- b) Swim pontoon/platform specifications: measuring a minimum 60m x 3m. The swim start line design will provide an equal start position for all athletes;
- c) The kind of start used for the event has to be determined and approved by the TD. A number of factors have to be considered for selecting the proper method such as:
 - Start area accessibility
 - Water depth measurements;
 - Tide tables;
 - Current;
 - Available local knowledge; and
 - Event budget.



- d) If a structure is going to be provided for accommodating the start area (bridge, pontoons) an engineering plan has to be submitted to the TD.

- e) Pontoon/ platform carpet

The swim start area (pontoon/ platform) will be completely covered in 'blue' carpet. The preferable color of the blue carpet is pantone CMYK 2955 (80%). The carpet has to be fixed safely on the ground with either double faced tape below the carpet, nails with washers without any edge that can create an accident and/ or a heavy duty anti slippery tape on the top of the carpet. Two pieces of carpet should always overlap by at least 0.02m in order not to have gaps between them, when the carpet shrinks due to high temperatures. The carpet's specification preferably should be:

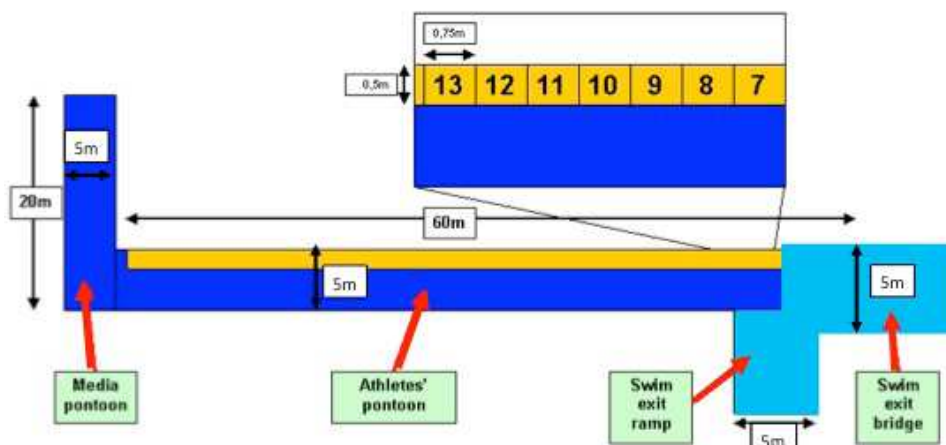
- Fibre – 100 PFX Stain Shield Staple Fibres
- Fibre Weight – 820gsm
- Total Weight – 1170gsm
- Total Thickness – 7mm
- Width – 2m
- Location Grade – Sports Arena/Outdoor



***New carpet in wet conditions can be extremely slippery.
Make sure to sweep the soap (white foam) from the carpet.***

- f) Pontoon/ platform markings
 - There will be a 'pre-start line'. This will be a solid white line of a minimum of 0.05m in width and 0.5m from the front edge of the swim platform/ pontoon;
 - Each athlete will be allowed 0.75m; and
 - Each athlete position will be numbered from right to left when facing the first turn buoy. The numbers must be a minimum of 0.2m in size and white in color facing the athletes as per the design below.

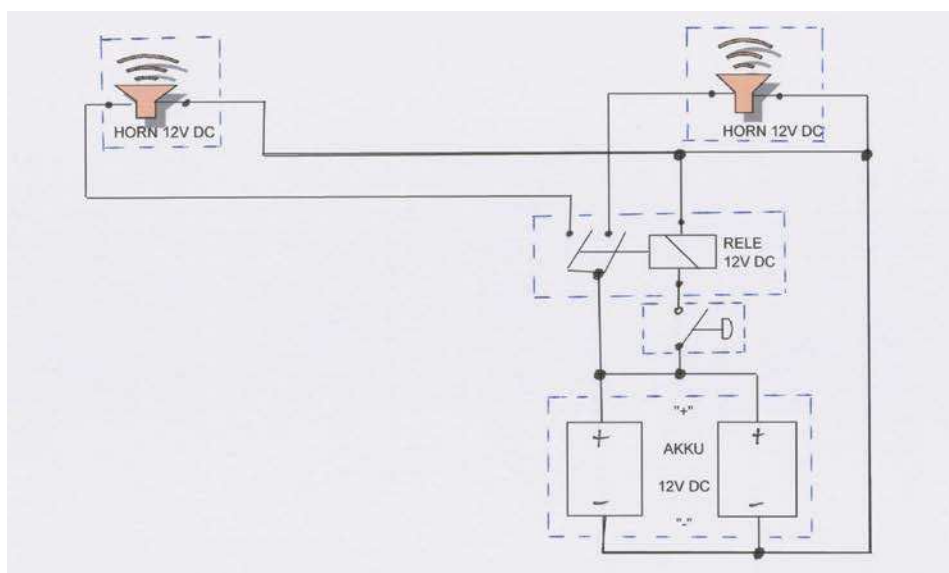
Diagram 5: Pontoon Sample (ITU, 2014)



g) Swim start system

The LOC should prepare and provide an electronic start system. This system should be comprised of at least 2 horns (22W), 2 metal poles to support the horns, 2 car batteries for power, 1 controller with a microphone and a switch with about 120m wire (for 2 sets of circuit) or 60m wire (for 1 set of circuit). The following diagram is based on a 2 horns set up.

Diagram 6: 2 Horn Set Up Swim start system (ITU, 2014)



4.2.4. Start area procedures & operational plans



- In order to ensure the safety of the athletes, there is a limit on the number of athletes starting at the same time. The size of each wave is defined in the [ITU Competition Rules](#).
- The time difference between the waves in an AG race is defined by the TD. The following parameters should be taken into consideration:

- Tide tables in the area;
- Length and laps of bike and run course;
- Road closure agreement with the police;
- TV and audience promotion;
- Number of athletes;
- Venue orientation;
- Sunset and sunrise times;
- Possible overlapping between men and women, young and old age groups;
- The final goal is to minimize overlapping on the bike course and to achieve an athletes' distribution on the bike course with no less than 25m per athlete on an AG triathlon draft illegal sprint/ standard distance event. A preferable distribution is to alter the genders per AG and to start the AG from youngest to oldest until AG 50- 54, and then starting from 80+ to youngest. Example:

Table 10: Age Group Standard wave distribution (ITU World Triathlon Edmonton Grand Final, 2014)

Wave	Category	Start Time	Final numbers	Numbers/wave
1	Open paratriathlon	7:15:00		
2	M18	7:30:00	25	95
	M20	7:30:00	70	
3	M25	7:33:00	73	73
4	M30	7:36:00	71	71
5	F18	7:50:00	14	64
	F20	7:50:00	50	
6	F25	7:53:00	69	69
7	F30	7:56:00	64	64
8	M35	8:10:00	75	75
9	M40	8:13:00	90	90
10	F35	8:30:00	60	60
11	F40	8:33:00	65	65
12	M55	8:50:00	69	69
13	M60	8:53:00	45	45
14	M65	8:56:00	43	84
	M70	8:56:00	28	
	M75	8:56:00	10	
	M80	8:56:00	3	
15	F55	9:05:00	45	45
16	F60	9:08:00	32	74
	F65	9:08:00	28	
	F70	9:08:00	10	
	F75	9:08:00	3	
	F80	9:08:00	1	
17	M45	9:30:00	83	83

Wave	Category	Start Time	Final numbers	Numbers/wave
18	M50	9:33:00	91	91
19	F45	9:40:00	58	58
20	F50	9:43:00	46	46

- For AG middle/long distance events, the preferable distribution is to start with the men from youngest to oldest followed by the women in the same order;
- For AG draft legal competitions, the waves should be planned by grouping the genders together and starting the different age groupers from youngest to oldest. A start time difference between the waves and the genders will be established to minimize the waves mixing; and
- The final waves schedule should be provided to the athletes with additional information including the size of the waves, race numbers, check in/ out times.

c) In the case of World/ Continental Championships:

- Men and women waves can never be mixed (except paratriathlon).

Table 11: AG sprint distance wave distribution (ITU World Triathlon Edmonton Grand Final, 2014)

Wave		Start Time	Swim Cap	Final Numbers	Numbers per wave	Numbers	Check In Time	Check In Gate	Last Minute Check In	Check Out Time
1	M16	9:30:00 AM		80	80	20001-20080	09:00 - 10:00	2	07:00 - 09:15	13:15 - 19:00
2	F16	9:33:00 AM		63	63	20086-20148	10:00 - 11:00	2	07:00 - 09:15	13:15 - 19:00
3	M20	9:38:00 AM		71	71	20154-20224	11:00 - 12:00	2	07:00 - 09:15	13:15 - 19:00
4	F20	9:41:00 AM		41	41	20230-20270	12:00 - 13:00	2	07:00 - 09:15	13:15 - 19:00
5	M25	9:50:00 AM		71	71	20276-20346	09:00 - 10:00	3	07:00 - 09:15	13:15 - 19:00
6	F25	9:53:00 AM		72	72	20352-20423	10:00 - 11:00	3	07:00 - 09:15	13:15 - 19:00
7	M30	10:05:00 AM		72	72	20429-20500	11:00 - 12:00	3	07:00 - 09:15	13:15 - 19:00
8	F30	10:08:00 AM		62	62	20507-20568	12:00 - 13:00	3	07:00 - 09:15	13:15 - 19:00
9	M35	10:20:00 AM		81	81	20576-20656	09:00 - 10:00	4	07:00 - 09:15	13:15 - 19:00
10	F35	10:23:00 AM		63	63	20664-20726	10:00 - 11:00	4	07:00 - 09:15	13:15 - 19:00
11	M40	10:35:00 AM		91	91	20733-20823	11:00 - 12:00	4	07:00 - 09:15	13:15 - 19:00
12	F40	10:38:00 AM		68	68	20831-20898	12:00 - 13:00	4	07:00 - 09:15	13:15 - 19:00
13	M45	10:50:00 AM		88	88	20905-20992	09:00 - 10:00	5	07:00 - 09:15	13:15 - 19:00
14	F45	10:53:00 AM		61	61	21000-21060	10:00 - 11:00	5	07:00 - 09:15	13:15 - 19:00
15	M50	11:10:00 AM		86	86	21067-21152	11:00 - 12:00	5	07:00 - 09:15	13:15 - 19:00
16	F50	11:13:00 AM		54	54	21160-21213	12:00 - 13:00	5	07:00 - 09:15	13:15 - 19:00
17	M55	11:20:00 AM		75	75	21219-21293	09:00 - 10:00	6	07:00 - 09:15	13:15 - 19:00
18	F55	11:23:00 AM		55	55	21301-21355	12:00 - 13:00	2	07:00 - 09:15	13:15 - 19:00
19	M60	11:30:00 AM		52	52	21361-21412	10:00 - 11:00	6	07:00 - 09:15	13:15 - 19:00
20	M65	11:33:00 AM		38	80	21418-21455	11:00 - 12:00	6	07:00 - 09:15	13:15 - 19:00
	M70	11:33:00 AM		25		21460-21484	11:00 - 12:00	6	07:00 - 09:15	13:15 - 19:00
	M75	11:33:00 AM		11		21488-21498	11:00 - 12:00	6	07:00 - 09:15	13:15 - 19:00
	M80	11:33:00 AM		4		21501-21504	11:00 - 12:00	6	07:00 - 09:15	13:15 - 19:00
	M85	11:33:00 AM		2		21506-21507	11:00 - 12:00	6	07:00 - 09:15	13:15 - 19:00
21	F60	11:36:00 AM		41	84	21509-21549	12:00 - 13:00	6	07:00 - 09:15	13:15 - 19:00
	F65	11:36:00 AM		28		21554-21581	12:00 - 13:00	6	07:00 - 09:15	13:15 - 19:00
	F70	11:36:00 AM		12		21585-21596	12:00 - 13:00	6	07:00 - 09:15	13:15 - 19:00
	F75	11:36:00 AM		2		21599-21600	12:00 - 13:00	6	07:00 - 09:15	13:15 - 19:00
	F80	11:36:00 AM		1		21601	12:00 - 13:00	6	07:00 - 09:15	13:15 - 19:00

1470



ITU has created a tool to calculate the AG waves in a triathlon draft illegal sprint/ standard distance event



d) The procedures around the selection of the start positions and the race start are defined in the [ITU Competition Rules](#).

e) Paratriathlon start/staggered start for PT5 athletes

- There is a clearly defined maximum number of athletes depending on the different paratriathlon levels of an event, according to the [ITU Competition Rules](#);
- The athletes should start in waves to minimize the impact at the swim exit and on the bike and run course;



- Additional time differences should be included among the waves, in case of a narrow section on the bike and run course;
- The preferable wave distribution is:
 - » Zero time PT4 (Women/Men)
 - » +01 :00 PT5-B1 (Men & Women)
 - » +04 :18 PT5-B2/3 (Men) _ (*)it can be updated according to the revised staggered start time difference)
 - » +04:48 PT5-B2/3 (Women) (*)
 - » +11 :00 PT2 (Women/Men)
 - » +16 :00 PT3 (Women/Men)
 - » +31 :00 PT1 (Women/Men)

(*) these can be updated according to the revised staggered start time difference);



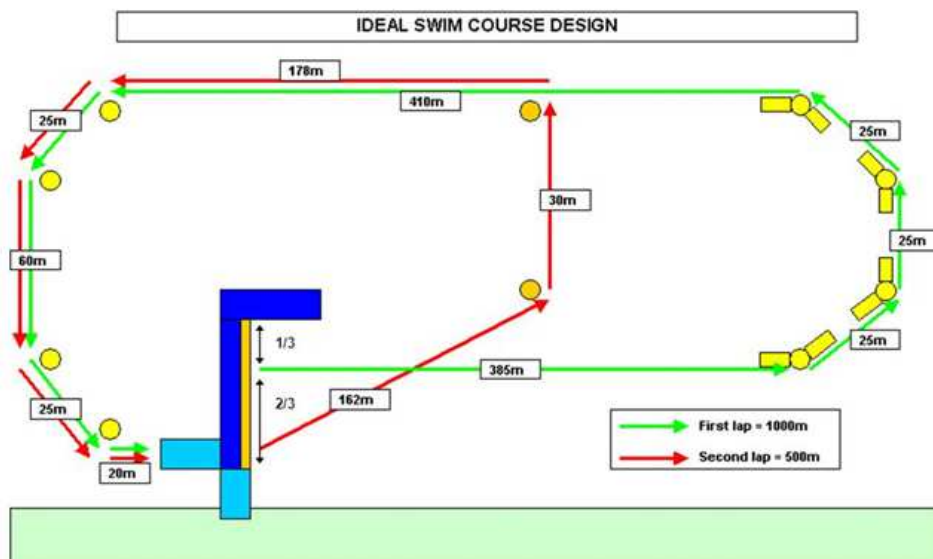
- ITU has developed a tool for calculating the distribution of the paratriathletes for the different segments to allow better management of the event; and
- The process of a staggered start is defined in the [ITU Competition Rules](#).

4.3. SWIM COURSE

4.3.1. Swim course layout

- a) Number and length of laps:
 - Elite/u23 – 1500m – 2 laps (preferably 1000m + 500m);
 - Junior/age group sprint distance/ paratriathlon – 750m – 1 lap;
 - Age group standard distance– 1500m – 1 lap;
 - Middle distance – 1900m to 3000m – 1 lap;
 - Long Distance – 1000m to 4000m – 1 lap; and
 - Team relay – 250m to 300m – 1 lap.
- b) The swim will be in a counter clockwise direction, if the TD does not suggest differently;
- c) The turns should be curved and with the angle of the turn never less than 90°;
- d) For standard and long distance events, the first turn buoy will be a minimum of 350 m from the start;
- e) The swim course minimum depth should be 1.5m;
- f) The use of a warm up area must not interfere with the competition in progress;
- g) Medical facilities will be placed adjacent to the swim course;
- h) An aid station will be placed adjacent to the swim exit for the age group athletes in any distance. For the rest of the athletes, an aid station will be placed at the same location in distances from middle distance and longer.

Diagram 7: Ideal Standard distance swim course design (ITU, 2014)



i) Paratriathlon swim course

- Special consideration should be given to the access to the pontoon and to the swimming course. It should be wheelchair accessible;
- Athletes need to be given adequate swim warm up time with clear instructions on the time frame for this;
- Paratriathletes will start by using a deep water start;
- In case of a water start, a start area should be created in the water by locating 2 buoys on the left and right sides;
- In the case of a multiple loop swim, the entire swim portion of the event will be in the water. At no point other than the final exit from the swim will paratriathletes be required to exit the water (and then re-enter the water);
- Wetsuit allowance limits are defined in the [ITU Competition Rules](#).
- The paratriathlon swim course should have the least effect from currents, tides and waves;
- The medical safety plan of the event should be adequate and each of the paratriathletes should be closely monitored.



4.3.2. Swim course personnel

a) Staff and Volunteers

- All the positions of the swim course personnel are described in the Marine operation plan - games level competitions (Appendix Section).
- It is recommended that:
 - » The safety boat driver have experience on boat handling, water safety, communication and rescuing other water users;
 - » To have certified lifeguards assigned to open water safety. We should have a ratio of 1 lifeguard per 50 athletes with minimum of 12 lifeguards per shift;
 - » The divers to have a rescue diver qualification.

b) Technical officials

- The number of technical officials assigned to the swim course will be determined by the TD based on the number of athletes in the competition and the swim course layout.

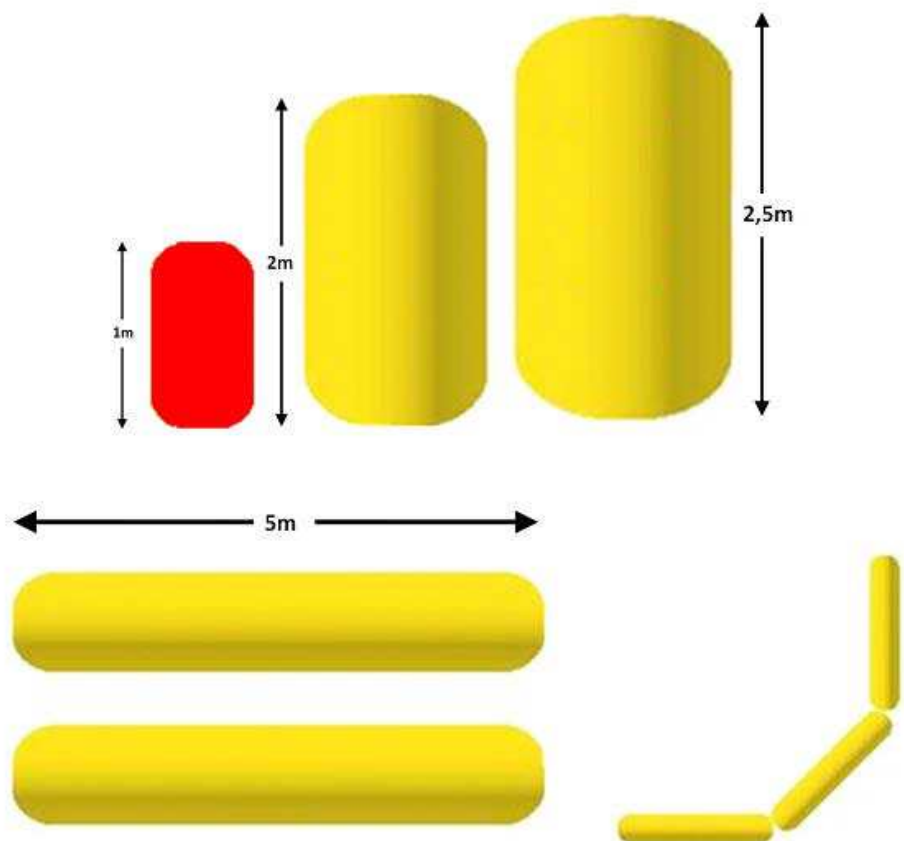
c) Paratriathlon specific information can be found in Section 7.

4.3.3. Swim course equipment

a) Buoys

- The buoys should have the following characteristics:
 - » Banana buoys are 5m long x 1m diameter.
 - » Turn buoys are 2.5m long x 1m diameter
 - » Sight buoys are 1.2m long x 0.7m diameter
 - » The turn buoys are 1m in diameter and not less than 2.5m in height. An 'Olympic-style' banana buoy is preferred;
- They must be made of fabric air-tight pvc 850-1100 denier, sewing high frequency welding system, multiple connections stainless steel for the connections of the buoys, valve irrevocably and should be removable. Sight Buoys: The number and placement of sight buoys will vary, but will never be placed less than 100m apart.

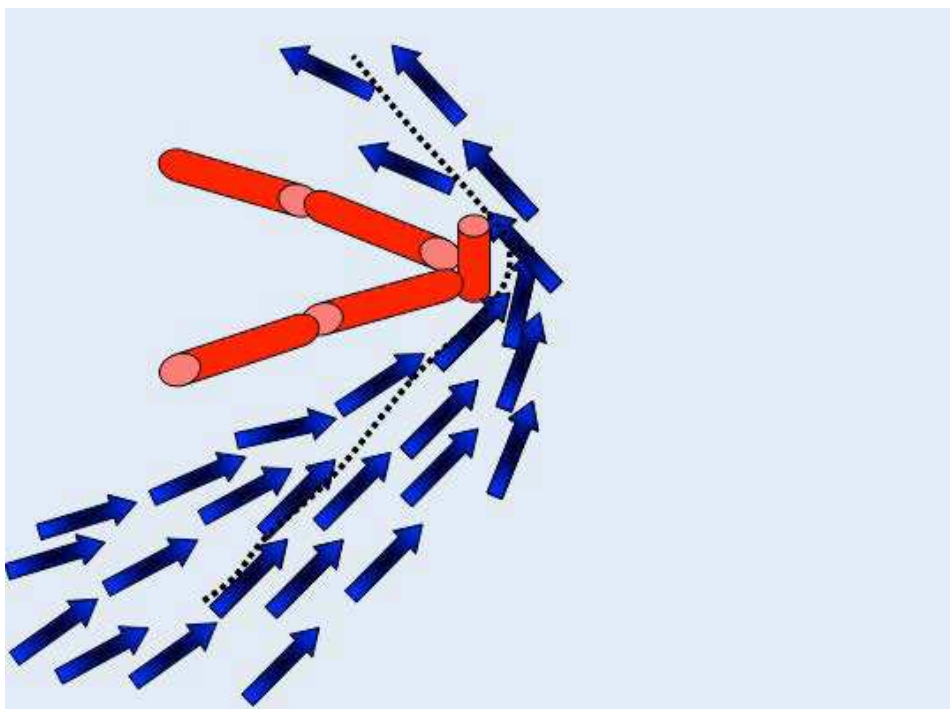
Picture 19: Buoys specifications (ITU, 2024)



b) Swim course turning buoy set up:

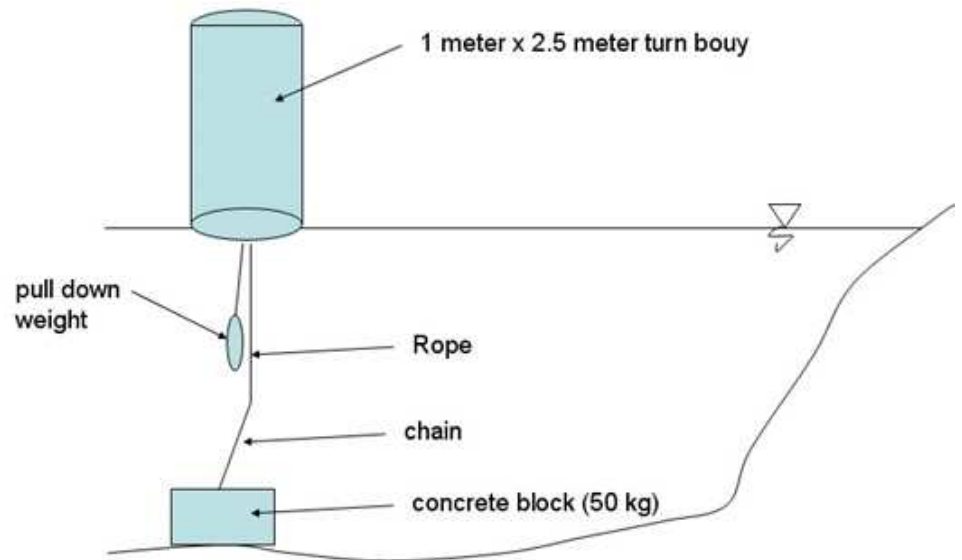
- The vertical line that starts from the 1st turn buoy should split the pontoon/ platform in 1/3 and 2/3 having the 1/3 as it is demonstrated on the Diagram 7;
- The banana buoys have to be set up in a way that they don't interfere with the athletes' flow;

Picture 20: Banana buoy sample (ITU, 2014)



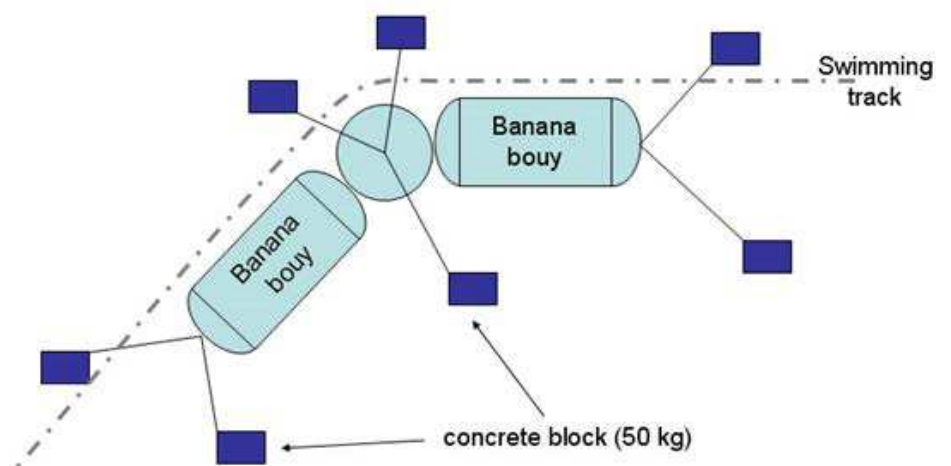
- » The pull-down weight should be over 20 kg. In case of strong winds, big waves and strong current more weight will be needed. The weight must be at least 1.5m deep;
- » The total length of both rope (connecting the chain and the pull down weight) and chain should be long enough to keep the buoy in its position in case of wind, waves and tide changes;
- » Wire is forbidden. Use of carabiners is recommended;

Diagram 8: Swim buoy set up (ITU, 2014)



- If the turn buoy consists of separate buoys all of them should be attached. The total length of the turn buoy cannot be more than 15m long;
- One turning point (three buoys – 2 'banana' and 1 standing buoy) must be stabilized by 7 independent fixings; and
- The fixing ropes should not disturb the athletes.

Diagram 9: Turn buoy set up (ITU, 2014)



c) Floating resting points

- It's good practice to provide a floating resting point every 250m of an AG swim course. This equipment should be fixed next to the athletes' channel and the athletes' will have the possibility to approach them and rest in case that they need them.

Picture 21: Floating resting point sample (Ironman event, 2015)



d) Swim exit ramp

- The width will be at least 5m;
- The swim exit can be either a ramp or steps;
- In case of a ramp, the angle cannot be more than 25% (14 degrees) and the bottom of the ramp has to be a minimum of 0.6m under the surface of the water;



Don't confuse percentages with degrees.

- In case of steps, one step has to be a minimum 0.4m wide and two steps can't be more than 0.25m apart from each other in height. The first step has to be a minimum of 0.6m under the surface of the water;
- The exit will be covered with blue carpet. This part of the carpet should be continuously swept to create a rough surface. Alternatively, the swim exit can be painted with a blue paint mixed with sand for improved traction; For carpet specifications check section 4.2.3.e)



Make sure that the swim exit ramp has thin sticks on top of the carpet for better traction.

- The swim exit should be clearly marked by 2.5m highly branded buoys/pillars/ columns/ feather flags;

- When necessary, fresh water showers should be provided for all athletes to run through on the way to the transition area;
- There must be an official with a video camera to monitor the swim exit;
- The exit must be paratriathlon accessible; and
- Different exit solutions are chosen depending on the swim depth and the type of pontoon:
 - » Solid pontoon with very deep water: in this case, steps are preferable and have to be attached to the pontoon;

Picture 22: Swim exit attached to a solid pontoon in a deep water area (ITU World Triathlon Stockholm, 2014)



- » floating pontoon with shallow water: an exit ramp has to be used if its lowest edge can touch the bottom of the sea by keeping the optimal grade;

Picture 23: Swim exit attached to a pontoon in shallow water area (ITU World Triathlon London, 2014)



- » Floating pontoon (barrel) in any water depth: a swim exit ramp has to be used by anchoring the ramp to the floating pontoon (diagram 8)

Picture 24: Swim exit attached to a floating pontoon in deep water area (Tongyeong ITU World Cup, 2014)



Diagram 10: Exit ramp for floating pontoon – ramp frame (ITU, 2014)

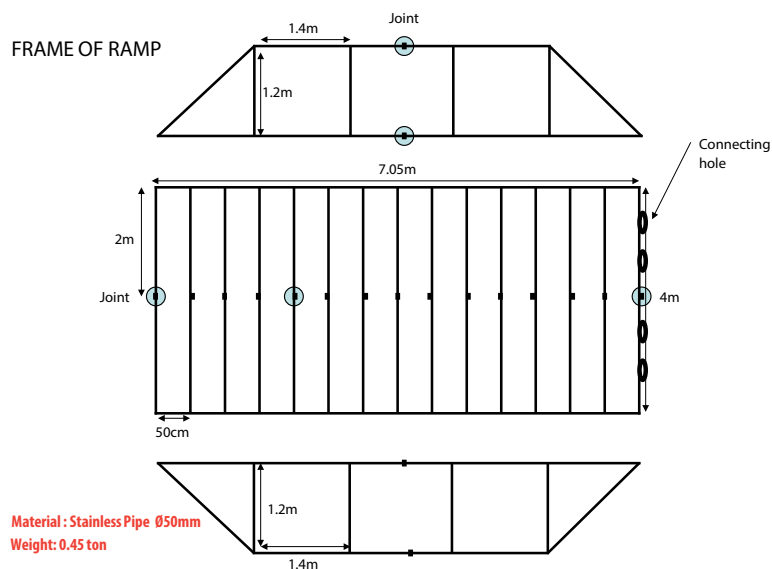


Diagram 11: Exit ramp for floating pontoon – surface material (ITU, 2014)

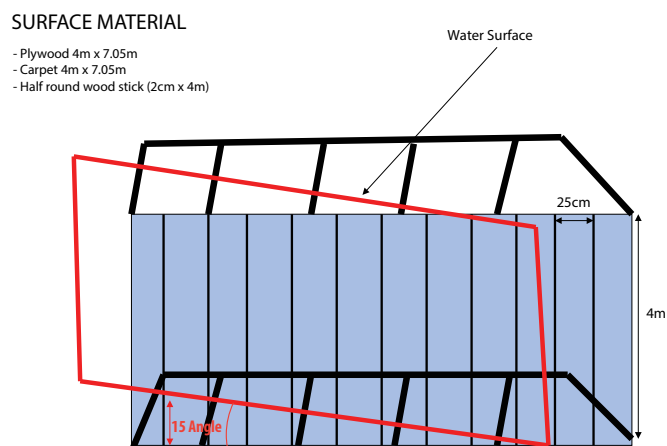
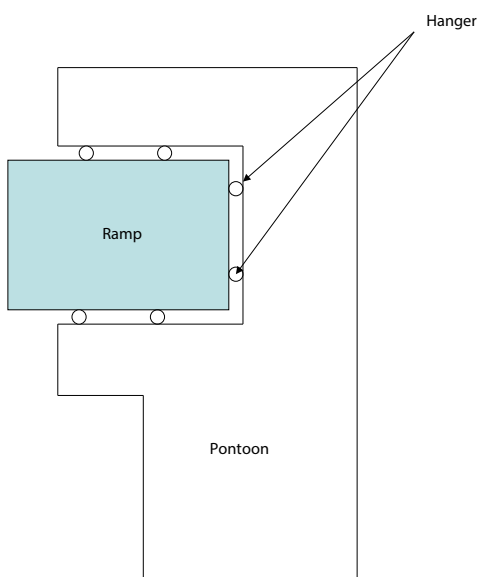
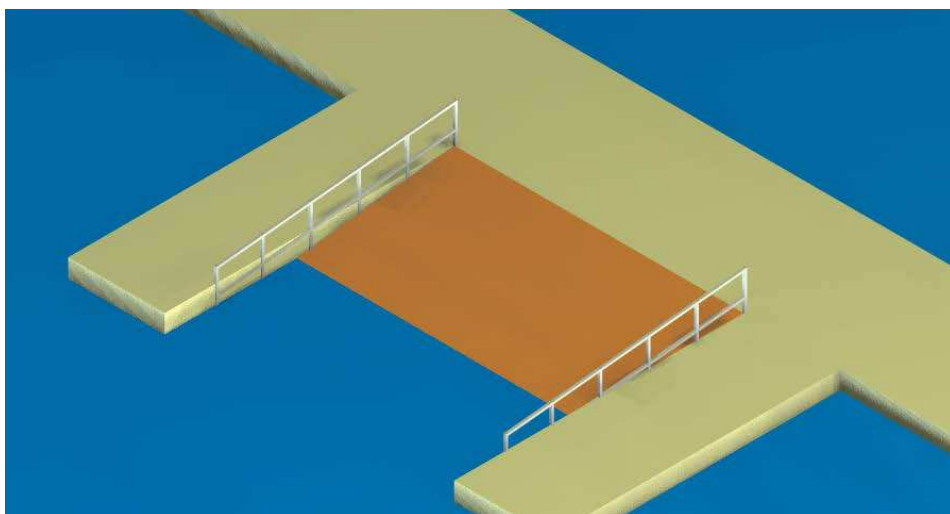


Diagram 12: Exit ramp for floating pontoon – bird's eye view (ITU, 2014)

RAMP SETTLEMENT FROM PONTOON



Picture 25: Exit ramp for floating pontoon (ITU World Triathlon Yokohama, 2015)



4.3.4. Swim course procedures & operational plans

(described also in the Marine operational plan - games level competitions Appendix Section)

a) Water quality



- Water quality tests have to be submitted to ITU for approval at the following times
 - » when the LOC announces the venue (if this takes place at least 15 months before the first competition date);
 - » One year prior in the month of the event;
 - » Two months before the competition;
 - » 7 days before the competition;
 - » Additional tests may be requested from the TD based on the results of the previous tests.



- The water quality tolerance limits are listed in the [ITU Competition Rules](#).

b) Speed of current:

- According to the ITU Competition Rules the TD has the authority to modify the distance of the swim segment or even cancel the swim depending on the speed of the current;
- The goal is for the athletes to swim for the same amount of time with or without a current by extending or reducing the distance as required;
- The swim segment has to be cancelled if:
 - » Athletes would be swimming against a current stronger than 0.15 m/s.
 - » Athletes would be swimming with a current stronger than 1 m/s.
- The current speed can be measured in a defined distance of 10m at the swim segment, by throwing a piece of wood into the water and measuring the time it needs to cover 10m.



A tool is available for the technical officials to convert the units of the measured speed.



c) Course measurement

- A laser transit or GPS will be used to measure the swim course, which must be the exact needed distance. This certified measurement must be provided to the TD for approval.

d) Warm-up

- The swim warm-up for the Elite/ u23/ junior/ youth/ paratriathlon athletes should be completed no later than 15 minutes prior to the start; and

e) Monitoring athletes' behavior

- It's extremely important to closely monitor the athletes' behavior during the swim segment. The LOC should provide the TD and the assigned technical officials with the required equipment (boats, cameras) for performing their duties properly and guarantee the athletes' safety.



f) Marine Operational Plan

The Organizing Committee should prepare and submit to the TD for approval, a marine operation plan that should include the following:

- Detailed description of the swim courses along with the GPS coordinates of the buoys set up;
- Complete list of the marine/ rescue staff along with the equipment (boats, kayaks, boards etc.);
- Communication Process between marine staff, local authorities and ITU;
- Schedule of activities along with the check in and check out timelines of the involved personnel;
- Normal operating procedures with a clear description of the movement of each marine personnel (before, during and after the event);
- Emergency action plan
 - » The LOC should be in a position to verify the number of athletes who entered and exited the swim course at every moment of the event, through the use of timing mats. The plan should include the basic steps:
 - confirm that there is a pre-start timing mat that captures the athletes' timing chip;
 - record the athletes who are not wearing a wetsuit;



This information is critical in case of a missing athlete. A wetsuit will not allow the body of an athlete to sink so the search can be focused only on the water's surface

- manually count the number of athletes who come out of the water;
- » If an athlete is missing an emergency action plan should be activated. The main steps in this process should be:
 - check all chip-timing records;
 - check lifeguards manual records;
 - check with the transition officials so see if all of the bikes have exited transition;
 - confirm that the athlete was racing with or without a wetsuit; and
 - perform a visual check of the swim course by the lifeguards.

- » If the athlete was wearing a wetsuit, and a search on the water's surface has not found the athlete, the issue will be referred to the venue control center for further actions; and
- » If the athlete wasn't wearing a wetsuit and there is no sign of the athlete on the swim course, a water based search has to be conducted.
- Evacuation procedures with a detailed plan on both individual and mass evacuation

g) Shark safety protocol

An event that is taking place in an area with recorded shark attacks to swimmers and surfers, should have a shark safety protocol in place. This plan should meet the local standards and procedures and be approved by the local authorities. The plan should include a Protocol for:

- pre competition clearance for starting the race;
- shark spotting during the race & communication/ alarm procedure;
- swimmers and marine staff evacuation & stop all other swimmers from entering the water;
- swimmer's protection in case of a shark's active and direct approach within 30m of the swimmer

4.4. TRANSITION AREA

4.4.1. Transition area layout

a) General

- Flow, entry and exit angles: there should be no sharp angles and the flow should be in one direction for both transitions;
- The transition area should be separated from the spectators and the other areas adjacent to it with low hard fences. In the case of the AG race, the area should be secured with a high fence;
- The mount line should cover the full width of the transition exit and be clearly marked with a green sticker or carpet. The width of the mount line should be 0.4m with white stripes on both sides;

Picture 26: Mount line sample (ITU, 2014)



- The dismount line should cover the full width of the transition exit and be clearly marked with a red sticker or carpet. The width of the dismount line should be 0.4m with white stripes on both sides

Picture 27: Dismount line sample (ITU, 2014)



- The specification of the stickers are:
 - » 3m Outdoor Floor Graphics 3662-10 white
 - » Special protective laminate: 3M Outdoor Floor laminate 3647 transparent
 - » Size: 125 to 40cm, we stick it next to each other; Print: Event logo or special event partner.
- In case of two transition areas, the set up of the athletes' positions must be exactly the same in both;
- A coaches' area should be provided adjacent to the transition area. It will be secured from spectators by low fencing and managed by security personnel. Coaches are not allowed in the transition area;
- A VIP area adjacent to the transition area should be provided to the VIPs and other dignitaries;
- A media specific lane should be created parallel to the transition area for accredited media access; and
- The final transition layout should be approved by the TD.

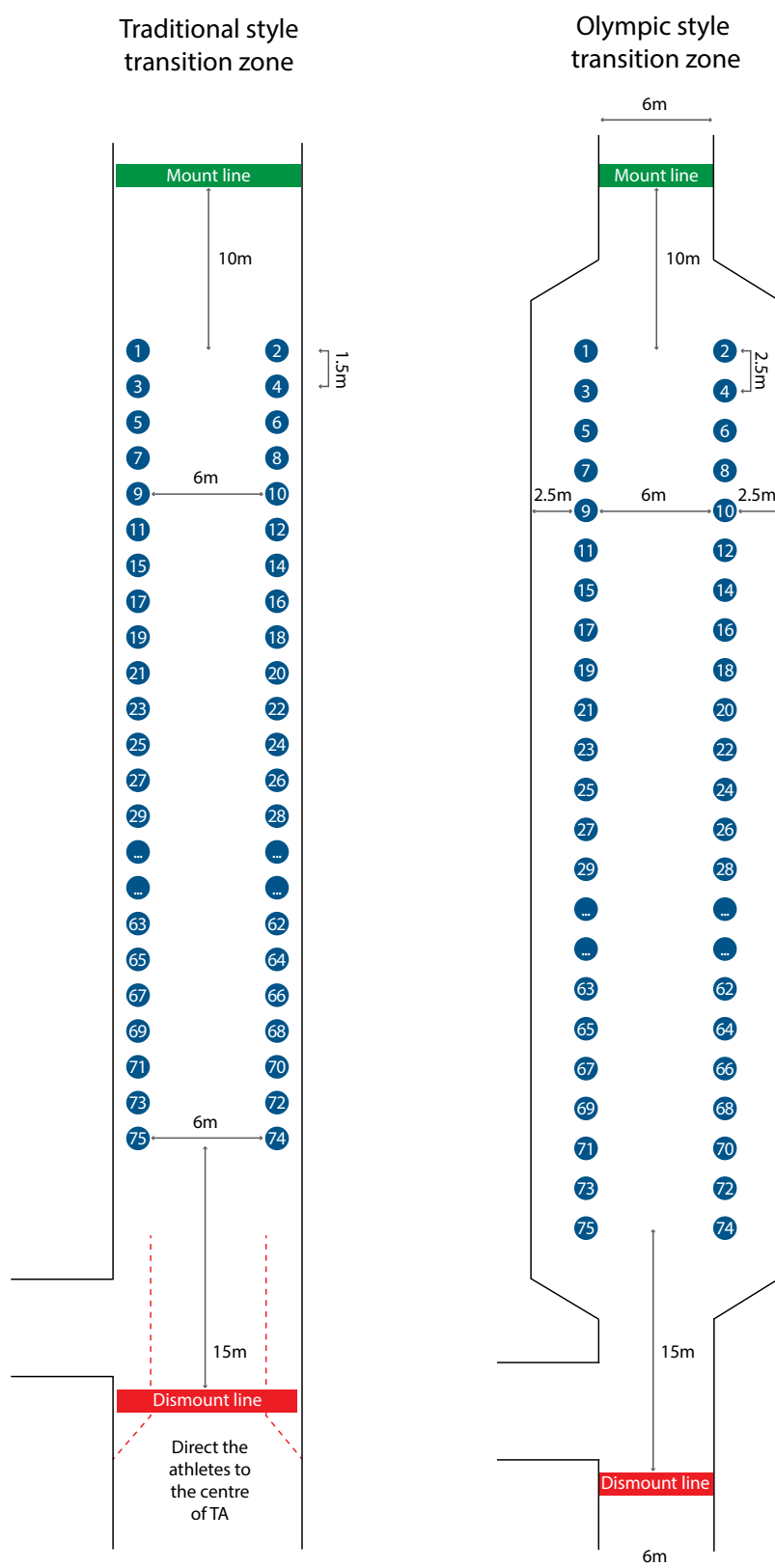


b) Elite/u23/junior/ youth

- The transition area should be on a hard surface preferably asphalt or concrete and fully covered with carpet;
- The athletes may or may not cycle through the transition depending on the type of event (draft legal/ draft illegal) and with the TD approval;
- Two rows of bike racks facing each other are preferred;
- Minimum width is 6m between the 2 rows of bike racks from the front edge of each bike rack;
- In case of a traditional transition layout the athletes' space should be 1.5m wide and 1m from the back edge of the bike rack to the fence line; In case of an "Olympic" style transition layout the individual bike pods should have a distance of 2.5m between them, measured from their center and 2.5m from the back edge of the bike rack to the fence line;



Diagram 13: Transition area layout sample (ITU, 2014)



- The last rack and the first rack of the transition should be 15m away from a sharp corner, in case the athletes are passing through the transition on every bike lap;
- The mount line should be placed no closer than 5m and no further than 15m from the first bike rack;
- The dismount line should be placed no closer than 5m and no further than 10m from the last bike rack; and
- The width of the entrance and exit of the transition should be the exact same distance between the two rows of bike racks.

c) Elite paratriathlon

- The transition area should be on a hard and flat surface preferably asphalt or concrete and fully covered with carpet;
- Corners should be kept at minimum, u-turns must be avoided;
- Two transition zones in different locations (T1/ T2) should be avoided;
- Two rows of bike racks facing each other are preferred;
- The minimum width is 6 metres between the 2 rows of bike racks from the front edge of each bike rack;
- The athletes should get the following space (from center of bike rack to center of bike rack) according to their category:
 - » 4m for the PT1 athletes;
 - » 3m for the PT5 athletes;
 - » 2m for the rest of the athletes.
- Each PT1 paratriathlete will have an individual space of 4x2 meters. The athlete, the handlers and all of the equipment must be inside this space, during manoeuvres in the transition area. This space should be marked;
- The fence line should be 1m away from the back edge of the bike rack;
- The athletes cannot pass through the transition on any bike lap;
- The transition area should be chosen to keep the distance from swim exit to transition no longer than necessary;
- The mount line should be placed no closer than 5m and no further than 15m from the first bike rack;
- The dismount line should be placed no closer than 5m and no further than 10m from the last bike rack;
- Transition area must be wheelchair accessible;
- A folding chair should be available for every athlete;
- 2 boxes have to be provided for the PT5 athletes and one for the rest of the athletes; and please refer to the [ITU Competition Rules](#) for the specific paratriathlon rules.
- Medical personnel should be located close to the transition area.



d) Age group/ Open Paratriathlon

- Transition area should be on a smooth surface, if on grass, it must be without holes or hazards and must be closely cropped;
- Transition area must be wheelchair accessible;
- The racks must be secured with a minimum of 5m between the rows;
- Each AG athlete must be provided with a minimum width of 0.75m of rack space;

- Each paratriathlete must have a minimum width of 2m and a folding chair should be available;
- On each row of racks there should only be one side for athletes' positions. If not, a larger space should be given to each athlete;
- The transition entry and exit should be marked with 3m to 4m high ITU branded towers/ feather flags or gantry;
- The design of the transition area will ensure that all athletes run an equal distance with or without their bikes;
- The design of the transition area should be set up so that there is no crossover of athletes;
- If the TD orders an one day advance check-in for the age group athletes, the transition needs to be set up and secured before the start of the check-in;
- The design of the transition and the athletes' allocation should allow every athlete to re-check his/her equipment up to 30 minutes before the start of his/her wave and check out from 15minutes after the finish of the last athlete of his/her wave;
- Ensure that all paratriathletes are using the same entrance and exit;
- The paratriathlon transition area should be set to provide the easiest possible access;
- Plan for extra lighting in case of an early morning start;
- It is recommended for the LOC to provide a big poster at the entrance of the transition area with the map of the transition layout that everyone can refer to before entering the transition area.



Five to ten free spots per category should be scoped for accommodating last minute changes of athletes' category.

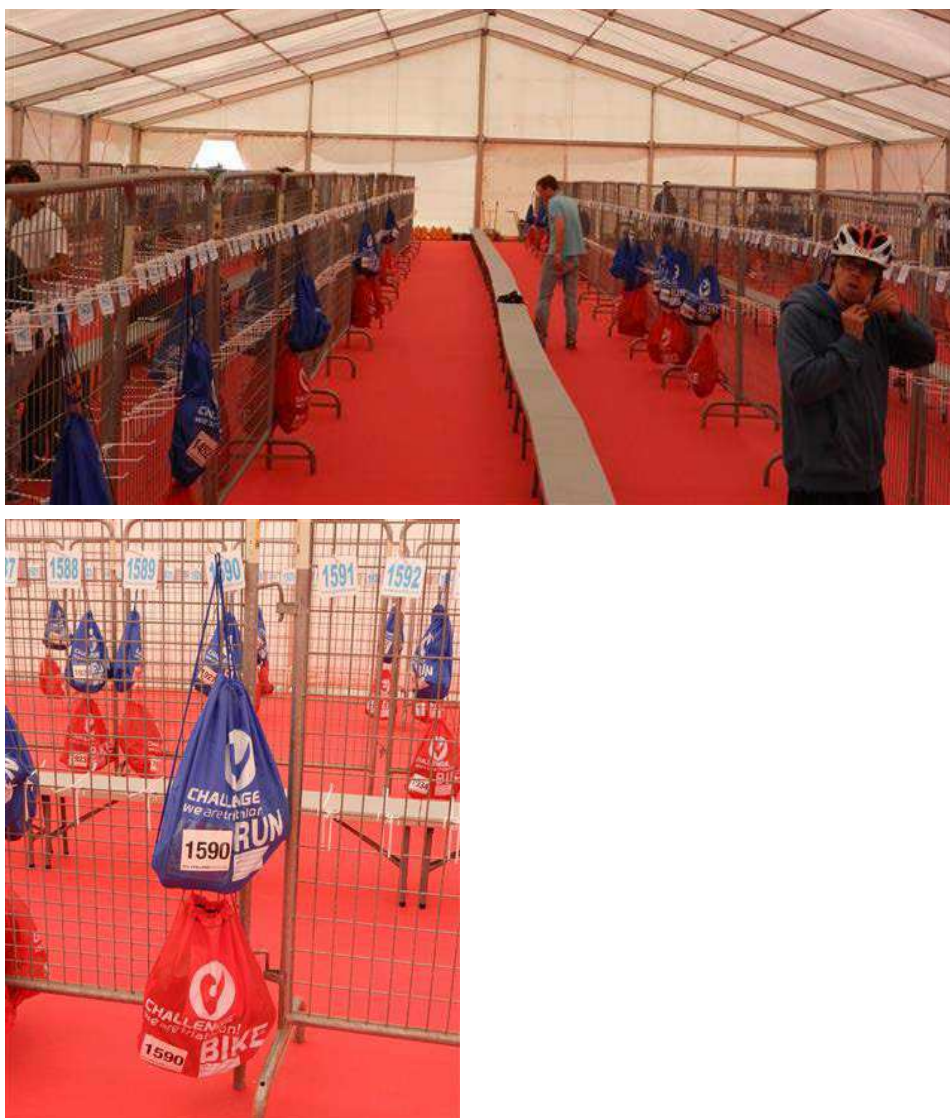
e) Mixed relay

- Athletes from the same team should be placed together in the transition area next to one another on the same side of the transition, unless the TD orders differently;
- Each team member should have 1m space (from center of a bike rack to center of another bike rack) and each team should be 2m away from another team; and
- The last team member should place his bicycle closest to the mount line.

f) Middle and long distance

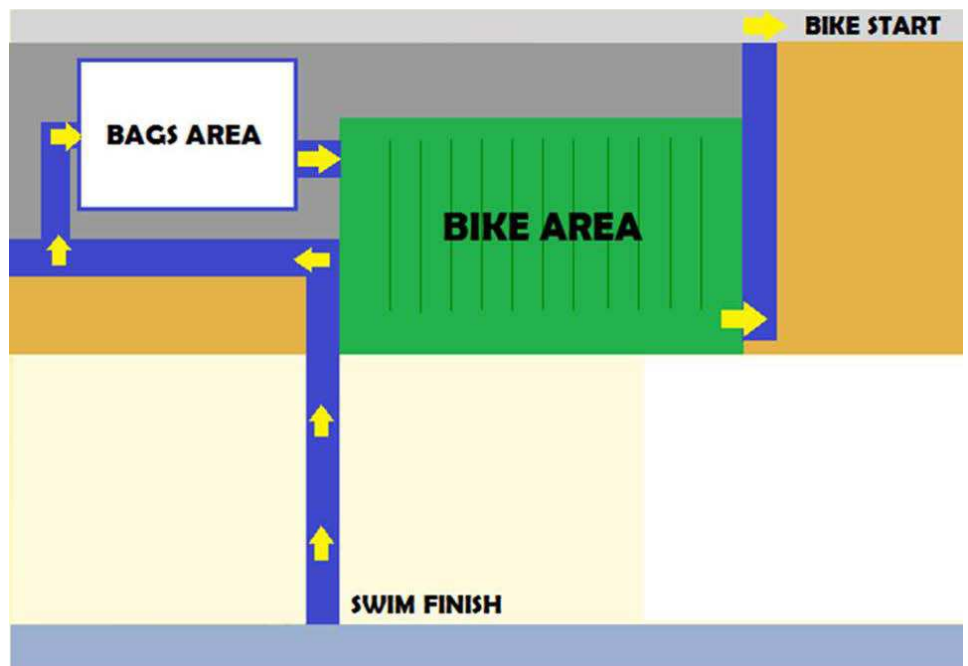
- 3 kit bags need to be provided to allocate the different clothing for the event:
 - » Blue kit bag: to include the clothes to be used in the bike segment, and to add the swim gear after finishing the segment;
 - » Red kit bag: to include the clothes to be used in the run segment; and
 - » Green kit bag: to include the clothes to be used after the race
- The blue and red kit bags, must be deposited to a tent that the athletes will find after finishing the swim and before entering into the transition area. The athletes can have access to the same tent after the bike segment. A bag racking system should be created with two hooks per athlete's number.

Picture 28: Bags' racking system for middle/long distance events (Challenge Family events, 2014)



- Different changing areas should be attached to this tent for men and women;
- The green kit bag will be deposited at the post finish area (recovery area or different tent)
- During the second transition and after the dismount line, the athlete can give his/her bike to volunteers, who will rack the bike to the athletes' space. The athlete can continue straight to the tent to pick up the red kit bag;
- The LOC should provide enough volunteers for covering the above operations.

Diagram 14: Middle/Long distance events' transition layout (ITU, 2014)



4.4.2. Transition area personnel

a) Staff and volunteers

- Transition entrances and exits must be controlled by clearly uniformed security personnel;
- There should be adequate numbers of trained volunteers to direct and manage the flow of athletes to maintain the order and the cleanliness of the transition area; and
- The LOC has to provide volunteers to the transition area with the following roles: body marking (if no body decals are available), bike mechanic, athletes' flow security; and
- Job descriptions of the different tasks can be accessed through the assigned ITU TD or the ITU Sport Department.



b) Technical officials

- The number of technical officials assigned to the transition area will be determined by the TD based on the number of athletes in the competition;
- A minimum of 4 technical officials should be used in the elite transition area for monitoring all the infringements. The use of two video cameras is suggested for recording the athletes' movement;
- Two officials will be assigned to the mount and dismount lines; and
- No other personnel are required in the transition during the elite, u23, junior and youth competitions.

c) Paratriathlon specific information can be found in Section 7.

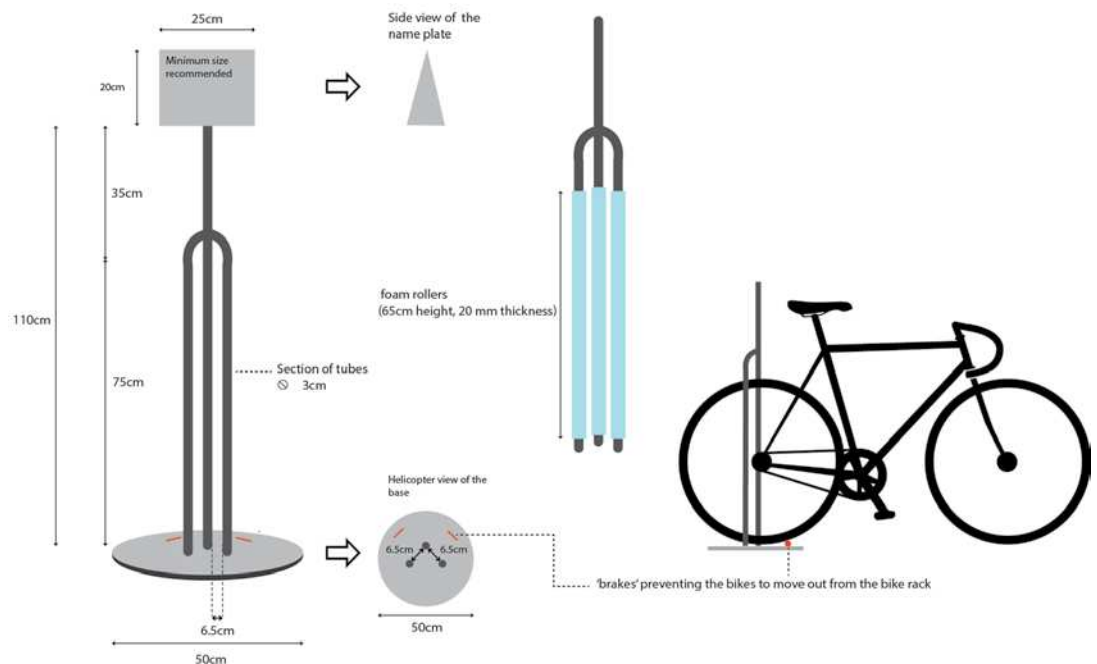
4.4.3. Transition area equipment

a) Elite/u23/junior/ elite paratriathlon

• Bike racks

- » The preferred racks are the 'Olympic style' pods. The specifications of these racks can be found in diagram 11. The prototype of the bike rack should be approved by the TD;

Diagram 15: Bike rack specifications (ITU, 2014)



Picture 29: Bike Rack (London Olympic Games, 2012)



- » The base of the rack should be at least 30 kg and the top can be replaced with a single vertical board.
- » If standard metal tube bike racks are used, they must be firm and stable and 1.2m height from the ground;
- » Each bike rack must have a laminated name card which is at least 0.2m x 0.25m including: athlete's last name, race number, 3-letter country code and/or flag;

- » The identification on the laminated name card should be placed in such a manner that it is visible to spectators and unobtrusive to the athletes.

Picture 30: Athletes' ID name card on bike rack sample (ITU, 2014)



- Carpet
 - » The transition area should be completely carpeted in a blue carpet (pantone CMYK 2955 80%) from swim exit to transition exit;
 - » The carpet should extend 2m before the dismount line and after the mount line;
 - » The carpet has to be fixed safely on the ground with either double faced tape below the carpet, nails with washers without any edge that can create an accident and/ or a heavy duty anti slippery tape on the top of the carpet. Two pieces of carpet should always overlap by at least 0.02m in order not to have gaps between them, when the carpet shrinks due to high temperatures. The carpet's specification preferably should be:
 - Fibre – 100 PFX Stain Shield Staple Fibres
 - Fibre Weight – 820gsm
 - Total Weight – 1170gsm
 - Total Thickness – 7mm
 - Width – 2m
 - Location Grade – Sports Arena/Outdoor
- Equipment boxes
 - » The LOC should provide a box for each athlete with dimensions: 0.45m x 0.3m, and 0.25m in height;
 - » The boxes should be numbered with the athletes' race number;
 - » Weather conditions must be considered in the management of the athlete's equipment. (For example, box covers in case of rain.);



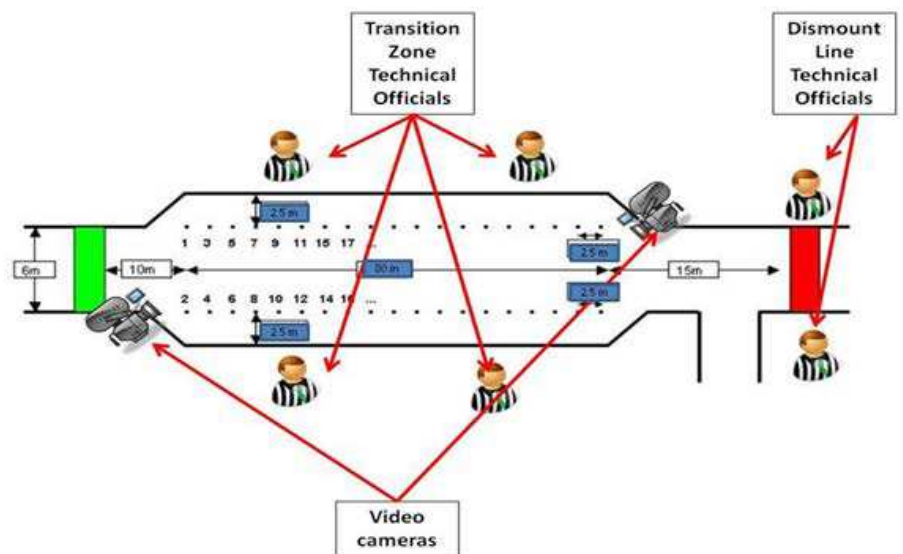
The boxes should be placed next to the bike racks on the side which is closest to the dismount line. The athletes are allowed to move the box to the other side provided that there is enough space to accommodate 2 boxes next to one another.

- Video Cameras

The use of two video cameras is required to record the athletes' movement in the transition area. One camera should be focusing in the main transition area and one on the mount line that can then be moved to the dismount line. The cameras should be provided with tripods and rain cover (if applicable). The set-up of the cameras will be the responsibility of the officials.

The video cameras can be replaced with tablets.

Diagram 16: Video Camera locations in the transition area (ITU, 2014)



b) Age group/open paratriathlon

- Bike racks
 - » Bike positions should be clearly marked with a laminated card or sticker of 0.10m x 0.10m with the athlete race number;
 - » At both ends of each row, a 1m x 1m sign has to show the race numbers and age group categories that can be found in that row; and
- Carpet
 - » Use different color of carpet per row (if applicable);
 - » The TD will determine the areas in the transition area that must be carpeted.

4.4.4. Transition area procedures & operational plans

a) Elite/u23/junior/youth/elite paratriathlon numbering:

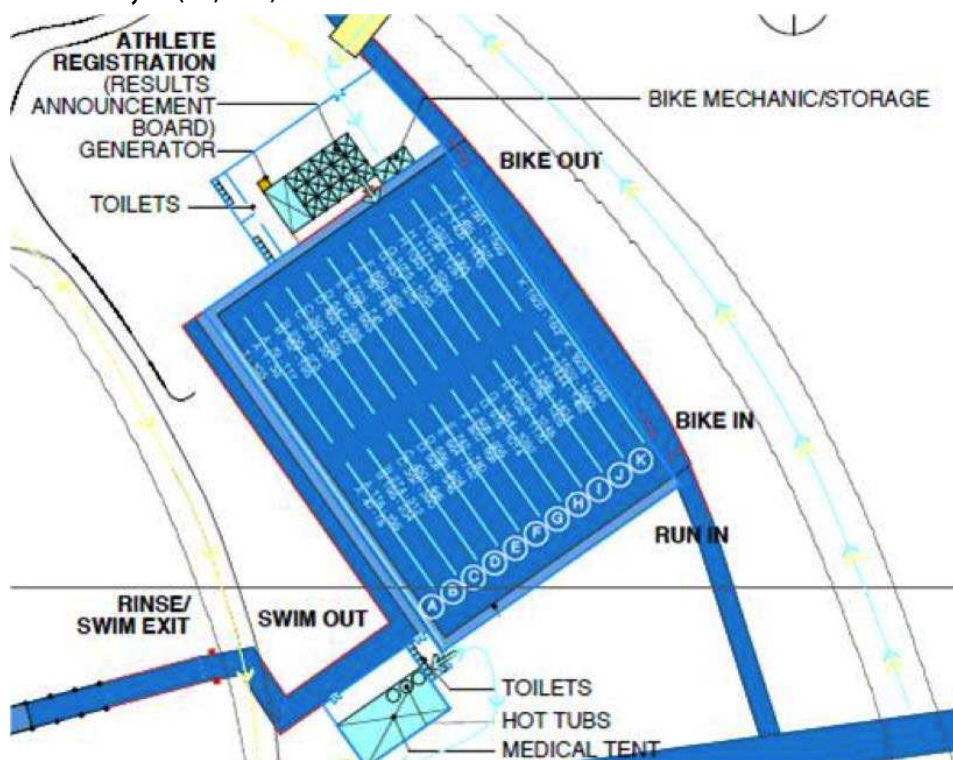
- The lowest number must be closest to the transition area exit; and
- If there are two rows of bike racks, the lowest number must be on the right side facing the exit of the transition area. The even numbers must be on one side and odd numbers on the other side.

b) Age group/open paratriathlon numbering:

- Age group athlete positioning in the transition will be determined by the order of their swim wave start time; and

- In the events where more than one AG race is hosted (sprint/standard) it is wise not to renumber the transition area. In these cases, the athletes' number should be one more digit than the expected number of athletes per race. The first digit refers to the race that they have entered and the rest of the digits, refer to the transition spot. For example, an athlete with 1234 race number and the athlete with 2234 will race in sprint distance "1" and standard distance "2" and they will have the same spot in the transition area "234".

Diagram 17: Transition area layout (ITU, 2014)



4.4.5. Mixed relay numbering

Each team has a race number and each member has the team's number followed by the letter A,B,C, or D depending the order that they will start.

4.5. BIKE COURSE

4.5.1. Bike course layout

a) General

- Course width: preferably 6m;
- Must be secure and totally closed from traffic;
- The road surface must be hard, smooth and without debris or other hazards;
- Crossovers during the bike segment are not allowed;
- The course should avoid railroad tracks, bridges with gates, drawbridges etc.;
- Pedestrian crossings should not be within 100m of transition areas and turns;
- There will be no 180° turns on a 2-lane road;
- Out and back courses will not be preferred unless there is at least a 1m buffer lane, or a grass or concrete meridian, separating the outgoing and incoming cyclists;
- In races with a lot of spectators a dedicated area for coaches' should be provided adjacent to the bike course. It will be secured from spectators with low fencing and managed by security personnel. The number of the coaches' areas on the bike course will be determined by the TD; and
- The final bike course layout should be approved by the TD.



b) Elite/u23

- Technical challenges: The elite course should have a hill and/or several technical corners on each lap to be approved by the TD; and
- Has to be between 6-8 laps for the standard distance and 2-4 for sprint distance. For a WTS event it is allowed to have up to 12 laps for a standard distance and up to 6 laps for a sprint distance. This number of laps are not allowed at the other events due to the high number of potential overlapped athletes.

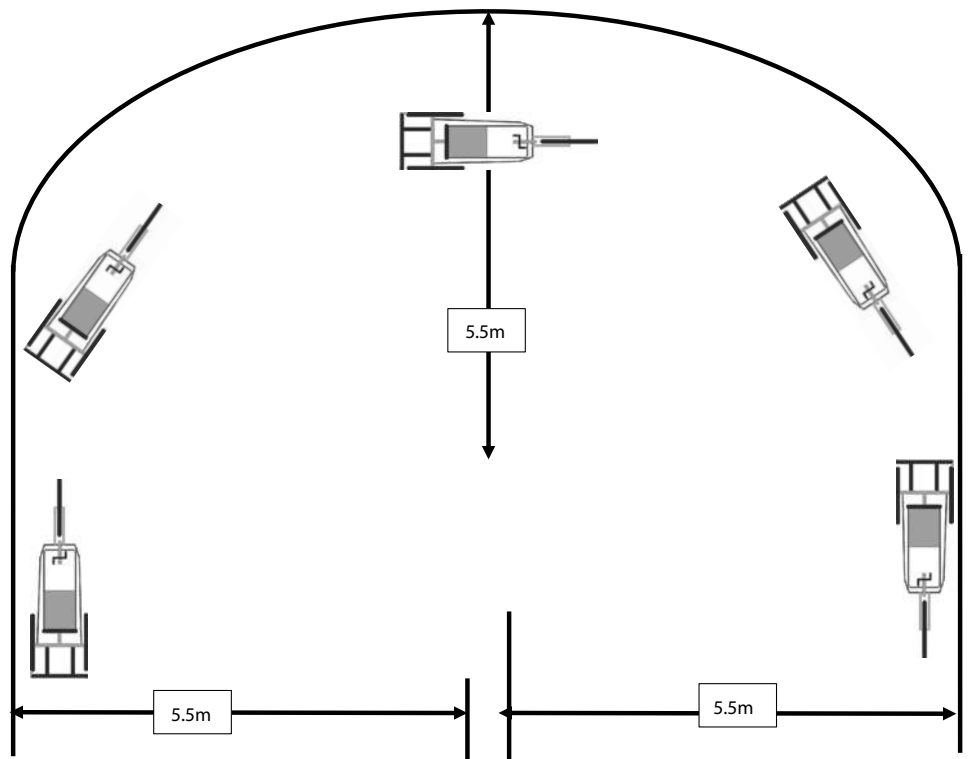
c) Junior

- Has to be between 2-4 laps for a sprint distance.

d) Paratriathlon

- Has to be between 2-5 laps for the sprint distance;
- Paratriathlon competitions are non-drafting events;
- No bike course shall have a maximum gradient of over 12% at the steepest section;
- The course should be wide enough to allow passing between tandem and handcycles;
- Avoid any speedbumps or provide ramps, because the handcycles don't have enough clearance from their frame to the road;
- Avoid technical challenges, the bike course should be as simple as possible;
- In case of a 180° u-turn, the turning circle cannot be less than 5.5m.

Diagram 18: Paratriathlon course u-turn (ITU, 2014)



- e) Age group (draft illegal)
 - Has to be between 1-3 laps for standard distance and 1-2 laps for the sprint distance; and
 - The age group bike course can be an out and back course.
- f) Age group (draft legal)
 - The bike course for a draft legal sprint distance event has to be 1 lap if it is only on an one lane road or 2 laps if there are 2 lane roads per side.
 - More laps are not allowed;
- g) Mixed relay
 - Has to be between 1-2 laps.
- h) Middle/ Long distance
 - Has to be between 1-3 laps.

4.5.2. Bike course personnel

- a) Police
 - Police or security personnel must be present at every access road, intersection and turn onto the course; and
 - If there is a police motorbike on the course it must be a minimum 200m in front of the leader and only on the first lap of the bike.
- b) Volunteers
 - Trained volunteers should be assigned to the bike course;
 - Volunteers must be trained regarding first aid;



- The minimum number of volunteers is determined by the course layout and approved by the TD;
- All of the FOP volunteers should attend a session on the basic ITU Competition Rules;
- The LOC should contact the Sport Department for further information regarding the FOP volunteers' training plan; and
- Each of the volunteers should be equipped with a whistle and a flag. The use of the flag and the course marshaling procedure is shown below:

Picture 31: FOP Marshaling (ITU, 2014)

FOP volunteer (all clear)	FOP volunteer (no crossing)
FOP volunteer (alert caution)	FOP volunteers (line of sight)
Pedestrian crosswalk (closed)	Pedestrian crosswalk (open)
Busy crosswalk (open)	Busy crosswalk (closed)



- c) Technical officials – draft legal cycle
 - The number of officials on motorcycles patrolling the bike course will be determined by the TD;
 - One technical official on the motorbike will be responsible to monitor the last athlete and remove the overlapped athletes from the bike course;
 - A vehicle control official will determine the number of motorcycles on the course at any one time;
 - All motorcycle drivers on the field of play must meet with the TD the day before the event; and
 - Everyone on a motorcycle must wear a helmet while on the motorcycle.
- d) Technical officials – draft illegal cycle
 - The number of officials on motorcycles patrolling the bike course will be determined by the TD; and
 - A vehicle control official will determine the number of motorcycles on the competition course at any one time.
- e) Media
 - The number of media motorcycles on the course will be determined by the TD and be monitored by the vehicle control official;
 - For elite competitions, two motorcycles should be available for the host broadcasting team, one motorcycle is available for pool media and still photographers and one motorcycle is for the ITU official photographer; and
 - Media presence is generally not an issue during age group competitions. However, if present, they will be managed by the vehicle control official.
- f) Medical
 - Trained medical personnel should be positioned every 500m on the bike course;
 - Two paramedics on motorcycles should be available for the event and parked at key locations. In case of rainy conditions, the paramedic motorcycles are allowed to move behind the last athlete;
 - Medical personnel should be equipped with radios or cell phones;
 - Ambulances should be placed at key access points along the course;
 - Provisions should be made to get slightly injured athletes and their bikes back to the transition area without interfering with the field of play; and
 - Refer to the medical plan section for the full event medical details.
- g) Motorbike drivers instructions (ITU World Triathlon Auckland GF, 2012)
 - The drivers must:
 - » Be mature individuals who can demonstrate the required essential experience and skills (refer below);
 - » Be available for pre-race training and meetings;
 - » Have suitable large capacity, easily maneuvered motorcycles (eg BMW RT models) with ample passenger space that are well maintained and have current vehicle registration and warrants of fitness;
 - » Hold a valid motorcycle license;
 - » Wear suitable riding gear and approved safety helmets according to the local police requirements;
 - » Ensure that motorcycle fuel and oils levels are adequate for the entire event;

- Riders must be able to demonstrate:
 - » Advanced road riding skills with superior stability at low to high speeds (5 – 100 kph);
 - » Competence when riding with passengers;
 - » Confidence and Reasoning – Riders will need to be able to confidently comply with the instructions given to them by their passenger, but must also be able to determine whether that instruction can be safely carried out and then take the appropriate course of action;
 - » Advanced situational awareness while riding in very close proximity to cyclists in all weather conditions;
 - » Communication skills – riders must be able to clearly and concisely communicate with their passenger in an unambiguous manner;
 - » Physical and medical fitness.
- During the event riders will at all times:
 - » Maintain a safe gap between motorcycles and all cyclists, vehicles, pedestrians and obstacles;
 - » Ride with headlights on low beam and with hazard lights flashing and, if available, wear a hi-visibility vest;
 - » Avoid oncoming traffic, being aware that some cyclists may not have full situational awareness and some motorists are not aware of road closures;
 - » Maintain situational awareness of the route and obstacles ahead (tight turns / gate ways, curbs, etc). Riders must pay particular attention to the U-turns on the route;
 - » Re-set the odometer to “zero” before the start of the bike segment in order to have a reference as to where they are on the course; and
 - » Maintain personal hydration and energy levels as required.
- In case of an accident the rider should use the motorcycle to protect the fallen athlete and warn the oncoming athletes of the potential danger while the official attends to the athlete on the ground.

4.5.3. Bike course equipment



- a) Hard fencing is required:
 - In high traffic areas;
 - On the road leading in and out of transition for at least 400m;
 - All corners; and
 - The fencing and barrier plan should be submitted to the TD for approval.
- b) For Major Games the whole bike course should be fenced;
- c) Soft fencing supported by individual metal or wooden posts is not allowed for safety reasons;
- d) Spectator bridges and crossing areas should be planned;
- e) For the draft legal competitions, 3 motorbikes must be provided for the technical officials, these are in addition to the number of motorbikes that are required for paramedics, media and broadcasters;
- f) The minimum bike requirement are:
 - Motorbike with driver – minimum 600cc – enough space for 2 people – helmet must be provided for both; or

- Motorbike without driver – minimum 250cc – automatic moped type – helmet must be provided.
- g) For draft illegal competitions, a minimum of 10 motorbikes with drivers must be provided for the technical officials, these are in addition to the number of motorbikes that are required for paramedics, media and broadcasters. The final number is to be decided by the TD;
- h) Laminated signage should be provided for the motorcycles (official vehicle).
- i) Toilets should be provided every 20km;
- j) The use of cones is not recommended especially during draft legal races where big groups can be created. Cones are not allowed for Olympics, Paralympic Games and their test event due to the increased risk of an accident. If they are used the cones should be placed:
 - Starting 5m before, during and after the corner, the cones should be placed maximum every 0.5m; and
 - In the rest of the course, the cones should be placed at a maximum distance of 6m.
- k) The corners of the bike course should not be carpeted;
- l) The number of signs that have to be provided can be found listed in the different sections below (bike penalty box, wheel station etc.); and
- m) A detailed plan of the bike course equipment deployment should be created with the exact location of the equipment and the distribution timelines. This plan should be approved by the TD and included in the daily activities schedule (Appendix Section).

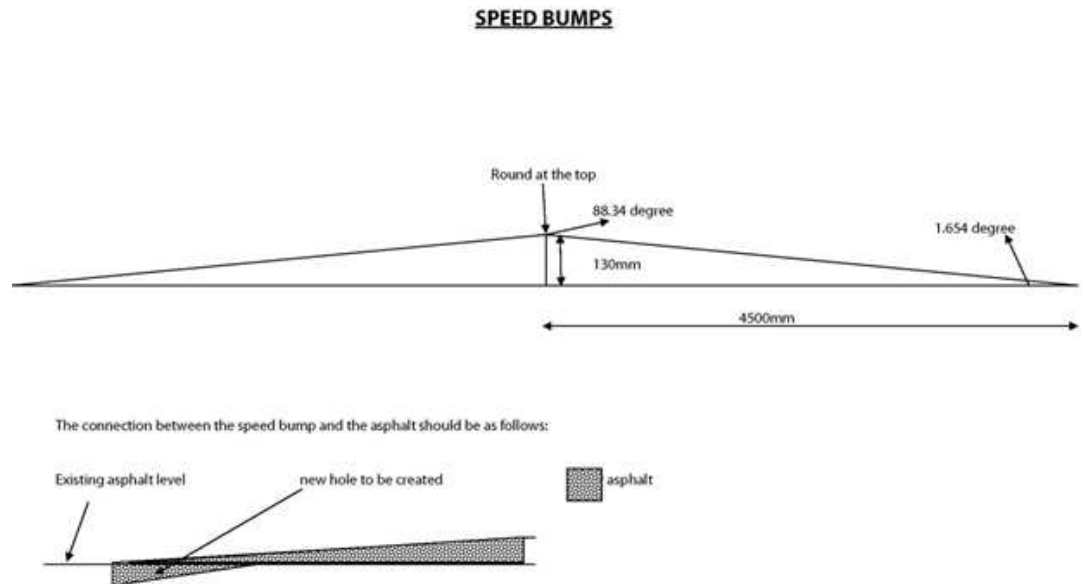


4.5.4. Bike course procedures & operational plans

- a) All roads must be swept prior to competition;
- b) Course measurement: Certified course measurement is required and must be submitted to the TD. A laser transit or GPS will be used to measure the bike course, which must be the exact needed distance. The tolerance margin that can be accepted for the distance of the bike segment is determined in the [ITU Competition Rules](#);
- c) Encased or covered plastic straw bales or similar safety devices must be used to protect athletes on sharp corners and around dangerous objects;
- d) If speed bumps or other anti-speeding devices exist on the course, they must be removed or covered with matting, ramps or other 'smoothing' devices. The following elevation is acceptable for speed bumps:

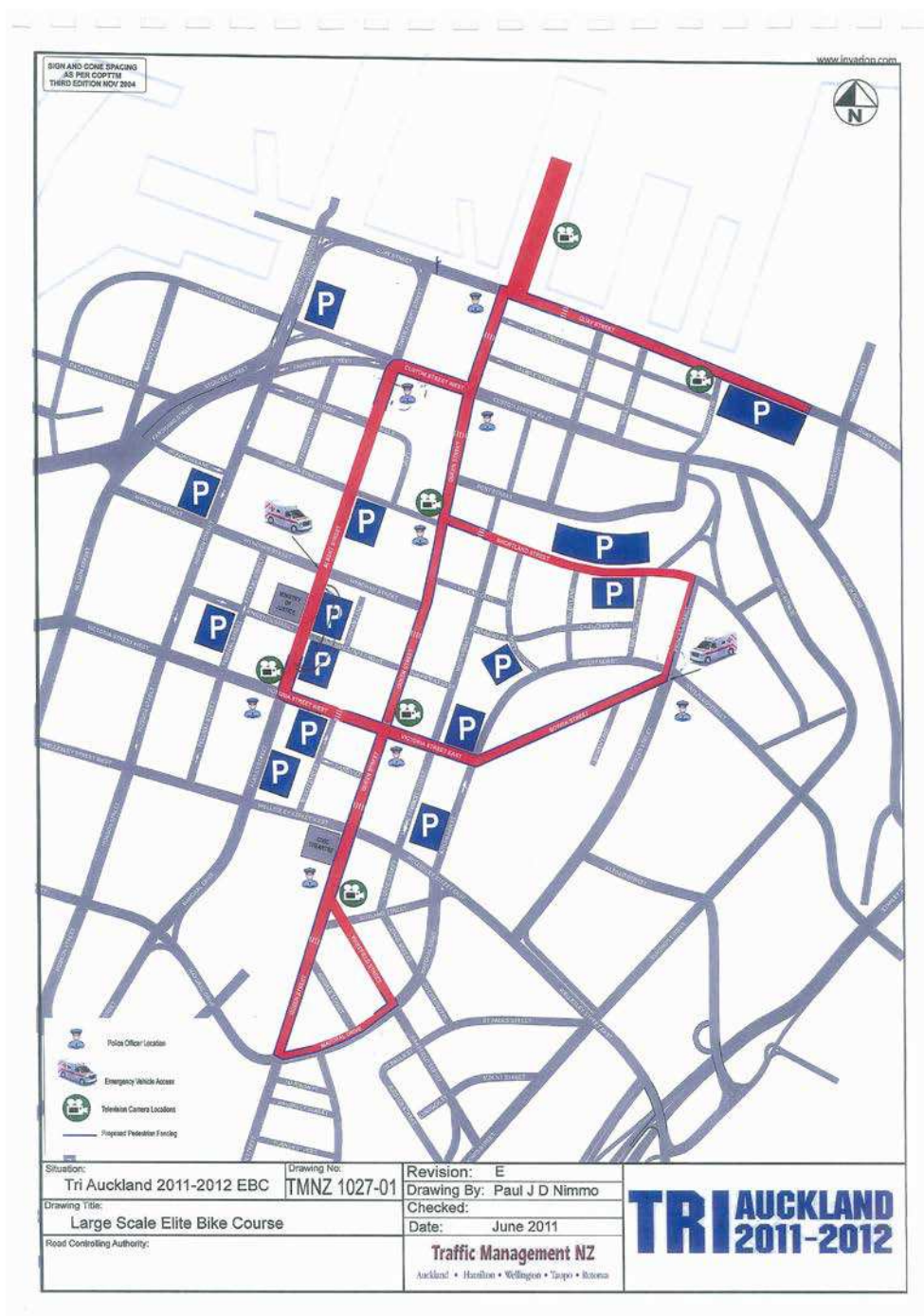


Diagram 19: Speed bumps covering (ITU, 2014)



- e) In draft legal events, if the bike and the run course are sharing parts of the same route, the number of the bike laps may not be less than the double number of laps on the run course. Otherwise, the first runner/last biker scenario will affect a large number of athletes.
- f) If there are uneven surfaces (cobblestone) that need to be covered with a temporary solution, the preferable solution is to use instant asphalt laid down on a piece of carpet/ fabric, which can easily be removed after the race.
- g) A number of operational plans need to be reviewed for guaranteeing the athletes' safety and the fairness of the course. The level of detail includes in each of the plans will be determined by the TD according to the level of competition.
 - Traffic management plan - This plan should include:
 - » The proposed course and the lane/ closure information;
 - » Identification and assessment of the traffic impact;
 - » Detailed traffic management measures;
 - » Assessment of the public transportation management affected;
 - » Details of provisions made for affected emergency vehicles, heavy vehicles, cyclists and pedestrians;
 - » Assessment of effect on proposed traffic management measurements on traffic movements in adjoining streets;
 - » Proposed public tenant notifications.

Picture 32: Traffic management plan Sample (ITU World Triathlon Auckland Grand Final, 2012)



- Bike operational plan - A detailed bike operational plan should be submitted to the TD for approval which includes:
 - » The sector break down of the bike course;
 - » Volunteer positions and the contingency plan;
 - » Volunteer job description;
 - » The pedestrian crossing points;

- » The emergency evacuation routes;
- » The check in/ out process of the volunteers;
- » The transportation and food services of the volunteers;
- » FOP equipment distribution.
- FOP Bike Risk Assessment- An assessment of all the potential risks that can affect the athletes should be conducted by the LOC and the Technical Delegate.

4.5.5. FOP Bike Risk Assessment

A Risk Assessment Form has been developed by the ITU Sport Department in order to:

- Address the main hazards of the bike course in a Triathlon event;
 - Identify the key stakeholders affected by the risk;
 - Evaluate the hazards and overall risk (likelihood, impact, severity);
 - Identify responsibility of hazards; and
 - Manage the risk.
- a) Identifying the key stakeholders affected by the hazard
- “Who is affected if something goes wrong?”-
- The identified key stakeholders that are impacted by an ITU triathlon event are:
- participants (athletes);
 - spectators; and
 - general public/ local community.
- b) Identifying the Hazards
- “What could harm our stakeholders?”-
- The identification of the risks has two stages; determining what can go wrong (hazards) and establishing how it can happen.
 - The main focus should be given to the technical challenges on the course with particular attention to the following areas:
 - » Cat eyes;
 - » Manholes;
 - » Fuel / grease traps;
 - » Road surface instability & quality;
 - » Bridge expansion joints;
 - » Centre- crack in the roads (3mm);
 - » FOP equipment (cones, fences, scrim, signage, barrier tape, water barriers, directional signs);
 - » Curbs;
 - » Draining systems and grates;
 - » External objects on the course due to strong wind (trees, construction materials);
 - » Intersections;
 - » Narrow roads/ road side drop off;
 - » Old road – bricks/ brick dust;
 - » On going building construction;
 - » On going road construction;

- » Potential flooding, flash flooding;
- » Potholes;
- » Railroad tracks;
- » Road islands or medians;
- » Sand;
- » Speed bumps;
- » Steel construction plates;
- » Tunnels and arches;
- » Markings/ arrows;
- » Wooden/ plastic coverings or surface;
- » X- V traps at railway crossings;
- » Uneven road.

c) Evaluating the Hazard –

- “How likely is this hazard to take place?” (Likelihood/ Probability) –
- “How much will it affect the stakeholder if it happens?” (Impact) -

Answering the above questions will give the severity of the risk, which determines the overall level of risk for each hazard. Evaluating risks is about setting an order of priority to deal with them.

Low risk should be acceptable with routine procedures. Medium or high level risks should be dealt with to reduce the likelihood/ impact. Critical risk is unacceptable and must be eliminated or reduced.

d) Identifying responsibility on the hazard

- – “Whose job is it to mitigate this hazard?” -

Identify and allocate who is responsible to take an action in order to minimize/ distribute/ eliminate the risk.

Minimizing risk is about reducing the likelihood a risk will become a reality and the impact it would have if it did.

Distributing risk means that you don't eliminate the risk, but the way you deal with it reduces the severity of the current hazard by transferring part of the ownership to another domain.

Eliminating risk means that you minimize the likelihood and impact of the hazard to zero.



If possible, undertake the risk assessment at the same time and on the same day of the week as the event so as to have a better overview of the traffic flow on the day etc..



It is advised that the LOC's bike course manager will conduct this Risk assessment form, ideally together with the TD, starting the earliest 6 months and the latest 3 months prior to the event.

After conducting the risk assessment on the bike course, an action plan should be created for reducing the potential risks on the areas that have shown a high severity number. Following the actions taken to reduce the risk, the LOC together with the TD need to go through the list in order to see if the identified hazards have been satisfactory resolved or if extra measures need to be taken.

Table 12: Risk Assessment Form Sample (Kitzbuehel ETU Triathlon European Championships, 2014)

Route risk assessment

Event: ITU Triathlon European Championships
Event category: ITU
Date: 2014-09-10
Organized by: ITU

Hazard ID				Site Visit				Smooth prior to Event Assessment			
Ref	Location of hazard	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)	Location of hazard (e.g. map reference)
1	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
2	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
3	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
4	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
5	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
6	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
7	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
8	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
9	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
10	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
11	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
12	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
13	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
14	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
15	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
16	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
17	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
18	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
19	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU
20	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU	ITU

4.6. BIKE COURSE AID STATION

4.6.1. Bike course aid station layout

- The bike course aid stations are used in middle and long distance events. They can be used in a sprint or standard distance event in case of extreme hot conditions, following a TD request.
- The distance should be every 20km unless differently ruled by the TD.
- Bike course aid stations should extend 40m.
- Bike course aid stations should be located after sections of the course that the athletes physically reduce speed (following up hill sections or u- turns). They should be on straightaways that are easily accessible to the athletes.
- A littering zone should be attached to the bike course aid station starting 20m before and extending up to 150m after. The littering zones should be clearly marked with signs and line on the ground.

Picture 33: Bike course aid station layout (ITU, 2014)



4.6.2. Bike course aid station personnel

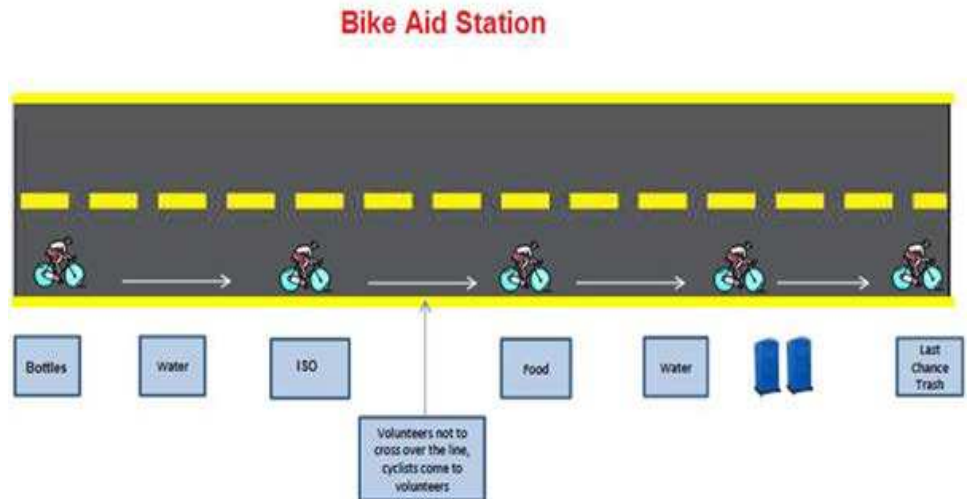
- Staff and volunteer:
 - Aid stations should have a minimum of 10 trained volunteers. The volunteers should use plastic gloves at all times;
 - Assign volunteers to keep the station clear of litter (bottles); and
 - Job descriptions of the different tasks can be accessed through the assigned ITU TD or the ITU Sport Department.
- Technical Officials:
 - » A technical official will be placed at each aid station;



4.6.3. Bike course aid station equipment

- a) Furniture fixtures & equipment (FF&E)- The following should be provided:
 - 1 portable toilet;
 - Tables according to the number of participants; and
 - 1 pop up tent (3m x 3m);
 - Plastic gloves
- b) Liquids:
 - The aid stations should serve all the liquids in a bottle that fit in a standard size bike bottle cage (preferable a bike bottle);
 - In case of doping control tests at a specific race all bottles should be sealed. If not possible, the filling of the bottles should take place under the supervision of a technical official and this information should be shared with the athletes;
 - In sprint and standard distance competitions, only water can be offered. The LOC should provide 1 bottle of 500 ml water per athlete per aid station per lap; and
 - In middle and long distance competitions the bike course aid stations can offer water, isotonic drinks and food (bananas, energy bars). The provided fluids and food should be grouped and clearly marked with signage. Water should be provided first, leading to the isotonic drinks and following by the food.

Picture 34: Bike course aid station (ITU, 2014)



- All beverages should be served at ambient temperature; and
 - Fluids should be held at the bottom of the bottle, so that athletes can grab the whole bottle.
- c) Signage
 - The signs should be placed 2m above the ground; and
 - The following signage has to be provided at every bike aid station:
 - » 1x 200m to Bike Aid Station;
 - » 1x Bike Aid Station;
 - » 1x Littering Area Start
 - » 1X Littering Area End

Picture 35: Bike course aid station signage specifications (ITU, 2014)



4.6.4. Bike course aid station procedures & operational plans

- a) In middle, long distance events, cross triathlon and duathlon events one of these aid stations will be the coaches' station (the one closest to the venue), where the coaches can provide their athletes with their own food and liquids; and
- b) Toilets should be provided at all of the aid stations.

4.7. BIKE COURSE PENALTY BOX

4.7.1. Bike course penalty box layout



- a) The bike course penalty boxes are used in draft illegal events;
- b) The number of penalty boxes is determined by the TD;
- c) The bike course penalty boxes have to be located in areas where it is safe for the athletes to pull out. These locations will be approved by the TD.;
- d) Penalty box areas must be secured with low fences and separated from the spectator areas; and
- e) A littering zone should be provided according to the specifications above at each of the bike penalty boxes. The littering zones should be clearly marked with signs and a line on the ground.

4.7.2. Bike course penalty box personnel

- a) Staff and Volunteers:
 - The LOC should provide a volunteer to work with the Technical officials at each penalty box
- b) Technical Officials:
 - The Penalty Box is managed and controlled by Technical Officials.

4.7.3. Bike course penalty box equipment

- a) Furniture fixtures & equipment (FF&E)- The following should be provided:
 - 1 table, and 2 chairs;
 - 1 pop up tent (3m x 3m); and
 - portable toilets.
- b) Signage:
 - The signs should be placed 2m high above the ground;
 - The specifications of the signs are the same as in the section "Bike course aid station"; and
 - The following signage has to be provided at every bike course penalty box:
 - » 1x 200m to Penalty Box;
 - » 1x Penalty Box
 - » 1x Littering Area Start
 - » 1X Littering Area End

Picture 36: Bike course penalty box signage specifications (ITU, 2014)



4.8. WHEEL STATION

4.8.1. Wheel station layout

- a) A minimum of two wheel stations will be provided:
 - Wheel station 1 (team wheel station): Close to the exit of the transition area on the bike course. The teams will provide their own wheels to this wheel station; and
 - Wheel station 2 (neutral wheel station): At approximately halfway of the bike lap on the bike course. The LOC will provide the wheels to this wheel station and they will be available to all of the athletes.
- b) The exact placement of the wheel stations will be determined by the TD.
- c) Wheel station areas must be secured with low fences and separated from the spectators' areas.
- d) A littering zone should be provided according to the specifications above at each of the wheel stations. The littering zones should be clearly marked with signs and a line on the ground.

4.8.2. Wheel station personnel

- a) Staff & Volunteers:
 - A bike mechanic should be present at each of the wheel stations. (if possible)
- b) Technical Officials:
 - The wheel stations are managed and controlled by technical officials.

4.8.3. Wheel station equipment

- a) Furniture fixtures & equipment (FF&E)- The following should be provided.
 - 1 table and 2 chairs;
 - 1 pop up tent (3m x 3m); and
 - Racks to hold the wheels.
- b) Signage:
 - The signs should be placed 2m above the ground;

- The specifications of the signs are the same as in the section “Bike course aid station”; and
- The following signage has to be provided at every wheel station:
 - » 1x 200m to Wheel Station;
 - » 1x Wheel Station
 - » 1x Littering Area Start
 - » 1X Littering Area End

Picture 37: Wheel Station signage specifications (ITU, 2014)



- c) Wheels:
- The LOC should provide the following wheels to the neutral wheel station:
 - » 2x 700c 11 cassette Campagnolo speed wheels
 - » 2x 700c 10 cassette Campagnolo speed wheels
 - » 4x 700c front wheel
 - » 2x 700c 11 cassette Shimano rear wheels
 - » 2x 700c 10 cassette Shimano rear wheels



The LOC and the TD should review carefully the wheel specifications and the cassette range for making sure that a proper wheel is provided at the wheel station.

4.8.4. Wheel station procedures & operational plans

- a) Any athlete's wheel that will be deposited to the wheel station 1, should go through the athletes' lounge and be checked at the same time as the athlete's bike;
- b) Provisions must be made to transport the wheels from the transition area (where the athletes will leave the wheels) to wheel station 1 at least thirty minutes prior to the competition;
- c) Provisions must be made to transport the wheels from wheel station 1 to the transition area (where the athletes will pick up the wheels) immediately after the competition;
- d) Wheel stations are not required for age group athletes.

4.9. LAP COUNTING

4.9.1. Lap counting layout

- a) In draft legal events of elite/u23/junior/youth, the lap counting will be located in a position either before or after the transition area where it is visible for the athletes, announcers and spectators;
- b) There is no lap counting for AG and paratriathlon events.

4.9.2. Lap counting personnel

- a) Technical Officials:
 - A lap auditor official will be assigned to monitor and control the bike laps.

4.9.3. Lap counting equipment

- a) Lap Boards:
 - The lap counting board should be 1m high x 0.75m wide.
 - This board will indicate the number of laps remaining for the competition leader and subsequent athletes.
 - Electronic lap verification is needed. This is mandatory at all age group events.
- b) Bell

4.9.4. Lap counting procedures & operational plans

In draft legal events of elite/u23/junior/youth, every athlete will receive a bell notification with one lap to go on the bike and run courses.

4.10. RUN COURSE

4.10.1. Run course layout

- a) The road surface must be hard and smooth. Steep curb drops or other such hazards should be altered for safety purposes. Steps up or down are potentially dangerous for athletes;
- b) Course width: minimum width is 3m;
- c) The standard distance elite/u23 run course has to be between 3-4 laps;
- d) The age group/paratriathlon run course has to be between 1-2 laps;
- e) The junior run course has to be between 1-2 laps;
- f) The team relay run course has to be 1 lap;
- g) The middle/long distance run course has to be between 1-4 laps;
- h) Both elite and age group courses must be secure and totally closed from traffic;
- i) Turns should be wide and swept;
- j) There will be no crossovers;
- k) The course must be sufficiently marked so that there can be no doubt as to the correct route;

- l) Pedestrian crossings should not be within 100m of transition area, turns and finish area;
- m) The run U turns should not include any objects that will allow the athletes to grab it and support their turn; and
- n) Paratriathlon course
 - Has to be between 1-2 laps for a sprint distance;
 - The paratriathlon run course should be wide enough to accommodate wheelchairs passing each other;
 - No curves, steps, grass, sand and narrow spots are allowed. In case of a soft surface, the use of plywood flooring should be considered;
 - Steps must be avoided, along with sharp corners;
 - Trail type run courses are not suitable;
 - No run shall have a maximum gradient of over 5% at the steepest section; and
 - Identify the issues by providing proper signage, predetermining the VI free leading zones.

4.10.2. Run course personnel

- a) Staff & Volunteers
 - Trained volunteers should be assigned to the run course;
 - The minimum number of volunteers is determined by the course layout; and
 - Spotters should be considered for identifying the first and the last athlete.
- b) Police
 - Police or security personnel must be present at every access road, intersection and turn on the course; and
 - If a police motorbike is on the course it must be a minimum of 200m in front of the leader and only on the first lap of the run.
- c) Technical officials – elite run specific
 - Two officials on bicycles will patrol the run course
- d) Technical officials – age group/paratriathlon run specific
 - The number of officials patrolling the age group run course will be determined by the TD.
- e) Media
 - The number of media motorcycles on the course will be determined by the TD and monitored by the vehicle control official.
- f) Medical
 - Trained medical personnel should be positioned every 500m on the run course;
 - Medical personnel should be equipped with radios or cell phones;
 - Provisions should be made to get injured athletes back to the transition area without interfering with the field of play; and
 - Refer to the medical plan section for the full event medical details.
- g) Spectators and team officials
 - Spectators should be prevented from entering the course and/or interfering with the competition; and
 - There has to be a dedicated coaches area along the run course. The number of the coaches' areas will be determined by the TD.

4.10.3. Run course equipment

- a) There will be distance markers 1km from start and 1km to finish.
- b) All turns will be marked with arrows leading into and out of the turns.
- c) Toilets should be provided every 5km in middle/long distance events.
- d) Cones should be provided in the areas that need to separate the run flow. If the specific course is used during the bike leg, please refer to 4.5.3.j
- e) The cones should be placed:
 - Starting 5m before, during and after the corner, the cones should be placed maximum every 0.5m; and
 - In the rest of the course, the cones should be placed at a maximum distance of 6m.

4.10.4. Run course procedures & operational plans

- a) Course measurement: certified course measurement is required and must be submitted to TD. The course being measured by an IAAF certified measurer is ideal.
- b) Refer to the Appendix Section for the run course measurement manual.

4.11. RUN COURSE AID STATION

4.11.1. Run course aid station layout

- a) The distance between the run course aid stations should be a maximum of 1.25km unless otherwise ruled by the TD.
- b) Run course aid stations should extend 40m.
- c) They should be on a straightaway easily accessible to the athletes.
- d) There should be a run course aid station between 200m and 400m after the exit from the transition area.
- e) A littering zone should be attached to the run course aid station starting 20m before and extending up to 100m after. The littering zones should be clearly marked with signs and a line on the ground.
- f) Paratriathlon: Prepare the aid stations for serving VI and wheelchair athletes

Picture 38: Run course aid station layout (ITU, 2014)



4.11.2. Run course aid station personnel

- a) Staff and volunteer:
 - Aid stations should have a minimum of 10 trained volunteers. The volunteers should use plastic gloves at all times;
 - Assign volunteers to keep the station clear of litter (bottles); and
 - Job descriptions of the different tasks can be accessed through the assigned ITU TD or the ITU Sport Department.
- b) Technical Officials:
 - A technical official will be placed at each aid station.



4.11.3. Run course aid station equipment

- a) Furniture fixtures & equipment (FF&E)- The following should be provided:
 - 1 portable toilet;
 - Tables according to the number of participants; and
 - 1 pop up tent (3m x 3m).
 - Plastic gloves
- b) Liquids:
 - In case of doping control tests at a specific race all bottles should be sealed;
 - In sprint and standard distance competitions, only water can be offered. The LOC should provide 2 bottles of 500 ml water per athlete per aid station per lap;
 - In middle and long distance competitions the run course aid stations can offer water, isotonic drinks and food (bananas, energy bars). The provided fluids and food should be grouped and clearly marked with signage. Water should be provided first, leading to the isotonic drinks and following by the food;

Picture 39: Run course aid station (ITU, 2014)



- All beverages should be served at ambient temperature;
- Bottles should be held by the bottom so that athletes can grab the whole bottle. The bottle lid should stay at the water station and only the bottle should be given to the athletes. The lids should be on the bottle until the moment they are handed over to the athletes;

Picture 40: Proper holding of bottle at the aid stations (ITU, 2014)



- If cups are provided, they are to be held between the thumb and forefinger (forefinger inside the cup) and tilted away from the athlete's direction of travel when serving so that the athletes can grab the whole cup and avoid spilling the fluid;
- Volunteers should make every attempt to move with the athlete as much as possible when serving to avoid jarring contact, which results in spilled fluid; and
- The LOC should be in a condition to provide cold water sponges or bags with ice if it will be requested.

c) Signage

- The signs should be placed 2m above the ground.
- The specifications of the signs are the same as in the section "Bike course aid station"; and
- The following signage has to be provided at every aid station:
 - » 1x 200m to Aid Station;
 - » 1x Aid Station;
 - » 1x Littering Area Start
 - » 1X Littering Area End

4.11.4. Run course aid station procedures & operation plans

- a) In the middle/ long distance events, the cross triathlon and duathlon events one of these aid stations will be the coaches' station (the one closest to the venue), where the coaches can provide their athletes with their own food and liquids.
- b) Toilets should be provided at all of the aid stations.
- c) All table legs need to be zip-tied.
- d) Have volunteers ready to serve left-handed athletes.

4.12. RUN COURSE PENALTY BOX

4.12.1. Run course penalty box layout

- a) 1 penalty box will be located at the end of the run lap to allow direct communication between the Technical Officials in the transition area and the Technical Officials in the penalty box.
- b) The penalty box area must be secured with low fences and separated from the spectators' areas;
- c) Behind the board, an area (3m x 3m) should be clearly marked in order for the athletes to serve their penalties.

Picture 41: Run penalty box layout sample (ITU World Triathlon Kitzbuehel, 2013):



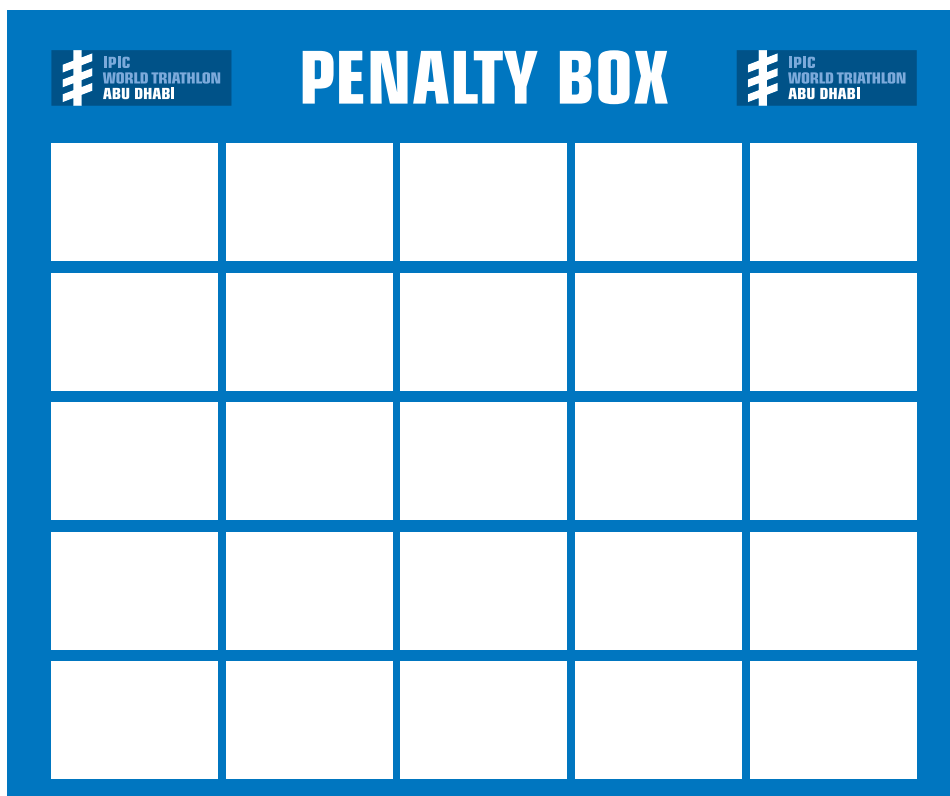
4.12.2. Run course penalty box personnel

- a) Staff and Volunteers:
 - The LOC should provide a volunteer to work with the Technical officials at the penalty box.
- b) Technical Officials:
 - The Penalty Box is managed and controlled by Technical Officials.

4.12.3. Run course penalty box equipment

- a) Furniture fixtures & equipment (FF&E)- The following should be provided:
 - 1 table, and 2 chairs;
 - 1 pop up tent (3m x 3m);
 - The board should be 1m x 1.2m from a PVC material sitting on the stand with the capacity of 25 numbers on the panel. The board needs to work with magnet as well as with markers; and
 - The penalty board numbers should have the following specifications:
 - » In A5 size landscape;
 - » Font Arial Black;
 - » Need to provide all of the range of race numbers as well as the text: "x2", "x3", "x4";

Picture 42: Run course penalty box equipment (ITU World Triathlon Abu Dhabi, 2015)



1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	48	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
x2	x3	x4							

b) Signage:

- The signs should be placed 2m above the ground;
- The specifications of the signs are the same as in the section "Bike course aid station"; and
- The following signage has to be provided:
 - » 1x 200m to Penalty Box;
 - » 1x Penalty Box

Picture 43: Run course penalty box signage specifications (ITU, 2014)



4.13. FINISH AREA

4.13.1. Finish area layout

- Finish chute length: No less than 100m in length and 5m in width.
- Photographers' stand specifications: The media stand should be placed 15m behind the finish line. A 5 tiered stand that is 3m to 4m in width must be placed directly behind the 15m clean finish area.

- c) The distance to the recovery area cannot be more than 50m. If the recovery area is far away then a first recovery area (3mx3m) should be provided behind the photographers' stand.
- d) Mixed zone specifications: A secure mixed zone should be planned adjacent to the finish area (behind the photographers' stand) with sufficient space for the media to interview athletes. Dedicated areas for broadcasters and print media should be provided. According to the size of the mixed zone it can be either straight or a "S" shape for minimizing the required space.

Diagram 20: Finish area layout sample (ITU, 2014)

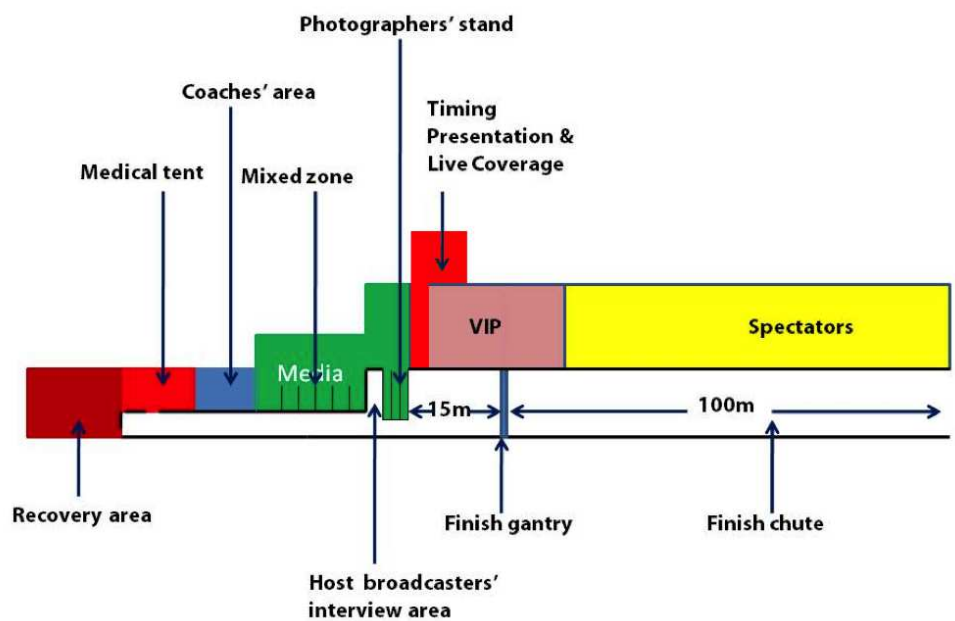
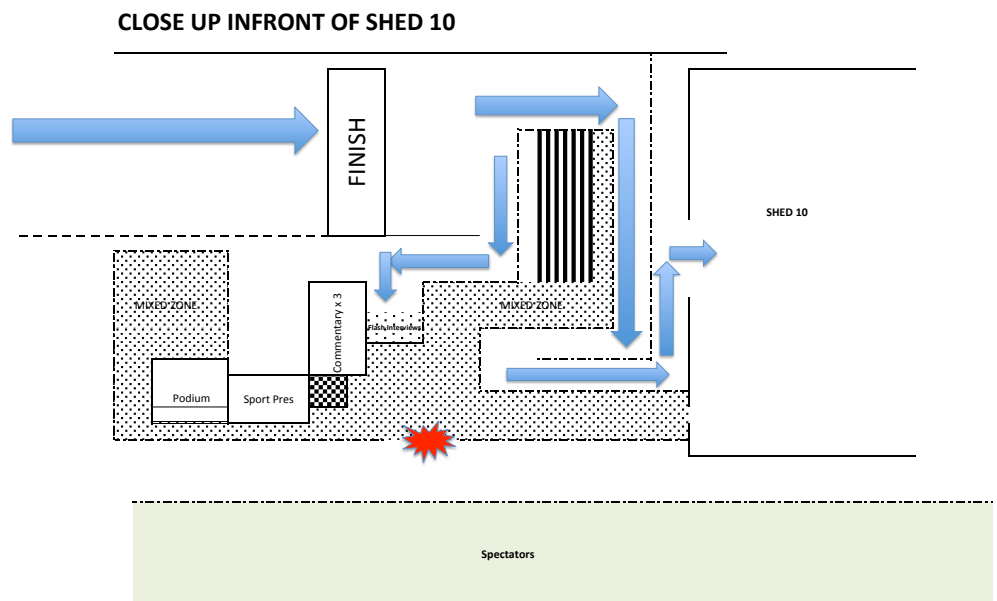


Diagram 21: "S" shape mixed zone (ITU World Triathlon Auckland Grand Final, 2012)



- e) Grandstand: Seating for spectators should be planned within the stadium area. Please refer to the different event's requirements document for the minimum size.
- f) Big screens and scoreboard platforms with electrical hook-ups should be erected in view of the grandstands.
- g) A complete set of country flags should be planned for within the stadium area. This is a standard requirement for Continental and World Championships, please refer to the "Venue operations" section for the flags' protocol setup.
- h) Specifications for the Sport presentation tent can be found in the "Venue operations" section.
- i) Medical/ Recovery: The medical & recovery areas should be located next to each other and be easily accessible from the finish area, with adequate privacy and security provisions. The athletes' flow from the finish line to the recovery area should be uninterrupted. The areas should also be closed with 2m high fences and be away from the media area.
- j) Paratriathlon finish:
 - The post finish area should be wide enough to be able to accommodate the safe exit of the wheelchair athletes.

4.13.2. Finish area personnel

- a) Security
 - Security personnel must be assigned to all access points; and
 - Security personnel must ensure to keep the finish and post finish area controlled.
- b) Technical officials
 - There will be a team of technical officials assigned to the finish area;
 - The finish tape should always be held by technical officials; and
 - The technical officials will handle the athletes at the finish and after the photographer's stand the medical team will escort the athletes to the recovery or medical area (if needed).
- c) Staff & Volunteers
 - A limited number of finish line volunteers will be assigned under the direction of the TD; and
- d) Medical and Anti-doping personnel
 - Medical personnel will only enter the finish area in case of an emergency; and
 - Doping control chaperones will approach their assigned athletes only as they exit the secured finish area. A doping control spotter can be located in the secured finish area for recording the numbers of the selected athletes for doping control.
- e) Timing personnel
 - Timing personnel must not be in the finish area or in the line of sight of the photographers on the photo stand; and
 - Three trained volunteers will be assigned to collect the timing chips from the athletes. They should be located at the exit of the mixed zone. The volunteers should use plastic gloves at all times.

4.13.3. Finish area equipment

a) Finish gantry specifications:

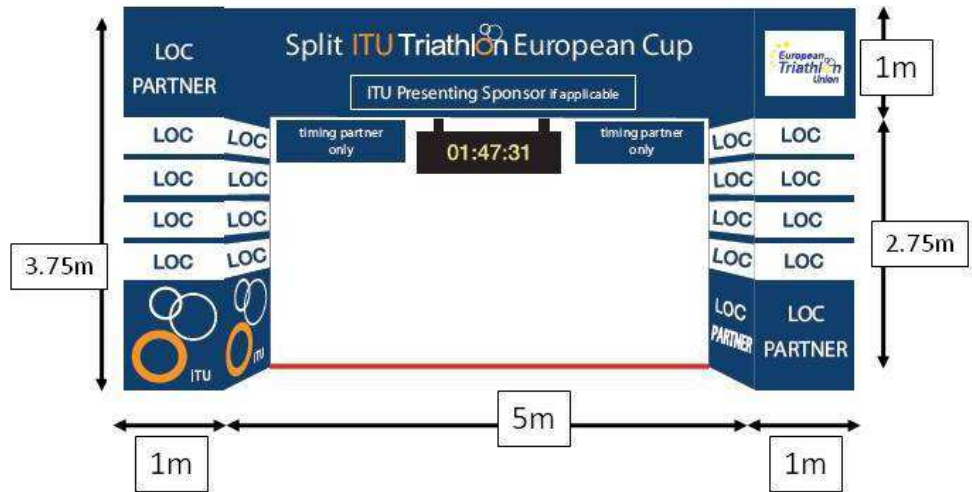
- The gantry should have clear space of 5m width and 2.75m clear space height to the lowest point (gantry clock or sponsors' boards);
- The finish area must be completely secured with a solid fence (minimum 1-metre tall);
- The finish line will be clearly marked on the ground and be at least 0.1m in width and be in line with the outer edge of the gantry (from the view of the finish area);
- Only an ITU approved finish tape will be used. The tape will be held by two technical officials;
- Fences may not cover the logos on the gantry;
- There will be a photo finish camera mounted on the finish gantry to record the finish of each athlete. It will be positioned to record athletes as they break the vertical plane extending upward from the finish line on the ground and will be used by the Referee if there is a need to clarify which athlete crossed the finish line first;

Picture 44: Finish Camera Set up layout (ITU World Triathlon Madrid, 2010)



- The timing clock will be mounted in clear view of the photo stand, media stand and VIP viewing stand. If the timing clock is one sided, it should face the photographers' stand;
- There will be an official's notice board adjacent to the finish area prior to the mixed zone; and
- Water must be provided for the athletes in the finish area by the technical officials.

Diagram 22: Finish gantry specifications sample (ITU, 2014)



4.13.4. Finish area procedures & operational plans

- Six trained volunteers will be assigned to the role of athlete chaperone. These people will be responsible for ensuring that the elite, u23 and junior medalists will be available at the assigned time and location for the official medal ceremony. For the WTS and the WC events this job will be assigned to the TOs.
- The host broadcaster and the official ITU photographer will have a designated spot on the photographers' stand. All of the other accredited media will have access to the media stand depending on the size of the stand.

4.14. RECOVERY AREA

4.14.1. Recovery area layout

- Recovery area is considered as part of the post finish area and the FOP.
- The specification of the recovery area can be found in the "Venue operations" section.

4.14.2. Recovery area personnel

- Staff & Volunteer:
 - Six volunteers should be assigned to the recovery area making sure that is constantly refueled, kept clean and secured for the athletes.

4.14.3. Recovery area equipment

- Sealed water, ice, towels, baskets with fruit and recovery drinks should be available in the recovery area.
- The LOC should provide 4 bottles of 500ml water per athlete. This amount should be revised in extreme heat conditions.
- Cold water tubs, hot water tubs, hot soup, air coolers and heaters should be considered based on the weather conditions.

4.15. RELAY ZONE

4.15.1. Relay zone layout

- The exact placement of the relay zone will be determined by the TD.
- The relay zone should be located outside of the bike and the run course and be connected to the swim start area.
- Relay zone areas must be secured.
- Need to be 15m long.
- Pre-relay zone should be adjacent to the relay zone along with the recovery tent.
- The relay zone should be created in a way that both finishing and starting athletes are running in the same, opposite or 90° direction.

Diagram 23: Relay Zone- Running same direction sample layout (ITU, 2015)

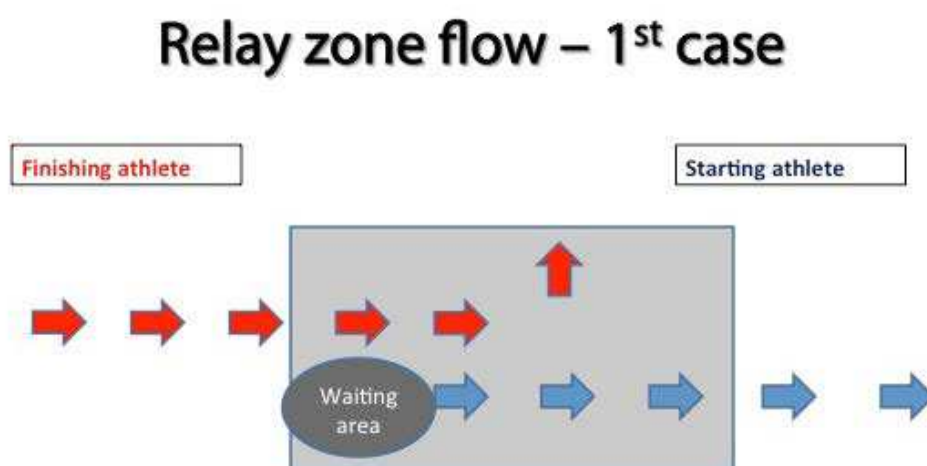


Diagram 24: Relay Zone- Running 90° sample layout (ITU, 2015)

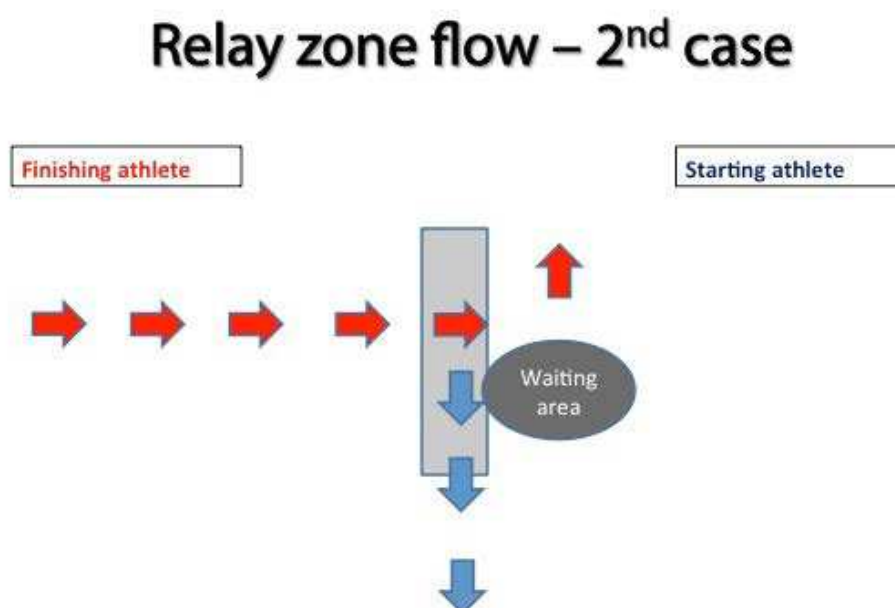


Diagram 25: Relay Zone- Running opposite direction sample (ITU,2015)

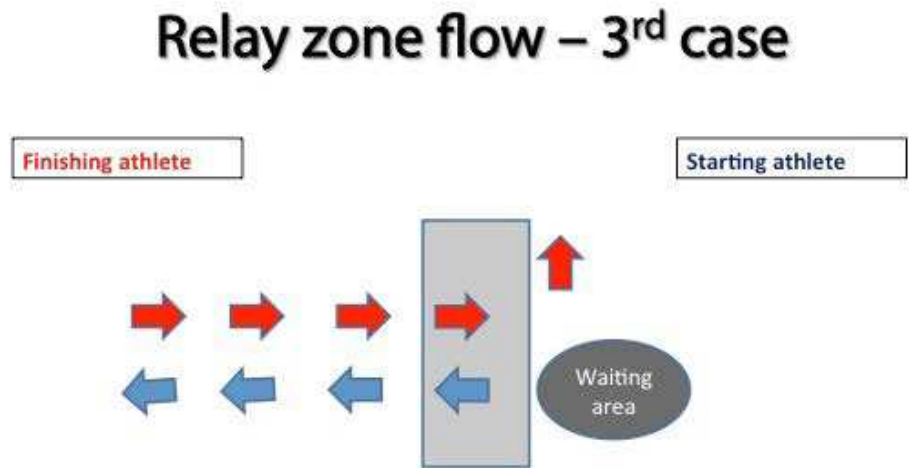


Diagram 26: Running opposite direction relay zone layout sample (Hamburg ITU Triathlon Mixed Relay World Championships, 2014)

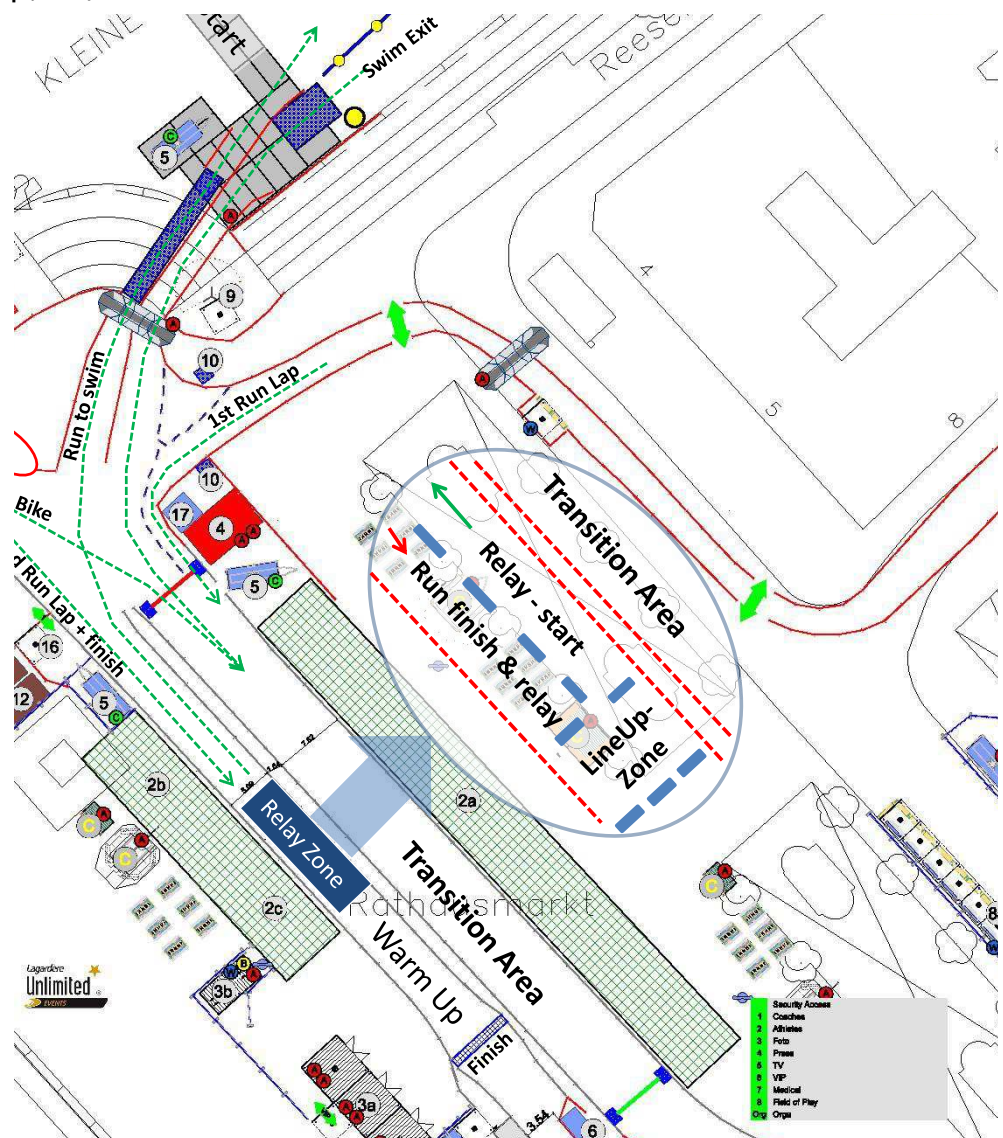


Diagram 27: Running same direction relay zone layout sample (Hamburg ITU Triathlon Mixed Relay World Championships, 2013)



4.15.2. Relay zone personnel

- a) Technical Officials:
 - The relay zone is managed and controlled by technical officials.
- b) Medical:
 - Personnel should be available at the relay zone and recovery area.
- c) Staff & Volunteers:
 - Volunteers should be provided by the LOC for timing chip collection and for managing the recovery area.

4.15.3. Relay zone equipment

- a) LOC will need to provide 1 table and 2 chairs for the check in and recovery area.
- b) 5m x 15m tent should be provided for the check in and recovery area. If it is not possible to share the tent, then one tent 5m x 5m for check in and a 5m x 10m for recovery should be provided.
- c) Signage.

4.15.4. Relay zone procedures & operation plans



Please refer to the [ITU Competition Rules](#) for the technical procedures of the mixed relay.



For any suggestions or questions regarding the Events Organizers' Manual (EOM) please contact Thanos Nikopoulos - Senior Manager, Technical Operations.

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ITU EVENT ORGANISER'S MANUAL

PART 5

VENUE OPERATIONS

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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5.1. GENERAL

A number of facilities have to be provided to host a triathlon or multisport event. A stadium should be created that will accommodate grandstand seating with large television screens and scoreboards in order to showcase the event. The assigned Technical Delegate is the person who has to approve the final venue layout and the different facilities. The following specifications are relative to a Triathlon event with an elite draft legal race and an AG race with 1000 athletes and above.

5.2. FACILITIES/ AREAS

The following facilities have to be provided:

5.2.1. Country flags

- In the World Championships and the Continental Championships, all of the country flags that are represented in the event should be flown at the venue.
- The nation has to be represented either by a technical official or an athlete, in order to be included on the list.
- The ITU, host NF and host national flags should be placed on the left with the rest following in alphabetical order in the language of the host country.
- The ITU flag has to be the first one.

5.2.2. Accreditation & security room

- Specifications:
 - 15m² tent; and
 - This room should be located at the entrance of the venue.
- FF & E

Item	Quantity
Tables	2
Chairs	4
Notice board	Yes
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes

5.2.3. Athletes' lounge – AG

- Specifications:
 - Area size: minimum 300m²;
 - Food services (water, fruit, cookies, isotonic beverages);
 - Access to toilets (20) – 2 that are wheelchair accessible; and
 - Bike mechanic available.

b) FF & E

Item	Quantity
Tables	30
Chairs	100
Notice board	Yes
Flooring	Yes
Internet	No
Lights	Yes
Garbage & recycling bins	Yes

5.2.4. Athletes' lounge – elite

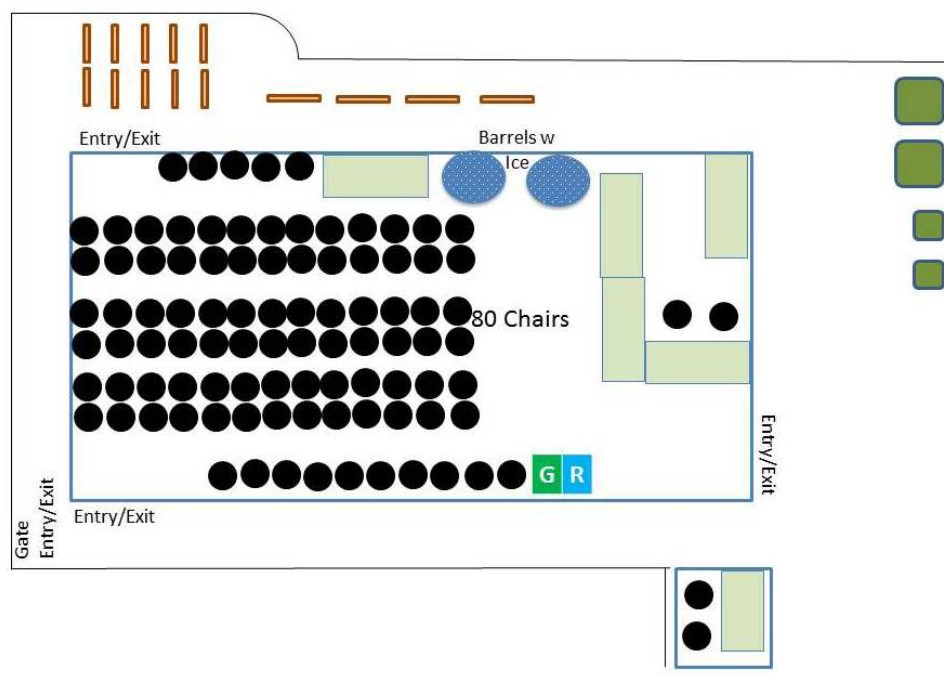
a) Specifications:

- Area size: minimum 150m² & 60m² of an open space;
- Food services (water, fruit, cookies, isotonic beverages, ice). 2 water bottles per athlete should be scoped;
- Clothing storage by race number;
- Access to toilets (5), 2 of them to be wheelchair accessible;
- Showers are recommended to be provided;
- Bike racks must be provided outside of the facilities; and
- This area should be close to the elite transition area.

b) FF & E

Item	Quantity
Tables	Yes
Chairs	80
Notice board	Yes
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes

Diagram 28: Elite athletes' lounge sample (ITU World Triathlon Edmonton Grand Final, 2014)



5.2.5. Bag drop off area/ tent

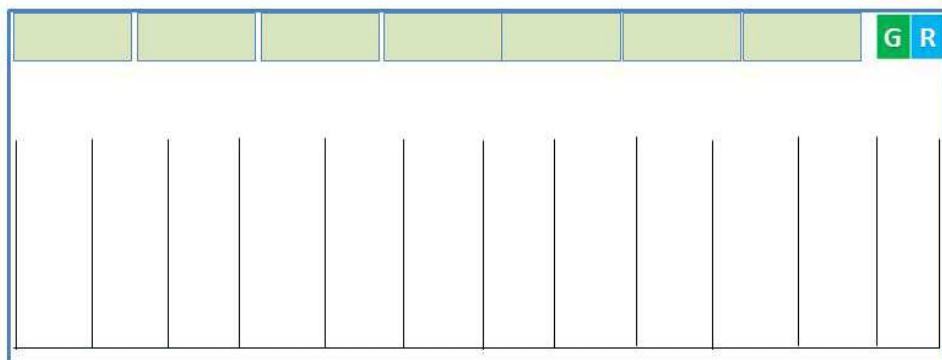
a) Specifications:

- 60m²;
- This facility is available to AG athletes and they can have access with their bib number;
- The AG can deposit and collect their bag but they cannot have access to the specific tent so many volunteers are needed to retrieve the bags;
- A management system has to be created for easy access to the athletes' bags;
- Athletes' bags need to be tagged with a race number and hung from the walls; and
- This area should be within the AG athletes' village.

b) FF & E

Item	Quantity
Tables	7
Chairs	4
Notice board	No
Flooring	No
Internet	No
Lights	Yes
Garbage & recycling bins	Yes

Diagram 29: Bag drop area layout (ITU, 2014)



5.2.6. Bike storage/ Mechanic

a) Specifications:

- This room is needed for events when the athletes have to store the bikes during the night at the venue;
- 100m²; and
- This room should be equipped with bike racks.

b) FF & E

Item	Quantity
Tables	No
Chairs	No
Notice board	No
Flooring	No
Internet	No
Lights	Yes
Garbage & recycling bins	No

5.2.7. Clean & waste compound

a) Specifications:

- 300m²;
- This should be an open space where garbage collection and recycling will take place; and
- This space should be allocated away from the spectators' areas.

b) FF & E

Item	Quantity
Tables	No
Chairs	No
Notice board	No
Flooring	No
Internet	No

Item	Quantity
Lights	Yes
Garbage & recycling bins	Yes

5.2.8. Commentary position

a) Specifications:

- 15m2;
- This facility should be provided only if it is required by the host broadcasters; and
- This facility should be adjacent to the FOP and finish area.

b) FF & E

Item	Quantity
Tables	4
Chairs	6
Notice board	No
Flooring	Yes
Internet	Yes (wire internet)
Lights	Yes
Garbage & recycling bins	No

Picture 45: Commentator's Booth Sample (ITU,2014)



5.2.9. Competition jury room

a) Specifications:

- 15m2; and
- This room is located close to the post finish area.

b) FF & E

Item	Quantity
Tables	1

Item	Quantity
Chairs	6
Notice board	No
Flooring	No
Internet	No
Lights	Yes
Garbage & recycling bins	Yes

5.2.10. Doping control area

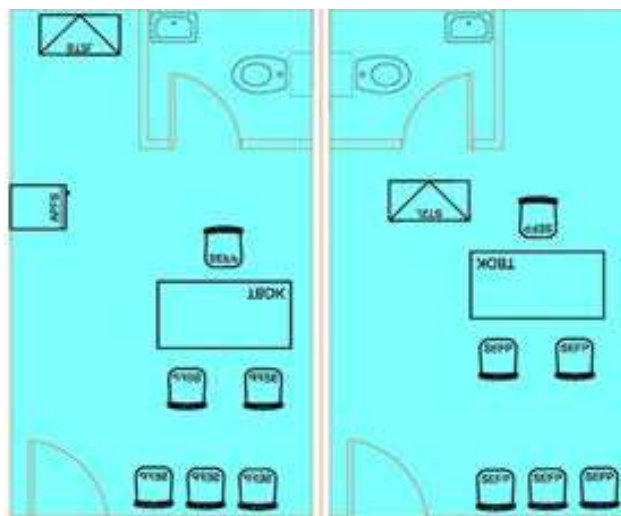
a) Specifications:

- The exact size of the area will be determined by the number and type of tests being conducted at the event. The anti-doping organization conducting the tests will be able to specify exactly what requirements they will need to have to conduct the tests according to the international standards of testing and the World Anti-doping Code;
- A 80m² area (preferably not a tent) completely private area, away from the public and media;
- Minimum of two double toilets to accommodate the testing procedure;
- The toilets should be wheel chair accessible;
- Bottled water, sport drinks, replenishing food for the athletes (sealed);
- Minimum of ten volunteers to work as drug testing chaperones; and
- Security personnel to ensure that only doping control personnel and athletes, with their designated personnel, are allowed in the anti-doping control area.

b) FF & E

Item	Quantity
Tables	4
Chairs	16
Notice board	No
Flooring	Yes
Internet	No
Lights	Yes
Garbage & recycling bins	Yes
Locked cabinet	Yes
Refrigerator	Yes

Diagram 30: Anti-doping control area sample (ITU, 2014)



5.2.11. ITU Media office (on site)

a) Specifications:

- 30m²;
- Fridge for refreshments is required;
- Course and venue maps to be available; and
- This room has to be close to the finish area.

b) FF & E

Item	Quantity
Tables	3
Chairs	6
Notice board	Yes
Flooring	Yes
Internet	Yes (wire internet)
Lights	Yes
Garbage & recycling bins	Yes
Refrigerator	Yes

5.2.12. ITU Office (on site)

a) Specifications:

- 30m²;
- This room has to be close to the finish area;
- Course and venue maps to be available; and
- Fridge for refreshments is required.
- Black and white laser printing facility;
- A high-speed photocopier with sufficient paper supplies and extra stationery and sufficient ink;

b) FF & E

Item	Quantity
Tables	3
Chairs	6
Notice board	Yes
Flooring	Yes
Internet	Yes (wire internet)
Lights	Yes
Garbage & recycling bins	Yes
Locked cabinet	Yes
Refrigerator	Yes
Printer	Yes
Photocopier	Yes

5.2.13. LOC Office (on site)

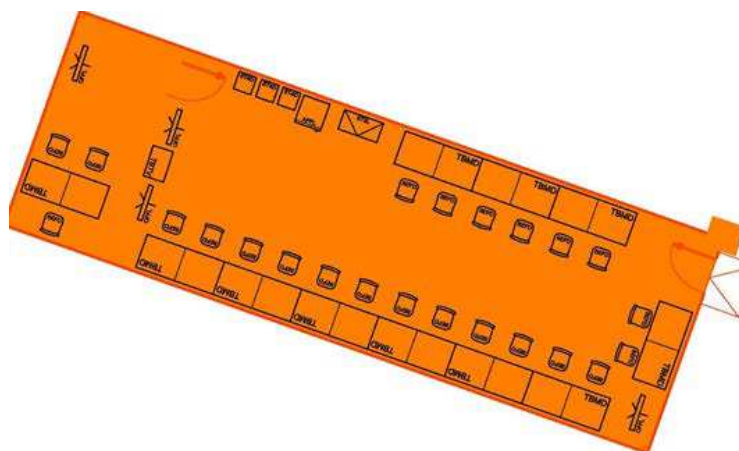
a) Specifications:

- 60m2 enclosed tent or trailer;
- Fridge for refreshments is required;
- Course and venue maps to be available ; and
- This office should be located next to the ITU office.
- Black and white laser printing facility;
- A high-speed photocopier with sufficient paper supplies and extra stationery and sufficient ink;

b) FF & E

Item	Quantity
Tables	Yes
Chairs	Yes
Notice board	Yes
Flooring	Yes
Internet	Yes (wire internet)
Lights	Yes
Garbage & recycling bins	Yes
Refrigerator	Yes
Printer	Yes
Photocopier	Yes

Diagram 31: LOC office sample (ITU, 2014)



5.2.14. Message area

a) Specifications:

- 80m²;
- A massage facility should be in placed adjacent to the athletes lounge, but not in the medical facility area;
- The massage facility should be a tent or other such covered facility;
- The number of massage personnel should be determined by the number of athletes and the level of services offered;
- Massage is not a requirement, but is recommended as a service to the athletes; and
- Physiotherapy beds and/or massage tables can be provided by the masseur group contracted for the event.

b) FF & E

Item	Quantity
Tables	Yes
Chairs	Yes
Notice board	No
Flooring	Yes
Internet	No
Lights	No
Garbage & recycling bins	Yes

5.2.15. Media center

a) Specifications:

If the event has a press center it should contain the following:

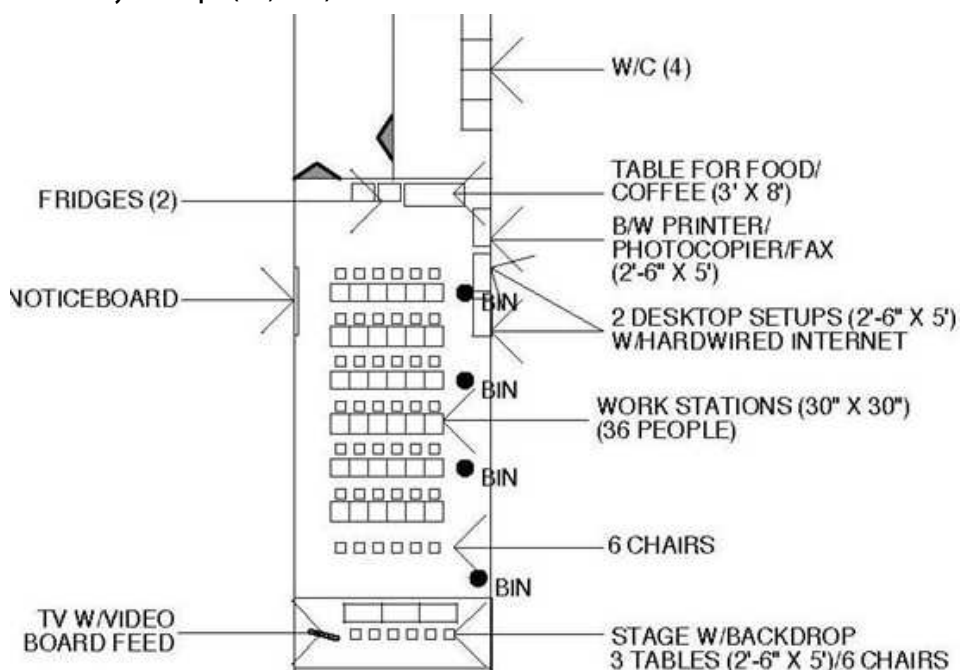
- 200m² (it can be smaller based on the expected number of media);
- The LOC will provide a stable high-speed internet connection and router / switch with enough ports for the expected number of media;

- Black and white laser printing facility;
- A high-speed photocopier with sufficient paper supplies and extra stationery and sufficient ink;
- Fax machine capable of international fax distribution;
- Well placed visible facility signage detailing the correct event title name;
- Notice board for maps, results and other news;
- Pigeon holes for press releases and flash quotes; and
- Refreshments for the entire day for international and local media.

b) FF & E

Item	Quantity
Tables	Yes
Chairs	Yes
Notice board	Yes
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes
Printer	Yes
Photocopier	Yes

Diagram 32: Media center layout sample (ITU, 2014)



5.2.16. Medical area

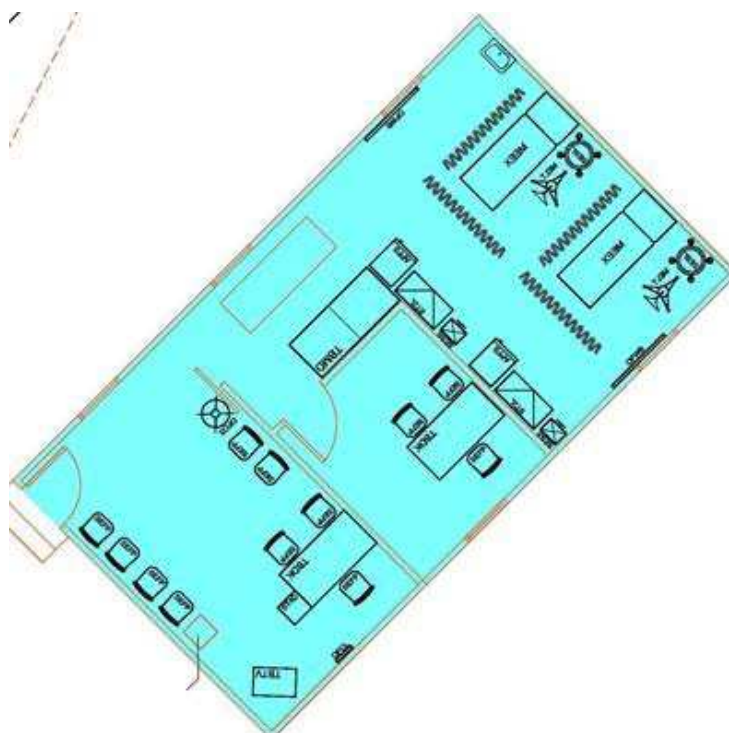
a) Specifications:

- 120m2 adjacent and accessible to finish area;
- Radio communication and medical records area;
- Must be located in a secure area with direct access to the competition finish and must not be accessible to media; and
- Emergency access and ambulance placement must be planned for easy entering and exiting.
- Additional Requirements:
- 2 wheel chairs;
- 1 carry chair;
- stretchers; and
- Access to toilets.

b) FF & E

Item	Quantity
Tables	4
Chairs	12-20
Notice board	Yes
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes

Diagram 33: Athletes' medical room layout (ITU, 2014)



5.2.17. Post finish classification room

a) Specifications:

- 15m²; and
- 2 physiotherapy beds to be provided

Additional Requirements:

- One pillow;
- Two pillow cases, two sheets and two towels;
- Drinking water;
- Hand sanitizer and disinfectant wipes to clean down the examination bed; and
- Toilet (if possible).

b) FF & E

Item	Quantity
Tables	1
Chairs	4
Notice board	No
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes
Physio bed	2

5.2.18. Recovery area

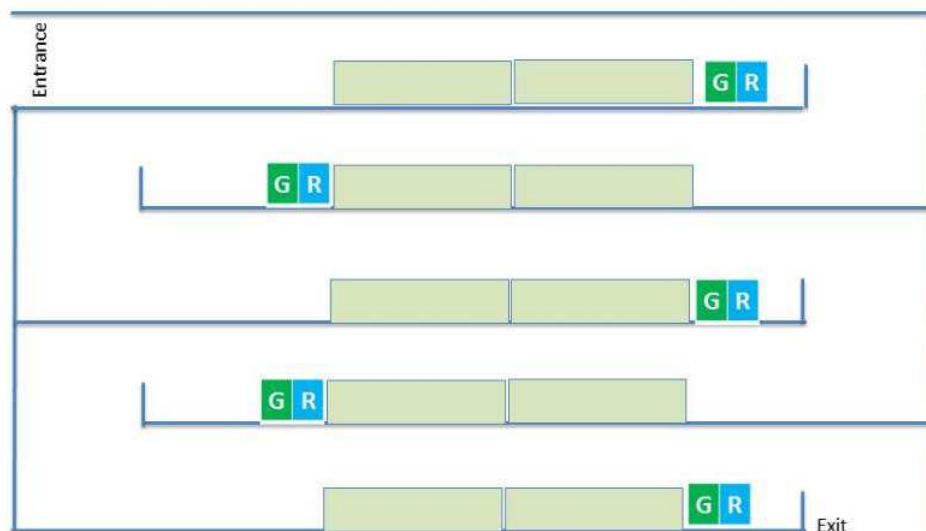
a) Specifications:

- 150m² & area around; and
- The recovery area should be created in a way that there is a continuous flow of athletes through it. There should never be a backlog of athletes at any specific point. It will be created in a corridor like design where different kinds of refreshments and food supplies will be provided at different points in order to encourage the athletes to keep the flow going.

b) FF & E

Item	Quantity
Tables	10
Chairs	40
Notice board	Yes
Flooring	No
Internet	No
Lights	No
Garbage & recycling bins	Yes

Diagram 34: Recovery area layout sample (ITU, 2014)



5.2.19. Spectators' services (medical)

- a) Specifications:
- 15m² should be provided for spectator medical personnel; and
 - This facility should be adjacent to the spectators' stands.
- b) FF & E

Item	Quantity
Tables	1
Chairs	4
Notice board	No
Flooring	Yes
Internet	No
Lights	No
Garbage & recycling bins	Yes

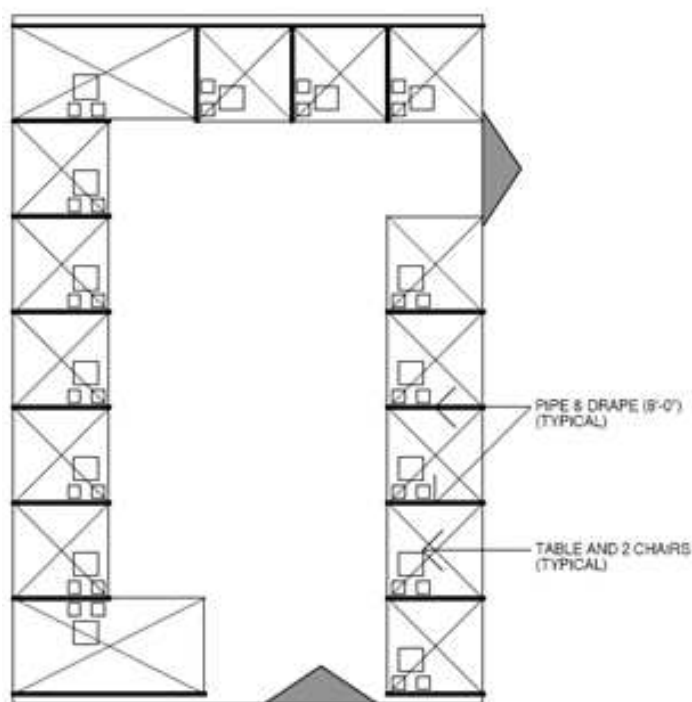
5.2.20. Sport expo facilities

- a) Specifications:
- Planned to maximize sales opportunities for the exhibitors; and
 - Area uniformly and tastefully laid-out (1600m²). You should be able to provide marquees to the exhibitors of the following sizes - 3mx3m, 6mx3m or 9mx3m.

b) FF & E

Item	Quantity
Tables	Yes
Chairs	Yes
Notice board	Yes
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes

Diagram 35: Sport expo sample (ITU, 2014)

**5.2.21. Sport presentation booth**

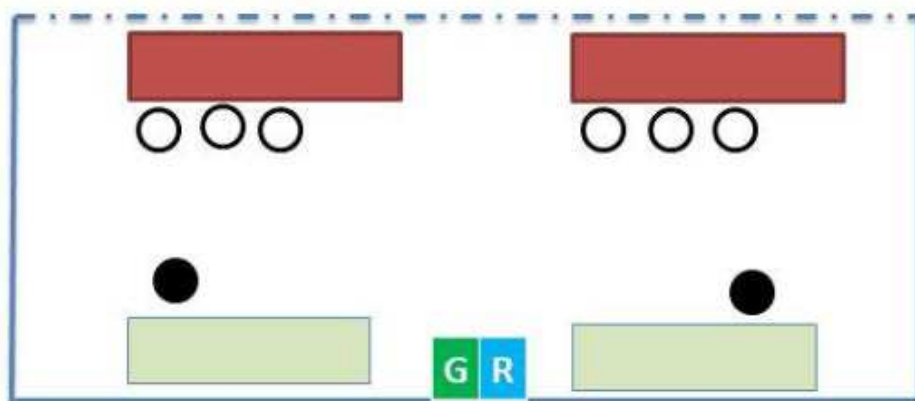
a) Specifications:

- A raised platform should be erected close to the finish area to provide adequate view of the entire stadium area and the big screen;
- The dimensions of the platform will be a minimum of 4m x 6m and will be 5m off the ground; and
- The sport presentation booth should be 15m².
- Additional Requirements:
- This area should be equipped with an electrical hook-up for audio visual, and announcer's computer feed.

b) FF & E

Item	Quantity
Tables	4
Chairs	6
Notice board	No
Flooring	Yes
Internet	Yes (wire internet)
Lights	No
Garbage & recycling bins	Yes

Diagram 36: Sport presentation room layout (ITU World Triathlon Edmonton Grand Final, 2014)

**5.2.22. Timing & results center**

a) Specifications

- 15m2 & an area attached for parking the timing company's vans; and
- High speed Internet.

b) FF & E

Item	Quantity
Tables	3
Chairs	6
Notice board	Yes
Flooring	Yes
Internet	Yes (wire internet)
Lights	Yes
Garbage & recycling bins	Yes

5.2.23. TOs' Lounge

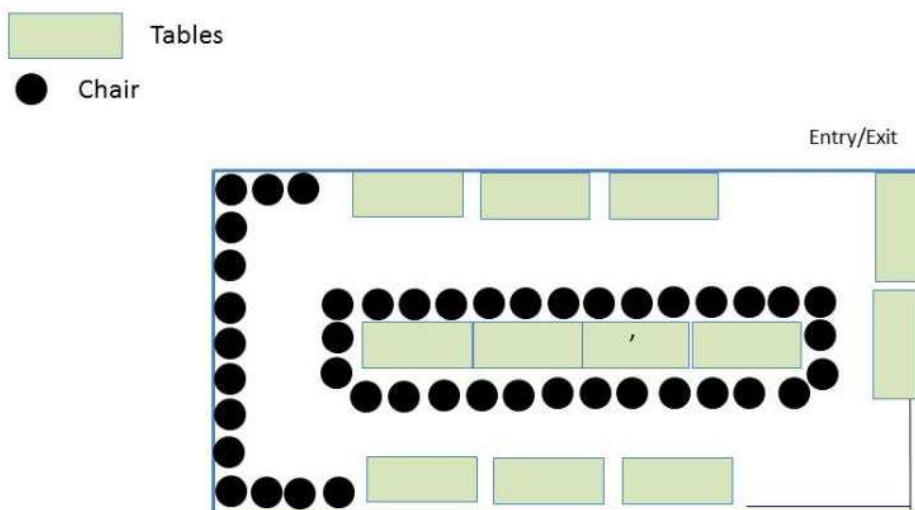
a) Specifications:

- Tent space 100m2; and
- Lockers.

b) FF & E

Item	Quantity
Tables	10
Chairs	50
Notice board	Yes
Flooring	No
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes

Diagram 37: TOs' lounge set up sample (ITU World Triathlon Edmonton Grand Final, 2014)



5.2.24. TV Compound

a) Specifications:

- 500m²; and
- This facility should be provided only if it is required by the host broadcasters;

b) FF & E –To be requested by the Broadcasters

Item	Quantity
Tables	n/a
Chairs	n/a
Notice board	n/a
Flooring	n/a
Internet	Yes (wire internet)
Lights	Yes
Garbage & recycling bins	Yes

5.2.25. Venue Control Center (VCC)/ Radio Distribution

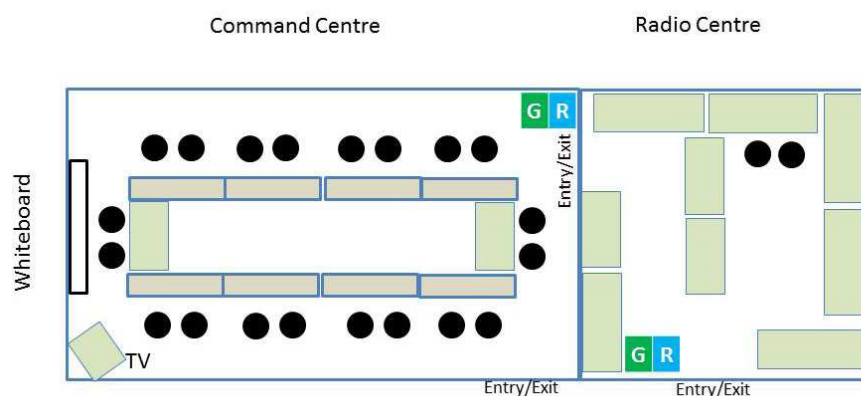
a) Specifications:

- 100m2 tent or 10m trailer;
- Fridge for refreshments is required;
- 3 radio operator tables;
- 4 x detailed course and venue maps; and
- Adequate power supply.

b) FF & E

Item	Quantity
Tables	14
Chairs	22
Notice board	Yes
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes
Refrigerator	Yes

Diagram 38: VCC/ Radio distribution layout sample (ITU World Triathlon Edmonton Grand Final, 2014)



5.2.26. VIP Lounge

a) Specifications

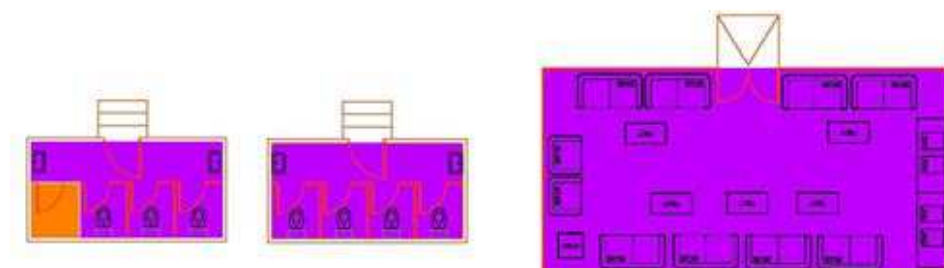
- The VIP area should:
 - » Be adjacent to and with a clear view of the finish line. It should be a minimum of 500m2 with an additional area for food and beverage preparation
 - » Have full view of any big screens and be accessible to VIP grandstand viewing
 - » Be tastefully decorated (umbrellas, draped tables). Plants, flowers and other decorations should be planned to enhance the aesthetics of the area
 - » Be kept clean at all times

- » Be wheelchair accessible
- » Have access to toilets (6)
- The PA system should be independent and volume adjustable for that particular area

b) FF & E

Item	Quantity
Tables	According to the final number - to fit 20% of the volunteers at once
Chairs	According to the final number - to fit 20% of the volunteers at once
Notice board	No
Flooring	No
Internet	No
Lights	Yes
Garbage & recycling bins	Yes

Diagram 39: VIP area layout sample (ITU, 2014)

**5.2.27. Volunteers' tent**

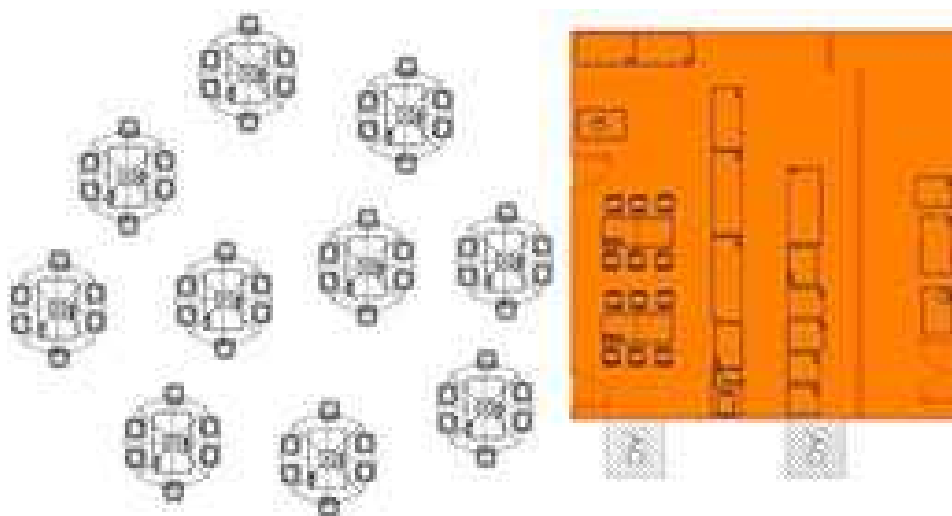
a) Specifications

- 120m2 tent;
- Provision for allocating of food services; and
- Access to toilets on the bike and run course.

b) FF & E

Item	Quantity
Tables	According to the final number of hosts
Chairs	According to the final number of hosts
Notice board	No
Flooring	Yes
Internet	Yes
Lights	Yes
Garbage & recycling bins	Yes

Diagram 40: Volunteer's tent layout sample (ITU, 2014)



5.2.28. Smoking area

Within the venue, smoking should not be allowed inside any provided room/tent/container and on or next to the FOP. An area should be created within the venue for smokers, wide enough to accommodate the needs.

5.3. PUBLIC ADDRESS SYSTEM

- a) A high quality public address system has to be provided that will produce clear sound to:
 - Swim start;
 - Stadium area; and
 - Extend minimum of 100m outside of the stadium area.
- b) A separate system may be required at the swim start area to ensure full coverage for the Referee.
- c) A PA system check must be planned at least 24 hours prior to the competition start
- d) The venue sound system plan has to be approved by the Technical Delegate.



5.4. VENUE ZONING

All of the specific sport venue facilities can be separated into 4 (zones) according to their required distance from the finish area:

Table 13: Venue Zoning (ITU, 2014)

Zone	Distance from the finish line	Facilities
1	Attached to the finish line	<ul style="list-style-type: none"> • Medical Area, • Recovery Area
2	Close to the finish line	<ul style="list-style-type: none"> • Athletes' Lounge – Elite, • Bike Storage/ Mechanic, • Anti-doping Control Area, • Massage Area, • Post Finish Classification Room
3	Close to the stadium area (in one compound)	<ul style="list-style-type: none"> • Athletes' Lounge – AG, • Bag drop off area/ tent
4	Close to the stadium area (in one compound)	<ul style="list-style-type: none"> • Competition Jury Room, • ITU Media Office (On site), • ITU Office (On site), • TOs' Lounge.

5.5. DIRECTIONAL SIGNAGE

5.5.1. Way finding signage

- It is important for the LOC to invest in the way finding signage at the race venue, in order to achieve the best possible orientation and navigation of the different clients.
- The way finding signage has to be included in the overall events' branding plan, since it provides an excellent promotional opportunity to the events' sponsors.
- The signage should be made of a hard board. A heavy foot panel is needed for keeping it in position. The approximate height should be 1.4m with 0.4m wide. The thickness of the board should be 4 mm.

Picture 46: Way finding signage sample (ITU, 2014)



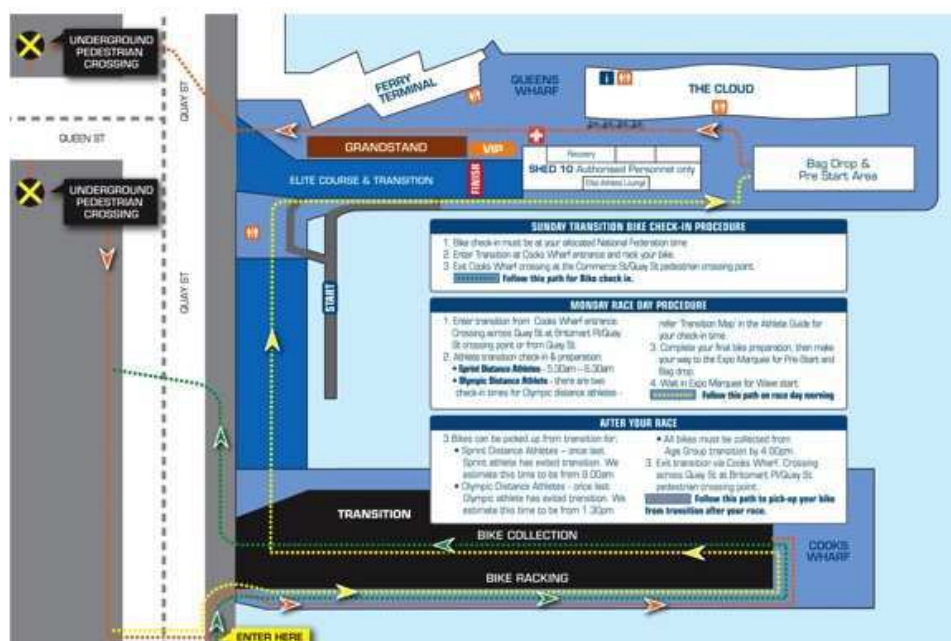
5.5.2. Athletes' venue movement map

It is quite often the cases where the venues are quite complicated to orient. Two of the major groups that need to be guided properly, are the spectators and the AG athletes. If these groups know where they need to go, long queues and congestions can be avoided.

For the first group, please refer to the spectators' services section for a sample of a spectators' map.

For the AG athletes, the LOC has to provide a map of where they will direct the AG athletes to the correct location before and after their competition.

Picture 47: AG athletes' venue movement map (ITU World Triathlon Auckland Grand Final, 2012)



5.6. OPERATION PLANS/MAPS



There are a number of plans and maps that are needed to support the proper planning of a venue. These plans will have to be checked and approved by the Technical Delegate

5.6.1. Venue map

The venue map is the “on scale” graphic representation of the provided facilities, without taking into account the architectural or engineering drawings.

Picture 48: Venue map sample (Chengdu ITU World Cup, 2014).



5.6.2. Site plan

- A site plan is an architectural plan and a detailed engineering drawing.
- A site plan usually shows a building footprint, travel ways, parking, drainage facilities, sanitary sewer lines, water lines, trails, lighting, and landscaping and garden elements.
- Such a plan of a site is a “graphic representation of the arrangement of buildings, parking, drives, landscaping and any other structure that is part of a development project.
- Site plans are often prepared by a design consultant who must be either a licensed engineer, architect, landscape architect or land surveyor.

Picture 49: Site plan sample (ITU World Triathlon Edmonton Grand Final, 2014)



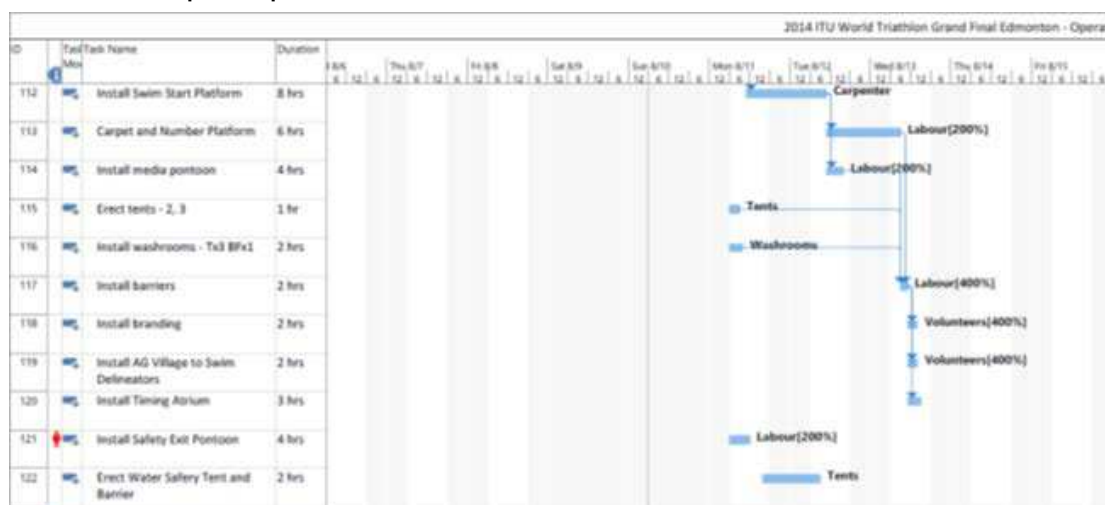
5.6.3. FF&E distribution list

The furniture, fixture and equipment list is the detailed list of the equipment that are needed in each of the venue rooms. The detailed list can be found in section 5.2.

5.6.4. Build In schedule

- This is the detailed building schedule of the venue.
- This document includes the dates that the specific activities will take place.

Picture 50: Build in plan sample (ITU World Triathlon Edmonton Grand Final, 2014)



5.6.5. Cabling plan

- a) This is the plan that demonstrates the cable paths around the venue and the solutions that are proposed for crossing the cables over the FOP.
- b) This information must be included inside the site plan.

5.6.6. Evacuation plan**a) Introduction**

Emergency evacuation is the immediate movement of people away from the threat or actual occurrence of a hazard. Examples range from the small scale evacuation of a building due to a storm or fire to the large scale evacuation of a district because of a flood, bombardment or approaching weather system.

b) Category of evacuation

- Urgent evacuation: Caused by circumstances that pose an immediate threat to the life or safety of anyone in the venue;
- Would be in the case of a tornado warning, severe winds, torrential rain, or any confirmed danger to lives where it was decided that evacuation was the best course of action. Advance warning of weather related dangers would be provided to the command center by the emergency radio network that would provide severity and estimated time of arrival at location;
- In the case of urgent evacuation, the attendees would be alerted by the P.A. system and mobile loud hailers; and
- Non-urgent evacuation: Caused by circumstances that pose a threat to crowd safety, however, the identified danger is not immediate.

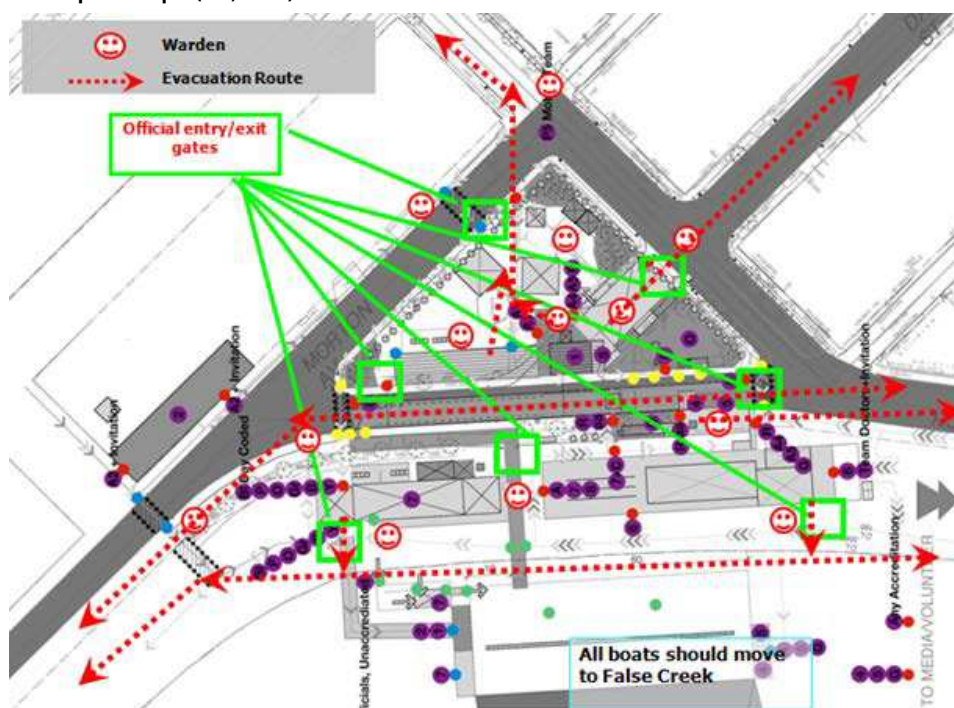
c) Evacuation procedures

- These evacuation procedures could apply to the entire site or to one or more particular areas, depending on the situation. The evacuation plan will be implemented only as a final resort.
- The TD or senior police official shall be responsible for declaring an evacuation following consultation with the event and ITU Team Leader and ITU Media Delegate.
- The implementation of the evacuation plan will deploy manpower in the following way:
 - The senior police officer will advise all police personnel on site to assist with immediate evacuation.
 - Security personnel with loud hailers on golf carts will advise the attendees of an immediate evacuation.
 - The city transit senior inspector will be informed of the immediate evacuation and asked to deploy transit equipment accordingly.
 - The Triathlon volunteer coordinator will instruct all volunteer supervisors of the evacuation order.
 - The Triathlon site captain will advise all commercial vendors and contract services of the evacuation order.
 - Triathlon volunteers will direct pedestrian traffic to all entry/exit points at the venue.

d) Evacuation drawings

- Evacuation drawings should be available and posted in all the public spaces and the rooms/tents.
- The official gates/entrances should be marked.
- The evacuation routes and the locations of the wardens should be marked clearly.

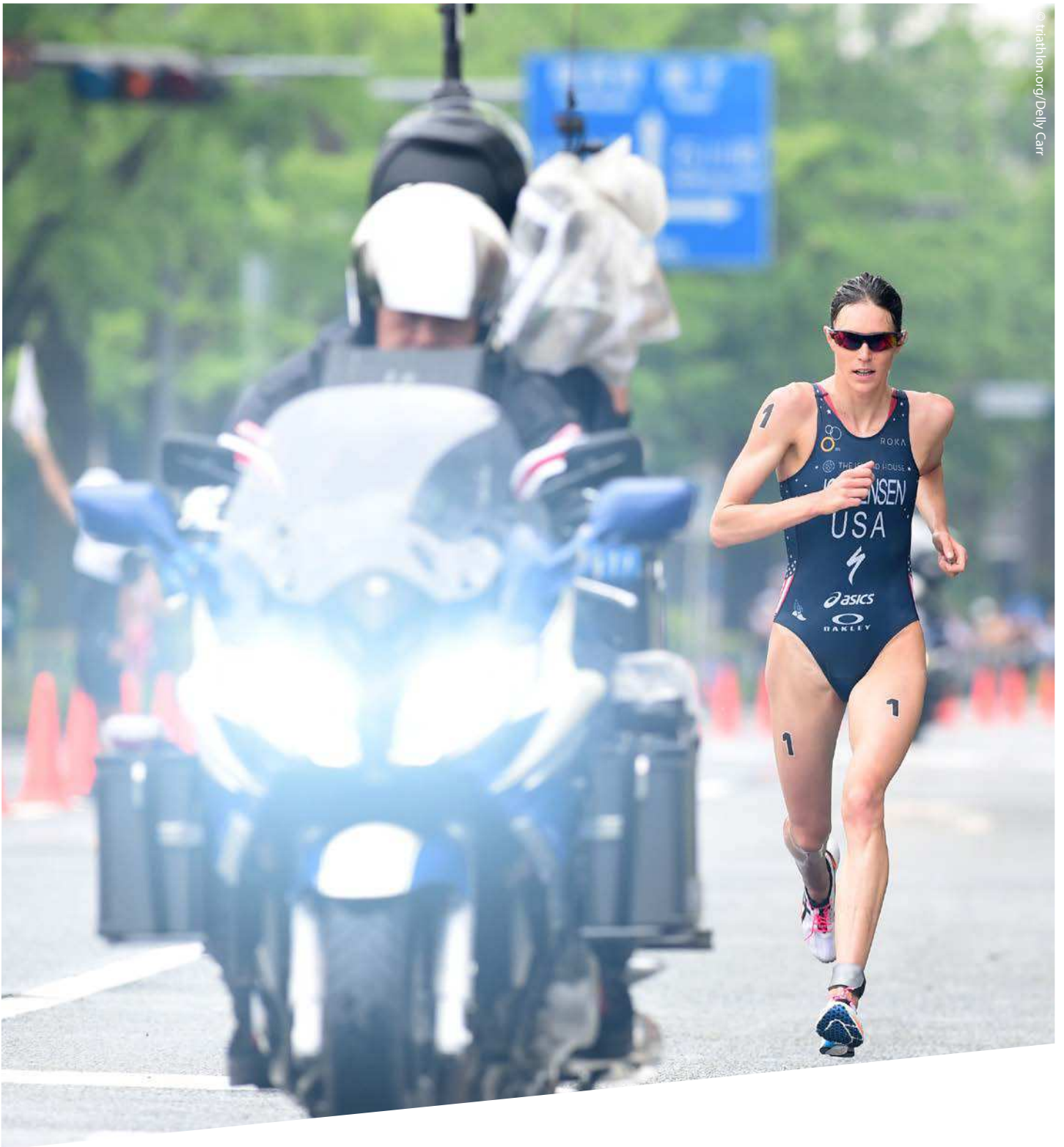
Diagram 41: Evacuation plan sample (ITU, 2014)





For any suggestions or questions regarding the Events Organizers' Manual (EOM) please contact Thanos Nikopoulos - Senior Manager, Technical Operations.

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ITU EVENT ORGANISER'S MANUAL

PART 6

EVENT SUPPORT

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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6.1. ENTRIES

6.1.1. General

- a) Each race has its own page on www.triathlon.org. The password and username are sent to the LOC as soon as their event is confirmed.
- b) ITU has implemented the ITU on line entry system in order to make the process for the NFs to enter athletes easily into the races.
- c) Only the National Federations can enter the athletes.
- d) Athletes who contact the LOC to enter the race will be directed to their national federation. No athlete will be included on the start list if the entry has not been processed through the ITU on line entry system.
- e) The LOCs will be able to access the start and wait lists only by using the password.
- f) 30 days before the race ITU will produce the start list according to the published criteria. The lists can be found on the [ITU website](#).
- g) Replacements and numbering of the lists will be managed later.
- h) The event's timing company can get the start lists from the ITU system, by clicking on the download button, by using the downloaded excel files. The timing company should not edit the names or the nationalities. If an athlete requests a change in their listed name, they should be referred to entries@triathlon.org.



6.2. TIMING AND RESULTS

6.2.1. Overview

- a) Timing and results services are the cornerstone of a successful ITU event. The following technical requirements are necessary for any timing company that wishes to provide basic timing and results services. Please note that it is the responsibility of the LOC timing company to fulfill all of these requirements in full.
- b) The LOC must ensure that the proposed timing company for the event can meet these requirements. If there are any doubts, the LOC must contact ITU with questions before signing any contracts with the timing and results service provider.

Please refer to the specific timing and results requirement of the specific level of ITU event [here](#).



6.2.2. General requirements

- a) The LOC must select a partner – the service provider – to secure the required quality of basic timing and results service;
- b) The service provider should work on a “near invisible” basis during the event, with an absolute minimum presence on the event course;
- c) The service provider must be able to produce data displaying the results of the event, including each individual leg (swim –bike –run), and with multiple splits during each leg, where the course layout accommodates this;



d) Where possible, the timing systems must be hidden from media, TV and still photographers.

e) Results and start list samples can be found in the [ITU Competition Rules](#).

6.2.3. Timing System- Requirements of the transponder system

- a) 100% capture rate at one meter;
- b) Reliable - all times are captured without loss;
- c) Ability to capture splits for each discipline, including multiple splits for each – swim (water exit), bike and run;
- d) Attached to the athlete using an ankle band;
- e) Attached to the athlete in a manner that does not influence the performance of the athlete.
- f) Weight must be not more than 20 grams;
- g) Deliver data live in real time to the timing and results software used by the Service Provider;
- h) The timing mat must be able to work on a variable width between two to eight meters without obstacles on the course;
- i) Timing of ITU events must be done with an ITU approved transponder system.



Important Note:

**The only approved ITU timing systems are:
AMB, Champion Chip, MTS (J-chip), Winning Time, My Laps.**

6.2.4. Use of Timing System

- a) Timing systems should be installed to isolate each discipline (swim, transition one (T1), bike, transition two (T2) and run) and also capture multiple spit times during each discipline (if athletes get lapped during the bike and the run) and provide backup lap counting on the bike and run segments.
- b) The timing mats should cover the whole width of the course in order to avoid any "bottle neck" situations.
- c) The service provider must have direct connections to the timing locations;
- d) Where direct connections are not possible, the service provider must aim at using internet based connection via DSL/GPRS/GSM (or similar mobile connection);
- e) ITU emphasizes the use of direct connections where the distance is less than 200 meters from the event venue timing and results base location;
- f) The service provider must have live real time connections to timing locations to pull or retrieve data instantaneously;
- g) All data must be delivered from the timing locations to the timing and results database in not less than 3 seconds after passing over the timing system;
- h) The LOC and the timing provider should develop the event timing plan according to the table below. This plan needs to be approved by the TD.



Table 14: Timing mat locations (ITU, 2014)

Timing requirement		World Triathlon Series	World Cup Series	Continental Championships/ World Paratriathlon Events	Continental Cup
Transponder system (chip)		Yes	Yes	Yes	Yes
Installation of timing system at:	Swim lap	Yes	Yes	Yes	to be discussed (tbd)
	Swim exit	Yes	Yes	Yes	Yes
	Mount line	Yes	Yes	Yes	Yes
	Dismount line	Yes	Yes	Yes	Yes
	Run turn point or intermediate point	Yes	Yes	Yes	tbd
	Relay zone mat	Yes	n/a	Yes	n/a
	Commentator information mat, 50m from the finish line	Yes	Yes	Yes	tbd
	Finish line	Yes	Yes	Yes	Yes
Commentator information system		Yes	Yes	tbd	optional
Result print distribution		Yes	Yes	tbd	optional
Online timing & results interface		Yes	Yes	tbd	optional
Manual back-up		Yes	Yes	Yes	Yes
Broadcaster services / TV graphics		Yes	tbd	tbd	optional
ITU approved transponder system		Yes	Yes	Yes	Yes
Photo finish camera		Yes	Yes	Yes	tbd
GPS application		Optional	Optional	Optional	Optional



Manually transporting times via a USB stick or similar device is not allowed.

6.2.5. Software

- The service provider must use a fully multi-user enabled database for data storage;
- The service provider software must be able to receive data live in real time from the timing locations.

6.2.6. Event Venue Services

- Physical printouts of all relevant data are required for the races;
- The timing provider should provide a gantry finish clock capable of displaying the race time;
- Printed results should be made available immediately to race officials, and following its review to the media.

6.2.7. Official Results Service



- Official results should be made available in a timely manner in formats as specified by ITU including detailed race analysis in the [ITU Competition Rules](#). Exports in various formats should be possible to relevant third parties (media, event officials, etc.). Any photo finish images (if applicable) should be available instantly for event officials, media and TV partners after approval of the ITU Race Referee;
- The timing company must provide the results in the ITU database table for archiving on www.triathlon.org, via a pre specified Excel spreadsheet.
- The timing company will be given this file from ITU before the event and the TD will ensure that the start lists are correct. The ITU Race Referee will sign off the results after each race to confirm them as official results;
- The files once completed and verified should be emailed to the following email address: entries@triathlon.org

Results should be emailed no later than five minutes after the official results are confirmed.



- The results lists have to be produced according to this format (please refer to the [ITU Competition Rules](#)):

Table 15: Timing results format (ITU, 2014)

ProgID	AthleteID	RepCountry	AthleteLastName	AthleteFirstName	StartNumber	Swim	T1	Bike	T2	Run	Position	TotalTime
14	84	POR	FERNANDES	Vanessa	3	0:20:23	0:01:27	1:08:23	0:00:23	0:34:17	1	2:04:51
14	250	AUS	LUXFORD	Annabel	1	0:19:59	0:01:26	1:08:47	0:00:18	0:35:36	2	2:06:04
14	263	AUS	SNOWSILL	Emma	2	0:20:08	0:01:29	1:08:39	0:00:24	0:35:33	3	2:06:11
14	29	GER	DITTMER	Anja	9	0:20:13	0:01:35	1:08:24	0:00:21	0:36:21	4	2:06:53
14	127	USA	BENNETT	Laura	8	0:20:04	0:01:28	1:08:40	0:00:19	0:37:34	5	2:08:02

Notes:

- The values in green are provided by ITU before the race. They should not be deleted or altered.
- Note that columns A and B may be hidden. The timing company should be made aware of this.
- Note: Times must be in the format hh:mm:ss
- Note: Any blank or missing times must be represented with 00:00:00
- Note: The files must be saved as a Microsoft Excel format file.

6.2.8. Manual Back-up

The timing company has to prepare a manual backup to cover the contingency of missed data because of chips lost during the competition. Furthermore, in the event of catastrophic and unavoidable failure of the timing systems, the timing company should have a manual back-up system to provide accurate finish times and position data.

6.2.9. Paratriathlon results

Paratriathlon results are following the above guidelines with two additional considerations:



- The results for the PT5 athletes should include the compensation time between the PT5 B1 and the PT5 B2/3 athletes. A sample can be found in the [ITU Competition Rules](#); and
- Two timing chips should be provided to the PT1 athletes in order to cover all the different impairments that are included in that category. A provision of a manual timing at the swim exit must be scoped, in case the athlete is carried by the swim exit handlers and his/her timing chip is far away from the timing point.

6.3. MEDICAL SERVICES

6.3.1. General

- The ITU Medical Committee may appoint a medical delegate to oversee the medical operations of the event.
- The Medical Delegate (MD) may conduct one site visit prior to an ITU event.
- The Medical Delegate will liaise with the event appointed Race Medical Director (RMD). The Medical Delegate reviews, with the Race Medical Director, all the information relating to medical and anti-doping control requirements for the event.
- Please check regularly the medical section of the [ITU website](#) for updates



6.3.2. Medical plan

The LOCs of the World Championship, World Cup and Continental Championship events should submit to the TD and to the Medical delegate, no later than one month before their event a full competition medical plan. This document should include:

- Onsite medical services (facilities, equipment, and supplies);
- Offsite medical services (facilities, equipment, and supplies);
- Medical coverage per discipline;
- Paratriathlon special services (if applicable);
- Staffing, contact details & scheduling;
- Ambulance distribution and medical response maps;
- Communication plan;
- Operational plan & procedures;
- Team doctors Information & registration forms;

- j) Athletes' waiver;
- k) Budget;
- l) In addition, the plan must include provision for spectators.

6.3.3. Personnel

- a) The LOC will appoint a Race Medical Director (RMD). The RMD is responsible for the overall medical operations of the event, and should preferably have experience in major sport/endurance events. The RMD is responsible for informing the Medical Delegate (MD) and TD about the medical organization of the event;
- b) The RMD appoints other medical staff; organizes the facilities in cooperation with the LOC; and organizes supplies and equipment;
- c) Two paramedics per 100 athletes is the minimum requirement;
- d) There should be one physician per 200 athletes, with a minimum of four physicians;
- e) There should be one nurse per 100 athletes, with a minimum of six nurses;
- f) Two doctors must be present and on duty for the entire event. One doctor should be located within the medical facility and the other doctor must be mobile;
- g) Physicians have the authority to withdraw an athlete at any point for safety or health reasons;
- h) Doctors, nurses and paramedics must be clearly identifiable and have the authority to enter the field of play in the event of medical emergencies;
- i) Medical spotters will be placed along the swim course;
- j) Medical spotters will be placed every 500m on the bike course and will be supplied with radios and/or cell phones. The spotters will not be on the field of play, but will have access in the case of an emergency;
- k) Medical spotters will be placed on the run course (numbers will be determined based on the course design);
- l) Paramedics and stretchers must be in attendance adjacent to the swim exit, transition area and at the finish area;
- m) The LOC must ensure that all marshals and other race officials are aware of all medical facilities and their locations;
- n) CPR training should take place prior to race day for all marshals and race officials on the FOP.

6.3.4. Ambulances and access

- a) A minimum of three ambulances will be required, plus an additional one every 500 athletes: one ambulance will be stationed near the finish area and the medical facility; two ambulances will be stationed strategically on the bike course. The final number should be approved by the MD or TD;
- b) Ambulances will be equipped with the following: direct communication with medical headquarters and direct communication with all necessary cardiopulmonary resuscitation supplies and trained personnel;

- c) Ambulance emergency access routes must be planned both from the competition site and bike course.

6.3.5. Hospitals

The nearest hospital must be informed of the event well in advance and advised of the possible emergencies that may arise.

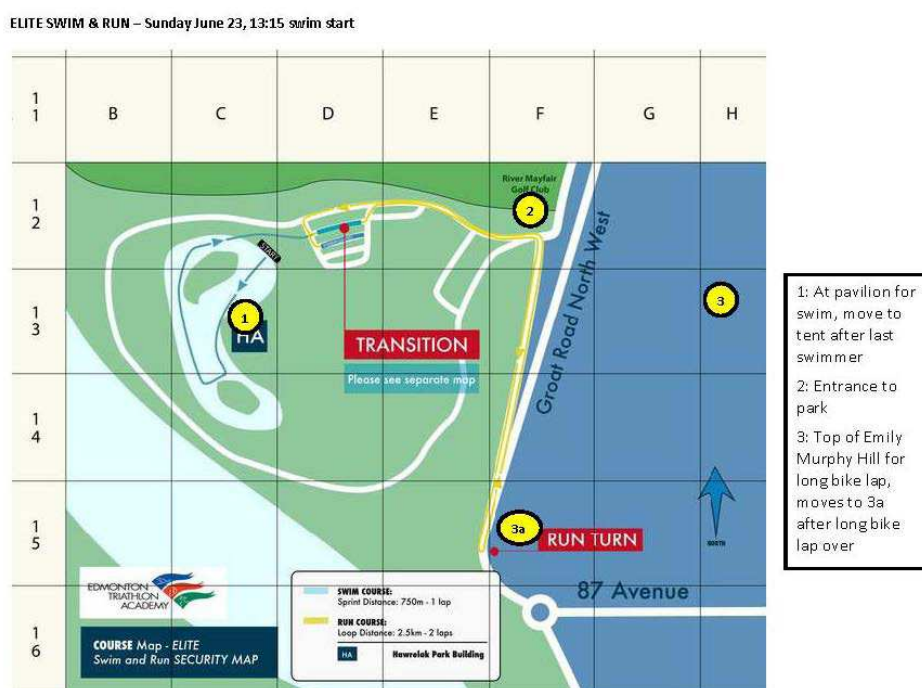
6.3.6. Medical records

- a) Accurate and complete medical records must be kept on all medical instances. Those records must be submitted to the Medical Delegate or TD.
- b) The records must be shredded after the events to protect the privacy laws in place in each jurisdiction.

6.3.7. Race medical management

- a) Main principles for an effective race medical management:
 - Split the course in sectors in order to have the same communication codes used by the TOs, medical staff and LOC;
 - Use a grid map for improving the communication among the different teams;

Picture 51: Grid map sample (Edmonton ITU World Cup, 2013)



- Place the ambulance at the most dangerous points;
- Make sure that an ambulance can reach the entire course using the minimum field of play;
- Allocate a number to the dangerous corners for effective communication;
- Make sure that there will be a number of paramedic bikes for an effective response to the accidents;

- The volunteers who are within 100m of the accident should make warning signals to the approaching athletes;
- Report to the VCC immediately;
- Inform the TD and the medical services;
- The ambulance should enter from the nearest intersection and park close to the side of the road. The volunteers should continue to inform the other athletes;
- The ambulance should exit from the nearest crossing point. The ambulance should move on the FOP according to the athletes' flows; and
- When there is a need for a simple transport of a patient, from the spot of the incident to the venue, then the ambulance will follow the course to the athletes' area. In case of an accident of involving many athletes during the bike course, we should ensure the athletes' well being first. The actual facility is arranged prior to the event by the Medical Delegate or TD.

6.3.8. Medical Area supplies

- a) The specifications of the Medical Areas can be found in the Venue operations section
- b) Supplies
 - CPR;
 - Medication for acute cardiac care, asthma, allergy;
 - ECG machine 12 leads;
 - Defibrillator;
 - Blood glucose monitoring equipment;
 - Sodium level analyzers;
 - O₂;
 - Thermometers and rectal thermometers;
 - I.V. fluids (NS or 5% dextrose in NS, 3% NaCl);
 - Ice, Ice buckets, ice water tubs;
 - Blankets;
 - Towels;
 - Dressing material wound care;
 - Hospital to be notified;
 - Medical emergency vehicles on site and on course with planned access routes
 - Bikes for mobile medical spotters;
 - Medical Records (all medical treatments must be recorded and stores for records); and
 - LOC must ensure that all athletes sign the medical waiver and report any allergies or medications that are being taken.

6.3.9. Exceptional heat illness prevention

- a) Minimizing exceptional heat illness in triathlon
 - The incidence of exertional heat stroke (EHS) varies from event to event and increases with rising ambient temperature and relative humidity.
 - » Event should be scheduled to avoid extremely hot and humid months, based on the historical local weather data.

- » During summer months all events should be scheduled during the cooler hours of the days (eg. early morning or late afternoon).
- The LOC and the Medical Staff should provide the following (see table 16 below) in any case:
 - » Tent with fans and air conditioned
 - » Tents, awnings, umbrellas, etc.
 - » Water (1 liter per athletes)
 - » Sports drink cooled
 - » Towels immersed in ice water
 - » Ice (1 kg /4 athletes)
 - » IV fluids (NS or 5% dextrose in NS, 3%NaCl)
 - » Increase the aid/drink stations numbers during the run course (every 2 km)
- The TD and the Medical Delegate must work with the Race Medical Doctor (RMD) and the LOC to ensure that during competitions, adequate shelters (tent, awnings, umbrellas, etc) are provided for athletes and officials in the field where prolonged exposure is likely to occur;
- Practice and competitions could be modified on the basis of air temperature, relative humidity, sun exposure, heat acclimatization status, age and equipment requirements by decreasing the duration and intensity of exercise;
- The risk of heat related illness is greatest when high-environmental temperatures occur early in the competitive season when participants may be inadequately prepared and have not yet acquired natural acclimatization to heat. EHS also can occur with other temporary factors like viral illness or medications.

b) Monitoring the environment

- The LOC shall work with local meteorology sources to provide statistical information on prior weather patterns, in order to assist competition organizers in developing the competition schedule. Event organizers should monitor the weather conditions before and during practice and competition. Factors that affect heat injury risk include ambient temperature, relative humidity, wind speed and solar radiant heat.
- Environmental heat stress can most reliably be predicted by using the wet bulb globe temperature (WBGT) index. The WBGT is an index of environmental heat stress and is used to estimate the risk of heat related illness. Variables measured are ambient heat, humidity and radiant heat stress from direct sunlight. The measuring device is commercially available and when WBGT is not available on site the race organizers can obtain WBGT readings from their local weather service during hot weather months or with standardized algorithms or charts to estimate heat risk.
- WBGT is a standardized method to determine heat stress that does not take in account individual response, heat acclimation or lack of acclimation, and the body's ability to dissipate heat while swimming and cycling.

Picture 52: WBGT Tool (ITU, 2014)



- c) Quick guide for additional arrangements to prepare for extreme cold and warm weather conditions

Table 16: Extreme weather conditions guide (ITU, 2014)

WARM	COLD
Cold water and ice at the aid stations and athletes' lounge	Provide blankets in each of the boats, at the post finish area and in designated areas on the bike and the run course
Increase number of medical personnel and spotters	Increase number of medical personnel and spotters
Provide shade	Limit the athletes' exposure time to these conditions
Provide fans in the athletes' lounge and at the post finish area	Provide heaters in the athletes' lounge and at the post finish area
Ice baths in recovery	TD to allow the use of jackets / warmers during the race
Provide showers on the FOP	Provide hot drinks at the recovery area
Increase the number of aid stations	Provide medical/heating stations on the bike course
Increase number of medical personnel and spotters	Increase number of medical personnel and spotters

- d) Activity modification in high-risk weather conditions

- Using the WBGT index to assess on-site environmental heat stress at regular intervals and the appropriate announcement of its reading is an important starting point to decrease the incidence of heat related illness;
- If the WBGT index is between 26-28°C (79-82°F) the EHS risk for unfit, non-acclimatized individual is high. Caution should be taken and athletes should be advised of the danger and to increase their normal fluid intake;
- If the WBGT index is above 28°C (82°F) or the ambient temperature is above 35°C (95°F) the level for EHS risk is critical and the likelihood of heat stress exists for all athletes;
- The difference of local climate and individual heat acclimatization status may allow activity at higher levels than outlined above in acclimatized fit and elite athletes;
- The TD and MD, the RMD and the LOC should work together to monitor weather conditions and a specific contingency plan should be implemented to consider the scenario of extreme meteorological situations that could force to modify (reducing race length), to rescheduling the event until less stressful conditions prevail, or even cancel the competition;
- In case the decision must be taken, consider also the level of medical assistance, the facilities in the medical tent, the evolution of the weather conditions following the forecast, the period of competitive season, the race distance, and the category, fitness and age of the athletes;
- In general, better performance and less adverse results are obtained when the environmental conditions are going to improve, rather than worsen, during the event. As an example, in hot environmental conditions, start times would be better set for late afternoon, rather than early morning (increased thermal stress in sunny morning);
- During the ITU WTS and World Cup races weather information and the WBGT index reading should be provided at the Sport Information Centers and at the athletes' lounge. The information should be posted by the time that the athletes' lounge is open for the athletes' check in. A WBGT index is demonstrated by a colored flag system to visually signal the thermal injury risk of current weather conditions to athletes in four levels. The information can be delivered in a form of written announcement (sample below)

Table 17: Risk Categories in Wet Bulb Globe Temperatures Readings (ITU,2014)

Risk categories in Wet Bulb Globe Temperature readings		
Color flag	Heat index	Risk
Black	28°C (82°F) and more	Extreme
Red	23-28°C (73-82°F)	High
Yellow	18-23°C (64-73°F)	Moderate
Green	Lower than 18°C(64°F)	Green

e) The upper water temperature

- The IOC/FINA/ITU research "Thermal stress in open water swimming: establishing competition parameters for athlete safety" concluded that because no intolerance or unusually high exercising core temperature were observed in maximal effort swims in lab test at 30-32° C water T° such temperatures are to be considered safe.
- Considering the potential variability in physiological responses to thermal

stress exists between swimmers subjected to lab test versus the race environment the research suggests a more conservative upper limit water T° of 31°C (87.8°F), because swimming in open-water competition might produce higher core temperature than is produced in lab trials.

- f) Return to competition after heat illness
 - Athletes who have a significant heat related illness appear to be at increased susceptibility for subsequent events. An athlete's return to sports depends on the severity of heat related illness and the clinical course of the recovery. In milder cases with rapid recovery, return to sports is recommended only after an evaluation of potential risk factors, complete resolution of symptoms, and normalization of all vital signs and laboratory tests. After treatment of the acute heat stroke event it has been suggested that an athlete wait at least 1 week to return to practice sports, with a gradual and closely monitored return to activity.
 - Heat stroke is not necessarily caused by high environmental temperature per se, and is not predicted by any particular core temperature, which again puts the responsibility on the coach and athlete to be cognizant of their health status and make decisions appropriately.

6.4. ANTI-DOPING CONTROL

6.4.1. General

- a) It is the responsibility of the LOC to make sure that anti-doping control is conducted at the event. The LOC should contact the proper anti-doping organization and arrange for the appropriate number of tests to be conducted. The exact number of tests needed will be stated in the event's agreement.
- b) ITU complies with the World Anti-doping Code (WADC) on all anti-doping rules and regulations (See [ITU website](#) for all current information on anti-doping control). All tests should be conducted using best practices of all international standards and according to the WADC.
- c) The results of all tests and the anti-doping control forms should be forwarded to ITU as soon as possible. The Sample Collection Agency must enter the doping control forms into ADAMS, WADA's online data system.
- d) Provisions should be made to accommodate anti-doping control at the event. This will include at a minimum private waiting areas, secure washroom facilities, processing rooms and bottled water. The specific requirements can be found in the venue operations section.



6.4.2. Personnel

The anti-doping control agency will require a number of doping control chaperones. The exact number will depend on the number of tests being completed and the event schedule. Both male and female chaperones will be needed. In some countries, the national federation may have certain obligations to the national anti-doping agency, please check with your NF on this issue.

6.4.3. Anti-doping control

- a) The LOC of each ITU event must have provisions for a number of in-competition urine tests. The exact number and who will be tested will be communicated to the

TD by the anti-doping organization conducting the tests.

- b) Please refer to the LOC requirement document and the events' agreement of a specific event for the exact number of tests.
- c) The LOC must contact the anti-doping organization associated with the national federation in their country or region. If you are unsure, please contact the ITU Anti-Doping Director for an approved agency in your area.
- d) Once anti-doping control has been confirmed with the appropriate agency, please inform the ITU Anti-Doping Director who will be conducting the tests and which laboratory the tests will be sent.

6.4.4. Athletes' notification

- a) The procedures on athletes' notification can be found in the FOP operations section; and
- b) If a notified athlete has to be transferred to the hospital for medical reasons after a decision of the MD and the RMD, the Doping Control Officer in charge can choose to excuse them from doping control. However, it is not automatic. If this athlete is excused then another athlete may be chosen

6.5. ENVIRONMENTAL DATA

6.5.1. Weather forecast

- a) The LOC should have an agreement with the local weather services agency for receiving continuously updates on:
 - Weather conditions;
 - Air temperature;
 - Expected measurable rainfall;
 - Humidity;
 - Wind direction and wind speed; and
 - Carbon Monoxide (ppm) (if possible)
- b) Alerts should be issued in the cases that one of the above parameters is expected to reach a high level;
- c) Lightning can be an immediate threat to the athletes. If lightning strikes are approaching the venue and are within 8 miles/ 13 km the race should be stopped, the venue should be evacuated and the athletes should be taken to a safe area.

6.5.2. Air pollution

- a) Air pollution is a fact that exists. High levels of air pollution can reduce endurance in activities, may be strong irritations and increase symptoms and may trigger other illnesses.
- b) Air pollution should be taken into consideration when an event is taking place. The TD with the RMD and the MD (if present) can make a decision on modifying the race (time, distance) if there are concerns of the athletes' health.
- c) In most of the countries, the local authorities are responsible to measure the air pollution index. Some countries are using different measuring scores, which need to be communicated to the TD in advance.

6.6. COMMUNICATION PLAN

6.6.1. Venue Communication Center (VCC)

a) General

- The VCC is the most important element in the event management. This is an excellent tool for the coordination of all the different areas and the immediate response to all the potential problems;
- A person in charge needs to be appointed to operate the VCC;
- The 5 key talk channels (site, competition, technical official, security and medical) need to be monitored by base radios;
- A representative from police, ambulance and fire department should be located in the VCC, especially in cases that the event is hosted in the center of big cities.
- A representative from ITU should also be present in the VCC;
- The control room should coordinate the communication between the main talk channels and supervise any athletes' transportation to the hospital, evacuation procedures etc;
- Should operate from a trailer and walled tent or other such housing that will be erected and clearly marked by signs;
- The center will house the communication stations and the radio operators; and
- The specifications can be found in the venue operations section.

b) Access

- Access will be restricted to VCC staff, competition executive, TD, Chief Race Control Official and the various sector leaders; and
- Will be secure and off limits to the public.

c) Training

- At the pre-competition day orientation VCC staff will be available to talk with each of the groups regarding portable radio use and protocol. Portable radios will be on hand for demonstration purposes. This will be followed by a short question and answer period; and
- VCC staff should have the opportunity to become familiar with the Center during the days prior to the competition.

d) VCC staffing and hours of operation

- Prior to competition day, and during set up, either the center captain or assistant captain will staff the VCC. Staff will not be present during the night; however, site security should be in place;
- On competition days the VCC will operate at maximum staffing levels;
- One volunteer from each of the following groups; COMPETITION, SECURITY, OFFICIALS, MEDICAL, SITE must be identified by the captains of the above-mentioned elements of the competition;
- Those volunteers will be made available for duties in the VCC on competition day; and
- Volunteer duties will include:
 - » Monitoring their radio channel;
 - » Transmitting and receiving messages via radio;
 - » Distribution and retrieval of radios; and
 - » Maintaining incident logs.

6.6.2. Radio talk groups

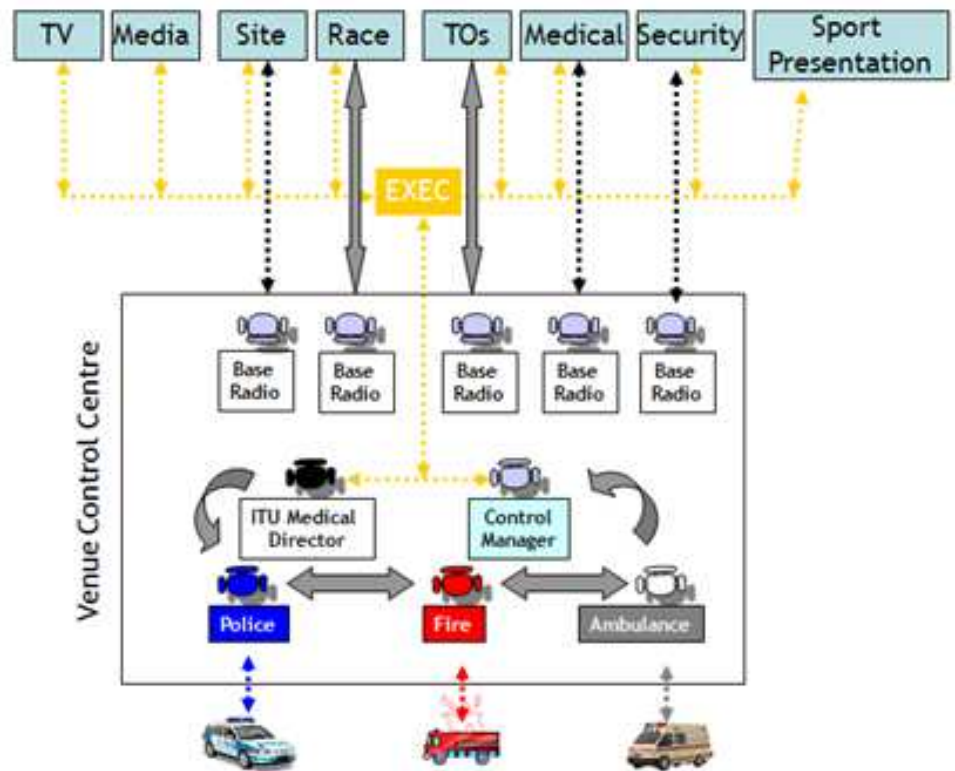
Nine radio talk groups may be utilized on competition day. Other support groups will use their own radio frequencies.



- a) Technical officials talk group:
 - A minimum of 12 radios, earpieces and cases will be assigned to the TD and the officials. The final number will be determined by the TD;
 - One radio will be retained in the VCC and used by the officials that are assigned to the center for radio communications duties.
- b) Executive talk group.
 - Five portable radios and cases will be assigned to the LOC executive director, LOC director of operations, LOC director of venue operations, TD and TL. Those radios may be made available six days prior to the event. This group should be in contact with the VCC.
- c) Medical talk group.
 - A minimum of 10 portable radios should be assigned to the medical element of the competition as follows:
 - » on course medical
 - » Emergency Response Team (ERT/Ambulance) ;
 - » Spectator medical;
 - » Medical director;
 - » VCC;
- d) Competition talk group.
 - A minimum of 20 portable radios will be assigned to the competition team.
- e) Security talk group.
 - A minimum of 5 portable radios and carrying cases are assigned to security.
- f) Sport presentation talk group.
 - A minimum of 3 portable radios and carrying cases will be assigned to the announcer talk group.
- g) Media talk group.
 - A minimum of 3 portable radios are assigned to the media relations function.
- h) Television talk group
 - A minimum of 3 portable radios are assigned to the TV production function.
- i) Site talk group
 - A minimum of 5 radios for the set up and for the day of the event will be available; and
 - At least one venue radio will be retained in the VCC.
- j) Cellular phones:
 - Cell phone use will be kept to a minimum;
 - Only the race executive and others identified as essential users will be provided with cell phones;
 - At the time of issue of the phones, a directory will be developed and circulated to the users. A copy will also be available at the VCC; and

- Communications with city transit and transportation and traffic police and hospital will be conducted via the cell phone retained in the VCC. Contact numbers for on-duty personnel will be displayed in a prominent location in the center.

Diagram 42: Venue command center (ITU, 2014)



6.6.3. Radio distribution and retrieval

- During the training sessions, race captains will be provided with radio sign-out sheets and course/stadium maps. The captains will complete the sign-out sheets by writing the names (in the spaces provided) of their volunteers who will be equipped with a radio.
- Additionally, the captains will plot the positions of the radio operators on the course maps. The completed course maps and sign-out sheets must be returned to the VCC captain on completion of the races.
- On the morning of the races, volunteers will report to the VCC where their portable radios will be ready for pick-up at the appropriate workstations. The volunteers will be required to sign for the receipt of their portable radio.
- At the end of the day's events, the various Captains will ensure that all portable radios are returned to the VCC and signed in.
- Communications staff will ensure all radios are present and VCC staff will be responsible for the final inventory check and return of all radio equipment.

6.6.4. Radio protocol

You have to use the radio by the 6-step radio process, which is defined below:

- **T**hink about what you want to say
- **L**isten for airwaves to be clear
- **P**ress the button (and hold)
- **B**reathe
- **S**peak
- **R**elease button

Table 18: Radio Process (ITU,2014)

Making and receiving a call	<p>Their call sign x 2 + "this is" + Your call sign + "over"</p> <p>E.g. "Field 1, Field 1, this is Swim 1 over"</p> <p>(If no response, call again and say their call sign 3 times)</p> <p>still no response: "Nothing heard" + Your call sign + "out"</p> <p>Your call sign + "receiving" (E.g. "Field 1 receiving")</p> <p>Statement followed by "over"</p> <p>End of conversation: "out"</p>
If unavailable	<p>Your call sign + "receiving" + "standby 5" + "out"</p> <p>If important: Their call sign x 2 + "this is" + Your call sign + "respond immediately"</p>
Priority calls	<p>Stay calm</p> <p>"Ops 1, Ops 1, this is" + Your call sign + "PRIORITY"</p> <p>Only priority calls should not be made, all staff on standby for instructions.</p>
Emergencies	<p>Fire/Other: Call VCC on your own talk group or VCC Base.</p> <p>Medical: FOP calls "Medical Field 1" for assistance.</p>

6.7. BROADCASTING

6.7.1. Camera Plan

a) General



Please refer to the **LOC requirement** document of a specific level of event for more details;

- The location of the cameras on the FOP and the potential camera crew movements, have to be discussed and approved by the TD;
- There is no access granted to the FOP without approval from the TD; and
- All TV staff having access to the FOP have to be clearly identified by specific color of vest.

b) Motorbikes movement

- The distance between all motorbikes and athletes must be 12m x 3m to prevent athletes from drafting per diagram below;

Diagram 43: Drafting zone (ITU, 2014)



- Caution must be applied at U-turns and sharp turns. A 200m gap is needed as the athletes will travel faster through the U-turns and corners; and
- Images like the ones below, should not happen in any event

Picture 53: Inappropriate position of TV motorbike (ITU, 2014)



- Motor bikes may NOT be allowed to ride through the transition area. The TV motor bike will have to pause on the road as athletes go through transition;
- Motor bikes are not permitted to stop on the course;
- Motor bikes CANNOT ride on the opposite side of the road and MUST follow the flow of the course;
- Motor bike riders should follow the instruction of the officials (with safety in mind); and
- In the event of an incident (example: athletes going down on the course) motor bike riders must be to the side, not inhibit the flow or cause further accident.

Diagram 44: TV Camera Bike Instructions (ITU World Triathlon Edmonton Grand Final, 2014).



DANGER AREAS

A = Transition Area.

TV motos will not go into Transition Area. motos must pause outside of transition for athletes to come out of transition.

B = Exit ramps for both loops 1&2 (large Loops) and loops 4-6 for small loops.

This area, motos will maintain a distance of 200 meters ahead of cyclists. Riders will make very fast speeds around these ramps.

C = Legislature Area.

Once cyclists enter Legislature grounds, motos must remain 200 meters ahead of cyclists. There will be no close contact with cyclists while motos are rolling. Once cyclists leave legislature, there is a steep downhill with 2 sharp left turns. This area must remain a no close contact area.

6.8. BRANDING PLAN

6.8.1. General

- The LOC is obliged to exclusively use the ITU logo in all print material/public relations work.
- The LOC is obliged to use the ITU branding material provided.



- c) The final branding artwork and the FOP branding plan should be approved by the TD or TL (if present). Please refer to the [LOC requirement](#) document of a specific level of event for more details.

6.8.2. ITU signage

- a) Use of the ITU logo and branding rules can be found in the ITU Branding Guidelines.
- b) ITU is providing scrims and finish tape for the ITU World Cup, Multi-sport World Championships and Paratriathlon World Events. For the Triathlon WTS, finish tape should be provided by the LOC.



- c) The branding plan (for the main venue and course areas) should be available to the TD or TL (if present) for approval at least 30 days prior to the competition.

6.8.3. Sponsors signage

- a) The plan for sponsor signage, both on-site and for all other event related functions, must be incorporated into the overall 'look' of the event.
- b) The distribution between ITU and sponsors (at swim/finish/transition areas, and on the finish gantry and podium) should be done according to the ITU Branding Guidelines.

6.8.4. Mascot (optional)

- a) Appropriate outfit and time spent in the outfit should be adapted to the weather conditions.
- b) The mascot user should practice walking in the suit out of the view of the public prior to entering a public place.
- c) Mascot must be escorted at all times (changing time included where gender appropriate). This escort should ensure the mascot's safety and guide them when walking. The escort should also direct the mascot user to the direction of intrigued members of the public.
- d) The mascot user should not actively encourage physical contact with children, young people and vulnerable adults unless it is in the form of a 'high five'.
- e) Pictures with the mascot should only be taken with consenting adults, or with children whose parents are present and consenting.
- f) The mascot should not approach children or animals. Let the children / animals approach the mascot. Animals must be on secure leads.
- g) The mascot doesn't talk.
- h) Try to ensure different performers are of a relatively similar size – as this is good for continuity and images.

6.9. SPORT PRESENTATION

6.9.1. General

Sport Presentation includes all onsite presentation elements: video production, sport announcements and commentary, music, audio, lighting, entertainment and medal ceremonies.

6.9.2. Team involved in Sport Presentation

- a) Team Leader (TL) or the Technical Delegate
- b) LOC Sport Presentation Manager
- c) Announcers (Minimum 2; At least 1 ITU Triathlon Expert; 1 woman if possible)
- d) DJ (Sport Event Music DJ; Mixture of local and international popular music)
- e) Audio Engineer
- f) Video Engineer (if Big Screen)
- g) Medal Ceremony Hostesses (2)
- h) VIP Escort
- i) Flag Staff (3)

6.9.3. Tools



- a) [Music and Anthems](#)
- b) [Videos](#)
- c) [Graphics](#)

6.9.4. Meetings

- a) Kick Off Meeting
Attendees: TL or TD, LOC Sport Presentation Manager, Audio, Video Contractors
Purpose: Introductions, ITU Sport Presentation concept and workflows, Booth setup
When: Prior to bump in (circa 3 days prior to event, if possible)
- b) Announcers Briefing
Attendees: TL or TD, LOC Sport Presentation Manager, Announcers
Purpose: introductions, ITU Sport Presentation concept, Workflows, Briefing, Notes and Material, Scripts, Introduction Rehearsal & Timing
When: 2 days prior to event (if possible)
- c) Start rehearsal
Attendees: TL or TD, LOC Sport Presentation Manager, Announcers and Audio Engineer
Purpose: Athlete & TO Introduction Rehearsal, Time taken
When: 1 day prior to event

d) Medal Ceremony Rehearsal

Attendees: TL, LOC Sport Presentation Manager, Announcers, Audio Engineer, Hostesses plus 6 volunteers (volunteers to play the roles of presenters & athletes)

Purpose: Victory Ceremony Rehearsal, Movement, Time taken

When: 1 day prior to event

6.9.5. Sport Presentation Booth

Specifications can be found in the venue operations section

6.9.6. Communications

Specifications can be found in the Communication plan section

6.9.7. Technical Official & Athletes Introduction

(script provided by ITU/ TD)

- a) Technical Officials (as a group) are welcomed onto the Field of Play followed by individual Athletes Introduction. Both should be to themed music with a break between. Music is available within the Tools links above.
- b) Athlete Introductions are to be limited to 5 minutes maximum.
- c) Scripts must be rehearsed and adjusted accordingly. Introductions can be in English or the local language. Please consult with the TD first.
- d) ITU will provide the template (in English) which can be adjusted / edited to suit.



Assist the announcer by noting in a duplicate introduction script their position for each 10 second interval during rehearsal. This will help keep on track during the live performance as nerves typically alter the announcer's pace.

6.9.8. Audio

- a) An audio plan / map should be developed with the audio company.
- b) This highlights which areas should have coverage and the working/technical areas that should not have sound. Note: the swim start (for athletes) should be covered – both speakers and microphones.
- c) An experienced sport DJ will significantly add to the atmosphere within a venue. Playing different tempo music to suit current events will also help with the atmosphere.
- d) The LOC is responsible for Music Rights Licensing.
- e) The LOC should determine local noise level restrictions.
- f) The Audio Requirements below, lists typical equipment required for an event.

6.9.9. Video

- a) Big Screens may be provided.
- b) The Video Requirements in the below lists typical equipment required for an event.

- c) Generic Video and Graphics are available from the ITU server. See Tools for links to download.
- d) LOC video and graphics material should be provided to the Video Contractor at least 1 week in advance in order to format and load their system.

6.9.10. Timing

- a) A commentary information system (CIS) is required for the announcer's use. The announcers will also need a laptop / iPad display of current timing information.
- b) For larger Age Group races an announcer's timing point is required. This timing mat should be approximately 50 metres prior to the finish. This enables the announcers to call names from the CIS as the athletes approach the finish.

6.9.11. Sponsor Material

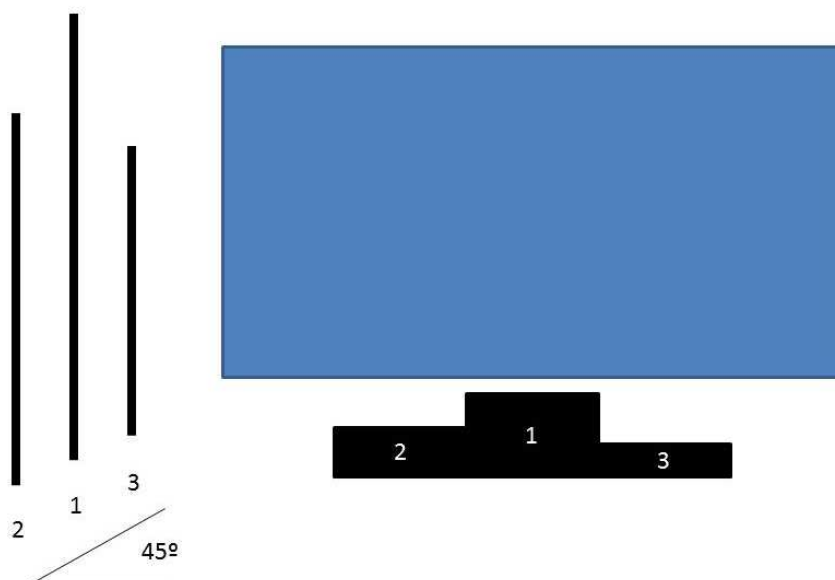
- a) Please provide any sponsor announcer scripts to announcers in the local language.
- b) LOC video and graphics material should be provided to the Video Contractor at least 1 week in advance in order to format and load into their system.

6.9.12. Medal presentation

- a) General
 - A presenters list should be completed with the TL/TD as soon as possible;
 - Medal ceremonies should begin as soon as possible after the top 3 athletes finish to retain audience interest. This requires all parties to be in place prior to the finish. TD can arrange to suit the race circumstances;
 - Medals are provided by ITU for the World Cups, WTS, Multi-sport World Championships and Paratriathlon World Events;
 - The medalist chaperones will escort athletes to the podium;
 - The LOC VIP escort should escort presenters to the podium (prior to finish or immediately post finish);
 - Music is available from Tools but may be substituted in consultation with the TL/TD;
 - National Anthems provided within Tools must be downloaded prior to the event and used; and
 - Hostesses should be formally dressed in matching color and style.
- b) Medal presentation layout
 - Podium placement: placed in full view of VIP and spectator area and off the field of play. The podium can be placed in the finish gantry;
 - Podium specifications: The center standard should be the highest (0.50m x 1m x 1m), with the one of the left slightly lower (0.35m x 1m x 1m) and the one on the right the lowest (0.25m x 1m x 1m). (approximate measurements);
 - Carpet specifications: the podium steps will be completely covered in blue carpet;
 - Flag positioning and standards: The center standard should be the highest, with the one of the left slightly lower and the one on the right the lowest. The athletes should not turn more than 45° to see the flags. The flags have to be visible for the VIPs. ITU will provide an ITU flag for the WC, WTS, Mutli-sport

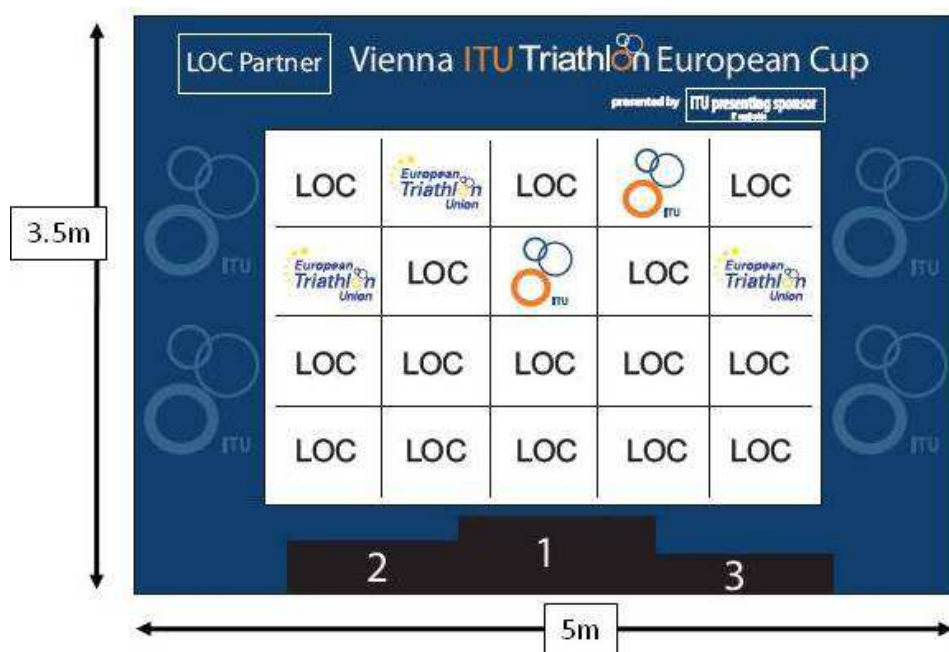
WCH and World Paratriathlon events, in case an athlete racing under the ITU flag is on the podium;

Diagram 45: Flag positioning and standards (ITU, 2014)



- The LOC is responsible to ensure that they have flags of each country of participating athletes. Provision must be made for multiple winners from one country. This can be reviewed with TL; and
- Backdrop specifications (refer to the ITU Branding Guideline for the layout);

Diagram 46: Medal ceremony (ITU, 2014)



c) Medal presentation procedures

- Flag bearers lead the procession in the following order 2nd place flag, 1st place flag, and 3rd place flag;
- Followed by:
 - » The medal bearer;
 - » The flower bearer;
 - » 2nd place athlete;
 - » 1st place athlete;
 - » 3rd place athlete;
 - » The flower presenter;
 - » The medal presenter;
- The procession will assemble in designated assembly area;
- The ITU official will give the cue to the music operator who will start the intro music and the procession will begin;
- The flag bearers will lead the procession;
- The procession will proceed towards the stage, going behind the podium creating a U formation on the stage;
- The flower and medal bearers face their respective VIP presenters;
- The athletes standing behind their respective podium position;
- When the announcer finishes announcing the third place athlete, the medal presenter and medal bearer will step forward and meet in front of the athlete, the presenter will take the medal and present it to the athlete and the medal bearer will step back into position;
- When the medal presenter has presented the medal he/she will step back and the flower presenter and flower bearer will step forward and the flowers will be presented to the athlete;
- The flower presenters will step back and all will follow the same procedure for 2nd and 1st place finisher on cue from the announcer;
- When the 1st place medal and flowers are presented, the announcer will ask everyone to stand/rise for the anthem of winning athlete;
- As the anthem begins the flag bearers/raisers will raise the flags slowly with the winning flag going up first and reaching the top as the anthem ends;
- Following the anthem the athletes will group together for a group photo. (30-45 seconds);
- The bearers will lead the procession off the stage; and
- This same procedure will be repeated for women and men. Once both medal ceremonies are complete the announcer will invite all medalists to join on to the podium for the champagne presentation.

6.9.13. Checklists

a) Sport Presentation Checklist

- ☐ Announcers (1 English speaking);
- ☐ SP Booth with FOP / Ceremony view;
- ☐ Tables & chairs;
- ☐ Power;
- ☐ Lighting;

- ☐ Internet;
 - ☐ Video company;
 - ☐ Big screen (if required);
 - ☐ Request feed from broadcaster if live + TV screen;
 - ☐ Laptop / iPad display of currents timing information cameras (finish & roving – if big screen);
 - ☐ Video & GFX collection and handover (Sponsors & ITU);
 - ☐ Audio company;
 - ☐ Audio footprint plan;
 - ☐ Audio local bylaw check (levels, start time, weekends etc);
 - ☐ Microphones;
 - ☐ DJ;
 - ☐ Music rights license;
 - ☐ Radio's & dedicated channel;
 - ☐ Radio license;
 - ☐ Meetings & rehearsal scheduled;
 - ☐ Start Lists; and
 - ☐ Announcer Info pack – rankings, Athlete profiles, scripts, sponsor info.
- b) Timeline medal Ceremony checklist:
- ☐ National anthems of all entries;
 - ☐ Flags for all entries (up to 3 for each nation);
 - ☐ Flag poles;
 - ☐ Flag staff (3 flag bearers, 1 medal bearer, 1 flower bearer, 1 medal presenter, 1 flower presenter, champagne presenter (s));
 - ☐ Dressed table for VC (hold medals, flowers etc);
 - ☐ 2* tray / pillow for medals & flowers;
 - ☐ 6 * champagne (W Cups, Continental Championships, Mutlisport WCH and WTS only);
 - ☐ 6 * flowers (more in case of paratriathlon);
 - ☐ Medals;
 - ☐ Podium;
 - ☐ Branded backdrop;
 - ☐ Lighting if required;
 - ☐ Presenter list with official titles;
 - ☐ Presenter escort;
 - ☐ Hostesses (formal dress); and
 - ☐ Ceremony script.

6.9.14. MC Script

- a) Welcome and Description of Day's Events
- A warm welcome to everyone by the MC along with the presentation of the day's schedule;
 - Following this, the event courses will be presented.

- b) Interview with VIP's
 - The MC should try to interview VIPs who are on site.
- c) Sponsor Announcements & In-Crowd Activity
 - Sponsor announcement;
 - In-crowd activity – Mexican wave, crowd cheering contest, etc.
- d) Lap music
 - Introducing the crowd to the music signaling the arrival of the lead athletes to the grandstand area. Ask them to give the athletes some energy – clapping hands, cheering. Welcome all of the athletes back to the stadium, especially the local athletes!
- e) Sponsors & Partners
 - The sponsors of the events should be presented during the race.
- f) Athletes to Watch
 - The best athletes to watch should be presented to the crowd, along with the athletes' best results.
- g) Last Minute Information
 - Last minute information should be provided (water temperature, expected weather conditions)
- h) Technical Official Introduction
 - The start line technical officials must be introduced before the athletes.
- i) Athlete Introduction
 - Script prepared according to the final start list.
- j) Medal Ceremony – Elite Race
 - Script provided below

- Notes:**
- Silence. It is important to give the audience time to enjoy the music and atmosphere through frequent breaks in commentary. The audience can only take in so much talk and information;
 - Event Title – Practice and memorize. Sponsors pay a lot of money to invest in events. Please ensure to get the name right;
 - Lead Pack – Elite races are draft legal events. There is no individual leader but a lead pack of athletes who rotate at the front;
 - First Chase Pack – First group following the lead pack (2nd group overall);
 - Second chase pack – Third group overall;
 - Elites athletes – preferred to professional;
 - Age Group athletes is preferred over the term amateurs, recreational, etc;
 - Triathlon Mixed Relay is the correct term for team triathlon; and
 - Paratriathletes not AWAD (athletes with a disability)

6.9.15. Athletes' Introduction

a) Timeline

- Fifteen (15) minutes before race start: athletes will be called to the pre-start area;
- Once in the pre-start area, technical officials will line the athletes up by race number;
- Five to seven (5 to 7) minutes before race start: (time varies depending on distance from pre-start area to swim start and the number of the athletes), the TD will inform the announcers that the athletes are ready to be introduced; and
- Prior to introducing the athletes, the announcers must remind spectators that no horns or whistles can be used while the introduction and start is in progress and ask them to remain quiet until after the start of the race.

b) Athlete Introduction script protocol: The athletes will be introduced in 4 'seeded' groups, based on race number and rank. These groups and the corresponding script notes for each introduction are as follows:

- Athletes numbered 1 to 10: Introduction of each athlete individually in race number order, saying the start number, country, current rank and/or provide one recent/exceptional race results, full name. (i.e. "wearing number 1, from Canada - currently ranked 5th in the world and fresh off a World Cup win in Mooloolaba, Kirsten Sweetland!");
- Athletes numbered 11 to 20: Introduction of each athlete individually in race number order, saying the start number, country, current rank, full name. (i.e. "wearing number 12, from New Zealand, currently ranked 16th in the world, Ryan Sissons");
- Athletes numbered 21 to 50: Introduction of each athlete individually in race number order, saying the start number, country, and full name. (i.e. "wearing number 35, from South Africa, Kate Roberts!"); and
- Athletes numbered 51 and above: Introduction of each athlete individually in race number order, country, and full name. (i.e. "from Hungary, Alfred Torok!").

c) When the athletes have all been introduced, the announcer ends the start duties. The announcer must remain silent until after the start as detailed in the prepared script.

d) As soon as the athletes are lined up, the Start-line officials will raise their flags and the Starter says 'On your Mark' followed by the start horn.

If it is a clean start then the official's microphone will be turned over to the announcers. If there is a false start then the Starter will give further instructions to the athletes according to the start-procedure outlined in the ITU Competition Rules.



B: Bad Weather: In order to prevent hypothermia or hyperthermia, when conditions are bad the start protocol will be condensed to speed up the athletes' transition from swim warm-up to start. This will be done in consultation with the TD.

6.9.16. ITU Introduction protocol: Announcers' script

"LADIES AND GENTLEMEN! PLEASE WELCOME THE RACE TECHNICAL OFFICIALS"

(Allow time 2-3 minutes for TO's to be ready at race start)

"LADIES AND GENTLEMEN! PLEASE WELCOME THE WOMEN ATHLETES OF xxx, 201x!"

(Music –until the last athlete is announced)

"Wearing # 1, from NEW ZEALAND

Bronze medallist of the ITU World Championship Series here in Sydney, last year,

Gold medallist of the Dextro Energy Triathlon – ITU World Championship Grand Final in Beijing, last year,

Gold medallist of the Dextro Energy Triathlon – ITU World Championship Series in Yokohama, last year,

ANDREA HEWITT"

"Wearing # 2, from AUSTRALIA

Gold medallist of the Dextro Energy Triathlon – ITU World Championship Series in Hamburg, last year

2009 and 2010 ITU Triathlon World Champion,

EMMA MOFFATT"

Etc.

Music continues until 15 seconds prior to start time if given all ready from TD.

Heartbeat for 10 seconds followed by 5 seconds of silence.

If running late 5-10 seconds of heartbeat followed by silence.

Constant radio contact with TD is required.

6.9.17. Presenters list

Elite Men	Name	Title
Medal presenter		
Flower presenter		
WTS Trophy presenter ?		
Champagne presenter(s) - up to 3		

Elite Women	Name	Title
Medal presenter		
Flower presenter		
WTS Trophy presenter ?		
Champagne presenter(s) - up to 3		

6.9.18. Medal Ceremony Script Template**Announcer's Script Victory Ceremony**

"Mesdames et Messieurs, bienvenue à la cérémonie protocolaire de remise des médailles du ITU Triathlon World Cup Edmonton"

"Ladies and Gentlemen, welcome to the Medal Ceremony of the ITU Triathlon World Cup Edmonton":

"Les médailles sont remises par :

"Presenting medals today will be:

(Title:)

_____ "

_____ "

"Les fleurs sont remises par :

"Presenting flowers will be:

(Title:)

_____ "

_____ "

"Troisième et médaillé de bronze"

"In third place and the winner of the bronze medal"

Representing (country):

(name)

_____ "

_____ "

"Deuxième et médaillé d'argent "

"In second place and the winner of the silver medal"

Representing (country):

(name)

_____ "

"Premier et médaillé d'or du ITU Triathlon World Cup Edmonton"

"In first place and the winner of the gold medal at the ITU Triathlon World Cup Edmonton"

Representing (country):

(name)

_____ "

_____ "

"Mesdames, Messieurs, veuillez vous lever pour l'hymne national

Please rise for the playing of national anthem of

_____ "

"Veuillez nous rejoindre pour la célébration au champagne présentée par

Please join us for the Champagne Celebration presented by

_____ "

"Félicitations à tous les vainqueurs du ITU Triathlon World Cup Edmonton "

"Congratulations to all the winners of the ITU Triathlon World Cup Edmonton"

6.9.19. LOC Gifts Presentation Template

ITU will present the LOC and City with a gift of appreciation. Ideally, this will be done at a private VIP function but may be done post Medal Presentation in consultation with the TL.

A sample script for this is:

"Ladies and Gentlemen, we have one more small ceremony.

International Triathlon Union President and IOC Member Marisol Casado will present a gift of appreciation to representatives of the Host City and Local Event Organizers in thanks for their hosting what we can all agree was a hugely successful event.

For the National Triathlon Federation of X: _____ "

For the Local Organizing Committee: _____ "

6.9.20. Sport Presentation Audio Technical Requirements

a) Audio Equipment:

Minimum list for World Triathlon Series Events

- **Audio mixer** - 16 in / 8 out & 4 band equaliser mixing console (e.g. Midas, Soundcraft, Yamaha...);
- **Equalization** - 2 x 31 band graphic equalisers (e.g. Klark technic, BSS...) for each line used;
- **Compression** - 2 x insert compressors & de-esser for each microphone channel (e.g. BSS, DBX...);
- **Audio isolators** - 2 x balanced audio isolators for all feeds;
- **Radio mic** for each announcer plus one for race starter (at pontoon) - Shure uc series (or similar quality) hand held microphone with long range aerial;
- **Stadium Speaker System** (venue specific). Multiple spot speakers on stands are preferred to line arrays;
- All associated **cabling**
 - » between equipment
 - » to FOP speakers and any localized speakers associated with the big screen

b) Additional (not required & based on budget)

- **Communications** **Clearcom MS-440** (communication) (or similar)
 - » Headsets for all contractors in the SP control (Announcers, DJ, Audio, Video, Director)
 - » In-Ear headsets for on-site staff. Floor manager & on site announcer
- 2 x on field fold back monitor for Medal Ceremonies.



6.9.21. Sport Presentation Video Technical Requirements

a) Video Equipment:

Minimum list for World Triathlon Series Events

- **Vision mixer** – 8 input 2 bank vision mixer (e.g. MX70, Fulsom);
- **Playback Hard drive system**. Playback pre produced graphics, Video and slides;
- Playback 1 x **DVD player**;
- **TV** (playback monitor, director & announcers viewing);

- **Big Screen** (20 m2 minimum, 16:9);
 - **2 x cameras** (one with tripod fixed at finish line, 1 with operator for interviews/ceremonies; and
 - All associated **cabling**
 - » between equipment
 - » to and from Host Broadcaster (dirty feed)
 - » to big screen.
- b) Additional (based on budget – if required by LOC/sponsors)
- Recordable DVD Player (or similar) and Stock for Program Archive

6.10. CONTINGENCY PLAN

6.10.1. General

A contingency plan is a plan devised for an outcome other than in the usual (expected) plan.

6.10.2. Guidelines

These guidelines must be considered when creating the contingency plan:

- a) The main goal is to continue the race – Look closely at what is needed to deliver a minimum level of service and functionality.
- b) Define time periods – What must be done during the first hour of the plan being implemented? If one looks at the plan in this way, one's less likely to leave out important details.
- c) Identify the trigger – What, specifically, will cause the implementation of the contingency plan? Decide which actions will be taken, and when. Determine who is in charge at each stage and what type of reporting process they must follow.
- d) Keep the plan simple – One does not know who will read and implement the plan when it's needed, so clear, plain language must be used.
- e) Consider related resource restrictions – Will the organization be able to function the same way if Plan B is implemented, or will Plan B necessarily reduce capabilities?
- f) Identify everyone's needs – Have people throughout the LOC identified what they must have, at a minimum, to continue operations.
- g) Define 'success' – What will be needed to return to 'business as usual'?
- h) Include contingency plans in standard operating procedures – Make sure that initial training is provided in the plan, and communicate all changes.
- i) Manage one's risks – Look for opportunities to reduce risk, wherever possible. This may help to reduce, or even eliminate, the need for full contingency plans in certain areas.
- j) Identify operational inefficiencies – Provide a standard to document the planning process, and find opportunities for performance improvement.

6.10.3. Contingency plan maintenance process

- a) After one prepares the contingency plan, several things need to be done to keep it practical and relevant – don't just create a document and file it away. As the event changes, the contingency plan will need to be reviewed and update these plans accordingly.
- b) Here are some key steps in the contingency plan maintenance process:
 - Communicate the plan to everyone in the organization;
 - Inform people of their roles and responsibilities related to the plan;
 - Provide necessary training for people to fulfil these roles and responsibilities;
 - Conduct disaster drills where practical;
 - Assess the results of training and drills, and make any necessary changes;
 - Review the plan on a regular basis, especially if there are relevant technological, operational, and personnel changes;
 - Distribute revised plans throughout the organization, and make sure that the old plan is discarded;
 - Keep copies of the plan off-site, and in a place where they can be accessed quickly when needed;
 - Audit the plan periodically;
 - Reassess the risks to the event;
 - Analyse efforts to control risk by comparing actual performance with the performance levels described in the contingency plan; and
 - Recommend and make changes, if necessary.

6.10.4. Definitions of delay, postpone and cancellation

- a) Delay: An event is considered delayed if it does not start at the scheduled start time.
- b) Postpone: An event is considered postponed when it cannot be completed within the scheduled session (or an extended session) and is rescheduled to another session on the same day or another day.
- c) Cancellation: An event is considered cancelled when it is delayed or postponed and cannot be restarted or rescheduled.

6.10.5. Rules on delay/postponement:



- a) The TD and Director of Operations would consult weather conditions and other situations in the interests of protecting the safety of the athletes. Specific rules on exceptional conditions can be found on the [ITU Competitions Rules](#).
- b) A competition delay should be confirmed before the athletes' introduction.
- c) Any decision on a delay that extends more than 2 hours should take in consideration the athletes' rest and their nutrition.
- d) The following table can be used as a guideline but it should not be seen as definitive. The final decision will be down to the TD, after consultation with all the involved parties.

Table 19: Guidelines on extreme conditions management (ITU, 2014)

Dangerous/unsafe conditions	Action
Extreme weather conditions	Delay or postpone the event until further notice.
Marine activity	Change Triathlon to Duathlon events.
Poor water quality results	Try to relocate the swim leg to another area or change Triathlon to Duathlon events.
Water temperature below 13°C degrees	The swim leg will be cancelled.
Water temperature below 14°C degrees	The race distances will be 750m swim-40km bike – 10km run in a case of a standard distance event.
Bike and run course area problems, e.g. accident, oil spill or crowd control.	Avoid stopping the event, work on operational solutions.
Major emergency situation (eg: fire, security threat)	Delay or postpone the event until further notice
Protest concerning the safety of the course	Follow instructions of the Competition Jury

6.10.6. Rescheduling management

a) Points to note:

- Venue curfews - The race should not finish in the dark; and
- Sport technical constraints (ie: warm up periods) - A 20 minute warm-up period must be provided for athletes.

b) Decision maker on delay / postponement/ cancellation

- The TD is in consultation with the director of operations and they both communicate with associated parties, eg. police, meteorological department, medical, etc.;
- The TD, the TL, the director of operations, the director of venue operations and police authorities will determine when the delayed race will restart;
- The TD, the TL, the director of operations, the director of venue operations and police authorities will determine when the race is postponed; and
- The TD, the TL, the director of operations, the director of venue operations and police authorities will determine when the race is cancelled.

c) Rescheduling options

- Race stoppage :
 - » Races can only be delayed prior to start. Once competition has commenced it will continue until its end unless dangerous/unsafe conditions occur;
 - » If dangerous conditions occur up to 40 minutes after the event has started, competition will not restart for at least 1 hour to allow sufficient recovery for the athletes;
 - » If dangerous conditions occur 40 minutes after the start of the first competition, the first competition will take place 1 hour after the end of the second competition. Usually, the women's competition takes place prior to the men's competition; and
 - » The 2nd competition of the day can be delayed until a time predetermined by the decision. After that time the competition will be postponed to the next available day.
- Stop a competition: Please refer to the [ITU Competition Rules](#)



d) Considerations for postponement

- Postponed competition: The actual date would be set by the TD in consultation with all parties involved.
- Operation plans should be able to cover the changes.

6.11. GOOD ENVIRONMENTAL PRACTICE GUIDE ON TRIATHLON EVENTS

6.11.1. General considerations

- a) Determine if it makes sense to adopt a sustainable policy on environmental aspects of your event.
 - The environmental policy of an event is a written document that contains the goals and the actions that are going to apply in order to evaluate the results later on. This compromise has to be ratified by all the stakeholders taking part in the organization: Sport federations, LOC, sponsors, public bodies, etc;
 - The environmental policy has to be produced at the planning phase including specific elements of management and communication, as an environmental program;
 - It is necessary, before starting the planning, the LOC to decide if would like to compensate the generated CO₂, or to get a certification ISO 14001. It is necessary to consider that this certification has to be supervised by an authorized company and has an economic impact. For one-time events it is not advisable to get this certification;
 - Even when it is not possible to have a neutral carbon event, it is convenient to evaluate all of the actions taken. So the kilograms of plastic collected for recycling, the substitution of private transportation by public transportation, and the water saving can be "translated" into the reduction of CO₂ Kg emitted;
 - A neutral carbon event is one that compensates the emission of CO₂ generated because of the event. The emissions caused by transportation (road and plane) and power consumption can be compensated by green projects that help to reduce emissions. It is clear that a budget is needed for this. There are

companies who are able to calculate the event emissions and to manage the compensations; and

- Another option is to manage an ISO 14001 certification through an authorized company. The ISO 14001 is the first reference in environmental management for any kind of event worldwide, but it is not very important among sport events. This certification was applied to large events such as the Torino Olympic Winter Games, and its model was followed by smaller events. The main aim of this certification is the continuous improvement, and this is why one-time events are not appropriate to get this certification. The case of WCs or WTS events can be considered as annual event and the improvement can be considered from year to year.

Picture 54: ITU Sustainability (ITU, 2014)



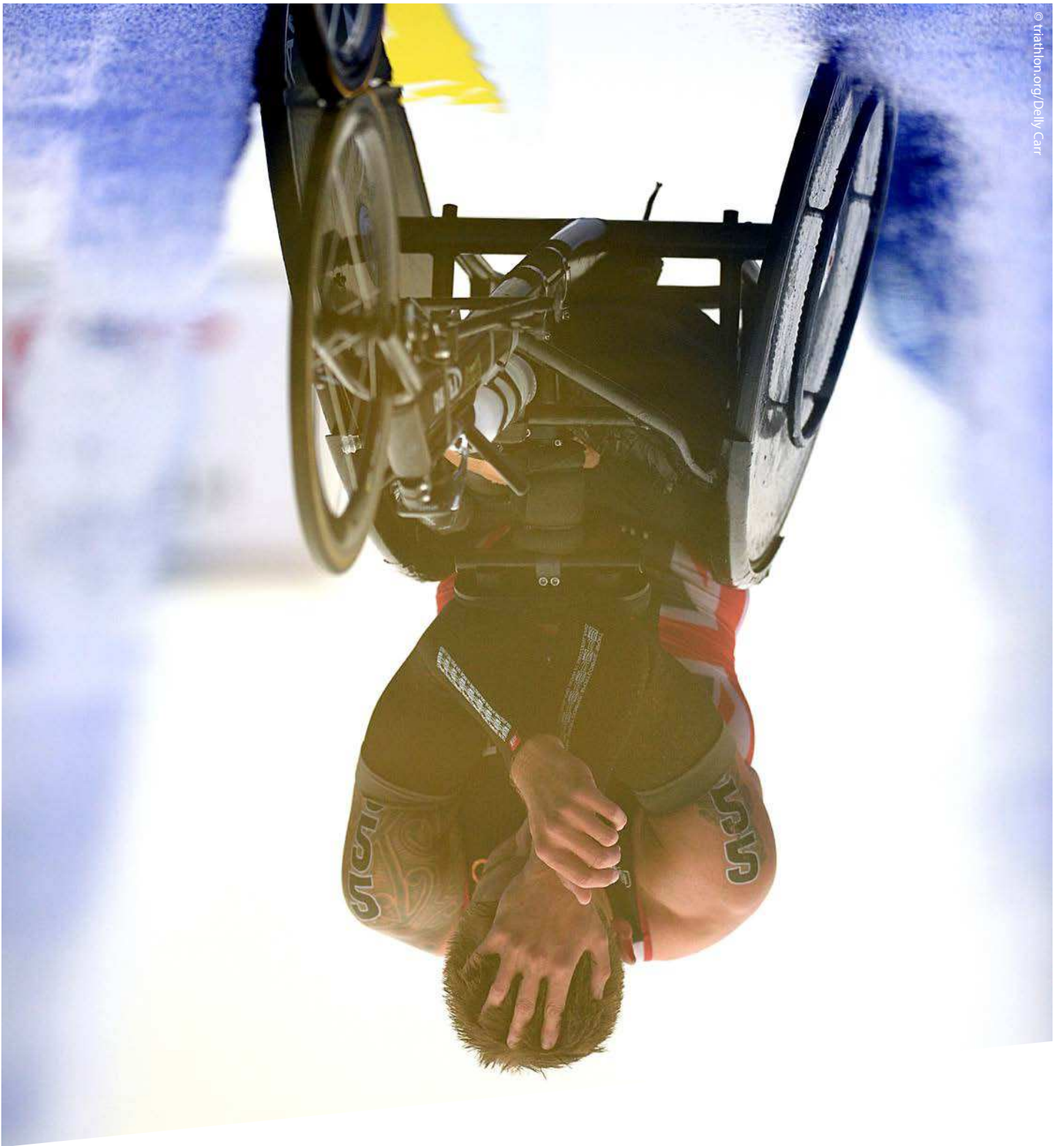
- b) Identify the location.
 - Consideration of where the event is taking place in urban environment or not;
 - We need to be special careful when organizing events in natural environment, to limit the impact; and
 - Public transportation facilities to get to the venue should be considered.
- c) Spectators attendance
 - It is very important to preview the spectators attending the event and the impact on the environment.
- d) LOC structure and information management.
 - It will be necessary to have a structure of environmental management. Sometimes the event goes wrong because the organizational structure is not in place or because the communication is poor;
 - It is essential from the very beginning of the project to apply human, material and economic resources to implement and develop the environmental program; and
 - Communication is important in order to keep all of the areas of the organization informed.
- e) Include all the stakeholders
 - It is important that all the stakeholders are included and communicated to about the environmental goals of the event.

- f) To do a little is a lot, believe it or not.
 - One may think that adopting small actions is not relevant, but it is. It is important to start small and build on these successes. Furthermore, adding a lot of small things can add up to a lot. It will be impossible to implement all the operations included in this document, but the most important thing is to start to change the minds within the whole organization.
- g) Everything in the budget
 - It is clear that some of the actions may be more expensive and the budget can be increased, but if it is possible, the effort is invaluable. The benefits on the environment are difficult to account for, but highly satisfactory for the society at large. It is possible to take actions that reduce the budget. For example, just reduce the number of printed advertisements.
- h) Evaluate and inform about the results
 - It is important to write reports of all the operations, which will be useful for future events and other LOCs; and
 - It is important to communicate with forums and seminars to be informed about projects implemented by others and to make visible the results of one's actions.
- i) Include the good practice in the bid documents
 - ITU will consider good environmental practices when evaluating the bid document. The inclusion of the environmental factors is recommended.



For any suggestions or questions regarding the Events Organizers' Manual (EOM) please contact Thanos Nikopoulos - Senior Manager, Technical Operations.

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ITU EVENT ORGANISER'S MANUAL

PART 7

MULTISPORT

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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7.1. PARATRIATHLON

7.1.1. General

This section of the document provides some additional information that is paratriathlon specific and could not be included in the previous sections. Please refer to the paratriathlon paragraphs of the previous sections for complete information in all the areas.

7.1.2. Paratriathlon competition categories



The paratriathlon categories can be found in the ITU Competition Rules. LOCs should familiarize themselves with these rules.

7.1.3. Classification logistics

a) Generic

- In the World Paratriathlon events, the Paratriathlon Continental and World Championships, the LOC may be required to provide all the logistics for athletes' classifications; and
- Classification should be completed using the latest classification manual.

b) LOC personnel

- The classifiers shall be assigned an administrative assistant by the LOC who should be available throughout the classification period. If there is classification for the visually impaired (VI), a second LOC administrative assistant should be available as well at the location where VI classification occurs.

c) Classification venue

- An appropriate waiting area with accessible toilets and elevators, if required, shall be provided near the examination rooms with adequate seating and a table for the administrative assistant(s);
- Access to a printing/photocopier should be available in this area; and
- Clear signage to indicate the access to the classification rooms from the exterior is needed.

d) Classification rooms (Physical Impairments)

- One or two rooms are required depending on the number of classification panels for the event;
- A clean, private examination room large enough to accommodate up to six people;
- The room shall be equipped with:
 - » One pillow
 - » Two pillow cases, two sheets and two towels
 - » Drinking water
 - » Hand sanitizer and disinfectant wipes to clean down the examination couch
 - » Toilet (if possible)
 - » Air Conditioning unit if needed
- Specific equipment
 - » A cycling wind trainer

Picture 55: Cycle Wind Trainer (ITU, 2014)



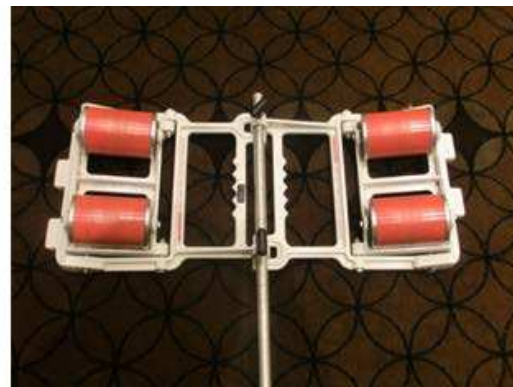
» A running treadmill

Picture 56: Running treadmill (ITU, 2014)



» A racing wheelchair roller

Picture 57: Racing wheelchair roller (ITU, 2014)



e) Classification rooms (Vision Impairments)

- One or two rooms are required depending on the number of classification panels for the event;
- There shouldn't be great variation in luminosity between the waiting area and the classification room(s);
- Rooms must be at least 6m long with a minimum of 3m width in an open area (for VI testing) and enough room for the other observations and equipment, slit lamp, autorefractometer;
- The classification rooms and waiting room should not have natural light. Windows must be adapted to fully obscure outside light;
- The light must be stable, uniform and bright enough, without shadows. Classifiers must be able to control the luminosity in the room(s) (light dimmer control);
- Enough tables (2) and chairs (5 per classification room) must be provided for the classification rooms and in the waiting area (1 table and 3 chairs). One chair for athlete assessment (autorefractometer, slit lamp) must be height adjustable; and
- One laptop per room with internet and printing access in the room or at the waiting area.

f) Specific VI assessment Equipment:

- Equipment that are required for classification assessment are **(PER PANEL / ROOM)**:
 - » Autorefractometer
 - » Lensometer
 - » Eye occluder
 - » LogMAR / ETDRS tumbling E chart
 - » Set of Berkeley Rudimentary Vision Test chart (BRVT: Single tumbling E's, Gratings, Basic vision)
 - » Box of Trial Lenses (set with convex and concave spheres, and convex and concave cylinders)
 - » Trial Frame
 - » Direct Ophthalmoscope (with wall / table charger or sufficient batteries)

- » Slit lamp
- » +90 D observation Lens, for slit lamp
- » Eye pads (5cmX5cm)
- » Tropicamid eye drops
- » Anesthetic eye drops (lidocaine or oxybuprocaine hydrochlorides)
- Equipment that are required for classification assessment are **(PER CLASSIFICATION VENUE)**
 - » Automated Perimetry (Goldmann VF Perimeter or Humphrey Field Analyzer or Octopus Interzeag - one required per room)
 - » Metric Tape (6 m)
 - » Tape (masking, packing or duct tape) and black marker
- g) Side logistics
 - Morning and afternoon tea/coffee and lunches to be provided for the classifiers and classification assistant.
 - A cell phone for use by the chief classifier
- h) Finish area classification room
 - The LOC shall make available one room for classification observations debrief close to the finish area with the same requirements as a standard room.
 - For specifications, please refer to the Venue operations section

7.1.4. Swim exit handlers



- a) General
 - The LOC shall provide a minimum number of swim exit handlers. This is indicated in the ITU Competition Rules;
 - The final number of swim exit handlers will be determined by the TD;
 - The TD will be responsible for their training;
 - Only these people will be allowed in the swim exit; and
 - The level of support that the swim exit handlers will provide to the athletes, is determined by the color of the athletes' swim cap as defined in the ITU Competition Rules.
- b) Requirements (USAT, 2013)
 - This position requires physical strength (especially for wheelchair athletes who need to be physically lifted out of the water);
 - This job is not recommended for youth aged children or those with any lifting restrictions;
 - This volunteer position is sure to get the handler wet so it is recommended they wear suitable clothing;
 - If the water is cold, wetsuit bottoms or a full wetsuit is recommended;
 - Rubber-soled footwear is also appropriate so that the handler does not slip on algae or any other slippery material that may be in the shallow water or at the actual swim exit; and
 - Type of footwear may also vary if the swim exit is sand.
- c) Duties (USAT, 2013)

- Swim exit handlers work in teams of two (pairs) to assist the athletes;
- Ideally, swim exit handlers should be of approximately the same size for team lifting;
- One individual needs to be responsible for controlling the teams to ensure proper coordination;
- Once the team has finished helping one athlete, they move back to the swim exit to assist the next athlete coming out of the water; and
- The use of a sling is required for lifting athletes from the swim exit (Red color swim cap). It is the responsibility of the LOC and/or the host NF to provide this equipment.

Picture 58: Paratriathlon sling (ITU, 2014)



d) Safety precautions

- The swim exit handlers will have to assist athletes with an average weight. For this reason they should always remember that:
 - » Their safety comes first. If something happens to them, it will affect the athlete;
 - » They should never rush to take the athlete out of the water;
 - » They should always familiarize themselves with the swim exit;
 - » Make certain that their balance is good;
 - » They should always bend to lift an athlete;
 - » They should keep their back straight by tucking in their chin;
 - » They should lift with the strong leg muscles, not the weaker back muscles.
 - » Carry the athlete close to their body;
 - » Watch where they are going;
 - » To lower the athlete, bend the knees; and
 - » NEVER attempt team lifting without proper coordination.

- e) Each of the swim exit handler should be provided with a red t-shirt or vest that should wear at all times.

Picture 59: Swim exit handler's vest (Triathlon Australia, 2014)



7.1.5. Personal handlers

- Some of the paratriathletes will be allowed to have a personal handler.
- Securing personal handlers is the responsibility of each athlete. The LOC doesn't need to provide these people to the athletes who are eligible to have one.
- Personal handlers are to be allowed according to the ITU Competition Rules.
- Each of the handler has to receive a yellow t-shirt or vest and an athlete's Bib number that have to wear at all times.

Picture 60: Personal handler's vest (Triathlon Australia, 2014)



7.1.6. Registration, briefing and accreditation

- Classification process should be completed before the athletes' briefing. For this reason, try to have the briefing in the evening, the day before the race. The time of the briefing has to be approved by the TD.
- The paratriathletes registration process and briefing's procedure are defined in the ITU Competition Rules
- All guides and handlers must be registered at the briefing.
- Credentials must be distributed to the registered personal paratriathlon handlers and athletes.



- e) Tickets for opening and closing ceremonies are also to be included for handlers and guides.
- f) The paratriathletes' briefing is compulsory for all the athletes.
- g) Following the paratriathletes' briefing, a handlers' meeting shall be conducted.
- h) The briefing room should be wheel chair accessible.



7.1.7. Race packages

The race package composition are defined in the [ITU Competition Rules](#)

7.1.8. Course considerations

Please refer to the FOP operations section for all the specific point around paratriathlon.

- a) Swim to bike transition/ wetsuit removal area
 - Consideration needs to be given as to how athletes will move from the swim exit to the bike transition area. Adaptation may be necessary to eliminate stairs or steep ramps not accessible by wheelchairs. Where a steep ramp is used to travel over a roadway; traffic may be required to stop for periods of time to allow paratriathletes the ability to get from the swim exit to the bike transition area;
 - Swim Exit area should be managed only by the trained swim exit handlers;
 - A wetsuit removal area shall be planned with adequate space for facilitating the PT1 personal handlers, the athletes' daily wheelchairs and the medical personnel. Several chairs are also required at this area to assist athletes to put on their prosthesis. This area must be secured; and
 - Please refer to the [ITU Competition Rules](#), for the rules around the pre-transition area.
- b) VI Free leading zone
 - PT5 athletes are allowed to be led by their own guide in specific areas on the run course, determined by the TD. These areas are:
 - » Places where there is a concern for the athletes' safety;
 - » 10m before and after an aid station, acute turn, penalty box, transition area, swim exit and pre-transition area.
 - Each of the VI free leading zone should be marked with a sign and a line on the ground.
 - Signage:
 - » The signs should be placed 2m high above the ground;
 - » The specifications of the signs are the same as in the section "Bike course aid station";
 - » The following signage has to be provided:
 - » 1 per area x VI Free leading zone/start ;
 - » 1 per area x VI Free leading zone/finish



Picture 61: VI Free leading zone signage specifications (ITU, 2014)



7.1.9. Bike mechanic support for PT1 athletes

a) Welding

- It is common with the PT1 athletes' race wheelchair to arrive at the hotel damaged from the airport transfer;
- In order to manage these cases, the LOC should know where a welder is who has the equipment to fix this kind of damage; and
- This technician should be on stand-by if a piece of equipment needs welding.
- The best way to source this is to use local knowledge and build a relationship.

b) Mechanics:

- A bike mechanic with knowledge of race wheelchairs and hand cycle is a plus; and
- The LOC is encouraged to identify and build a relationship with either a race chair manufacturer who could provide someone for a few days, or who could train a bike mechanic; or the local wheelchair racing community would be able to identify someone who is very good with race chairs in the local area.

7.1.10. PT1 photo finish set up

With regard to the setup of the photo finish camera, the infrared photo beam device for wheelchairs is normally placed at approximately 0.25m height. If not possible to have this position, the ordinary position of the photo finish camera, as described in Section 6, should be used.

7.1.11. Approximate course times for logistics

Sprint distance triathlon (750m swim, 20km bike, 5km run)

Table 20: Approximate course times for logistics (ITU, 2014)

	SWIM		BIKE		RUN		TOTAL	
	1st athlete	Last athlete	1st athlete	Last athlete	1st athlete	Last athlete	1st athlete	Last athlete
PT1-M	00:09:36	00:13:24	00:39:07	00:48:49	00:12:16	00:16:47	01:06:05	01:21:43
PT1-W	00:10:15	00:18:57	00:50:18	01:00:12	00:15:37	00:20:44	01:21:32	01:41:09
PT2-M	00:09:57	00:17:12	00:34:56	00:44:14	00:20:30	00:31:52	01:10:12	01:32:18
PT2-W	00:15:53	00:18:40	00:42:45	01:05:37	00:27:05	00:43:49	01:32:24	02:00:00
PT3-M	00:10:03	00:17:48	00:32:34	00:41:05	00:19:12	00:23:57	01:07:24	01:22:25
PT3-W	00:13:44	00:19:06	00:43:16	00:48:29	00:24:14	00:30:56	01:26:06	01:36:29
PT4-M	00:09:19	00:13:31	00:31:18	00:40:54	00:16:32	00:25:10	01:01:03	01:22:19
PT4-W	00:10:43	00:16:04	00:36:37	00:45:38	00:20:53	00:28:45	01:11:55	01:33:02
PT5-M	00:09:50	00:16:27	00:30:32	00:37:38	00:18:01	00:26:10	01:00:58	01:20:47
PT5-W	00:11:40	00:16:43	00:34:54	00:41:42	00:20:54	00:29:25	01:09:49	01:27:25

(Times are accumulative; therefore runner times are finish times)

There is a cut off time of 2h for all elite paratriathlon races in sprint triathlon distances.

7.1.12. Medal Ceremony

- a) There are five categories in each of the male and female divisions. Each of the guides has to receive a medal as well. This will result in the potential of 12 gold medals, 12 silver medals and 12 bronze medals. Medals will be awarded up to third place in each category for each of male and female divisions.
- b) The ITU, in conjunction with the LOC, need to ensure enough medals are available for presentation ceremonies. If a stage is to be used for medal ceremonies, ensure a ramp is provided for access by wheelchair athletes.
- c) Podium specification
 - Each of the platforms are 1.40m length x1m width;
 - The heights of the platforms are:
 - » 1° 0.30 m
 - » 2° 0.20 m
 - » 3° 0.10 m
 - The lengths of the ramps are:
 - » 1° 2 m
 - » 2° 1 m
 - » 3° 0.55 m
 - They are made out of plywood (or equivalent) of 0.02 m thickness and ramps for 1° and 2° are reinforced so they don't bend when wheelchairs are going up.

Picture 62: Paratriathlon podium specification (Pontevedra ETU European Championship, 2011)



7.1.13. Venue accessibility

a) Ramps

- The percentages for ramps are the proportion between the height and the length. For instance 1:12 means that for every 12m in length, there is 1 meter elevation;
- At the venue for non-competition areas, the slope of a ramp shall be between 1:20 and 1:24, which is (4-5%).
- In general:

Table 21: Ramp's specifications (ITU,2014)

LENGTH	MAX PERCENTAGE ELEVATION	ANGLE °
Over 10m	8%	7.12
3m < ramp < 10m	10%	5.71
Ramp < 3m	12%	4.76

- Ramps should ideally have a minimum of:
 - » 1.20m width for individual wheelchair passage
 - » 1.40m for the passage of an individual and a wheelchair
 - » 1.80m for the passing of two wheelchair users



A wheelchair can tip backwards if going up a sloop of 12 degrees or more.

b) Landings

- If a ramp is longer than 9m, a landing is required. The maximum horizontal length between landings shall not exceed 9m.

c) Other requirements

- In principle, where steps or stairs are provided, a ramp or lift shall also be provided as an accessible alternative;
- Ramp floor surfaces must be slip-resistant and should have a detectable warning surface that is color and texture contrasted to adjacent surfaces;
- Ramps greater than 60 meters in length should be replaced with a lift arrangement if possible. That means that for a vertical height difference of more than 3m. solutions other than ramps are preferred;

- The length of the landing may be reduced to 1,2m for private use (e.g. in a house) while a length more than 2m may be required in areas with increased public circulation; and
- In cases where there is a change of the direction of the ramp after a landing, additional space is required.

d) Exceptions

- In temporary facilities or overlay equipment, a max. slope of 1:12 is acceptable, given that the vertical rise between landings is no more than 0.5m and the length of the ramp between landings is no more than 6m; and
- Handrails are not required for a ramp serving as an aisle for fixed seating.

e) Doors

- Venue doors should be at least 1.2m width, but for room access and hotel rooms the standard is 0.85m.

7.1.14. Paratriathlon checklist

For the proper management of the event, is recommended that the LOC use the paratriathlon check list below.

Table 22: Paratriathlon Checklist (ITU, 2014)



Paratriathlon accurate distances	Segment:	Distance/Ref:
	Swim course	
	Swim exit to pre-transition	
	Swim exit to transition	
	Bike course	
	Total bike course' elevation	
	Number or sharp corners on the bike (≥ 90 degrees)	
	Run course	
	Total run course' elevation	
	Number or sharp corners in the run (≥ 90 degrees)	
1. Swim course:	Comments	
a) Presenting athletes according to the ITU Competition Rules		
b) Sea conditions – surf zones		
c) In water start and no exit if 2nd loop exists.		
d) Wetsuit at all water temperatures.		
e) No overlapped by Age Groupers.		
f) Swim course layout.		

g) Minimum depth of water at all points on the course should be 1 meter.	
h) Swim exit handlers.	
i) Swim cap identification.	
j) Coaches' areas	
k) Operations for a staggered start.	
2. Transition area:	Comments
a) Final bike and uniform check.	
b) Pre transition to be situated as close as possible to the swim exit.	
c) Pre transition on a wide flat space, fenced off from the spectators and away from the athletes' flows.	
d) Folding chairs provided in the transition area.	
e) Double space – 2m per athlete in the transition and 3m for wheelchair users and VI athletes.	
f) Transition zone's surface.	
3. Bike course:	Comments
a) No maximum gradient of over 12%.	
b) Minimum overlapping from AG athletes.	
c) Width of the road/corners.	
d) Course secured and closed to traffic.	
e) Wheel station (locations, signage).	
f) Coaches' areas.	
g) Penalty box (locations, signage).	
4. Run course:	Comments
a) Wheelchair accessible course. No maximum gradient of over 5%. At the steepest point.	
b) All steps/gutters eliminated.	

c) Ramps required to be placed over curbs to overcome obstacles.	
d) Non trail type run courses.	
e) Run course wide enough to allow a wheelchair athlete and another athlete space to pass each other.	
f) Penalty box (locations, signage).	
g) VI Free leading zones (locations, signage).	
h) Coaches' areas.	
i) Aid stations trained to serve VI athletes.	
5. Medal ceremony:	Comments
a) Medals for all categories and guides.	
b) Wheel chair accessible podium.	
6. Athletes' services:	Comments
a) Swim exit athlete's handlers to be available by LOC.	
b) Proper credentials for personal handlers, LOC handlers and swim exit handlers.	
c) Handlers' briefing and training conducted by the TD.	
d) Athletes' race packages (swim caps, bib numbers, handlers' T-shirts, stickers).	
e) Wheel chair accessible athletes' briefing venue.	
f) Schedule: Classifications, Training sessions, briefing – registration, Handlers' meeting, Check in times (bike and w/c check in process), start time (one or two waves), TOs education course, Swim exit handler's training.	

g) Equipment: slings, wheel chair measurement tool, hand cycle measurement tool, safety bar measurement tool, hand cycle dimensions.	
7. Entries/Website:	Comments
a) Entries/ deadline.	
b) Guide & Handler registrations.	
c) Link to medical diagnosis forms.	
8. Classification:	Comments
a) LOC Paratriathlon coordinator.	
b) Logistics for classification and schedule.	
c) Communication with classifier.	
9. Venue:	Comments
a) Wheel chair access to Athletes Lounge/Venue.	
b) Car parking, close proximity to Athletes Lounge.	
c) Athlete Lounge, proximity to start.	
d) Signage of major areas.	
e) Anti-doping control.	
f) Finish area.	
g) Recovery area.	
Other details...	
11. Medical Plan:	Comments
a) Medical Delegate or Event Medical Co-ordinator assigned and Medical Plan discussed.	
b) Location of medical services on course.	
c) Main medical area location.	
d) Number of medical personnel on site.	
12. Communications Plan:	Comments
a) Radios available.	

b) Channels Ops/Tech/Medical.	
c) Emergency communications procedure.	
13. Briefing:	Comments
a) Timing with schedule.	
b) Briefing Room - wheel chair access.	
c) Delivery - ppt, projector, screen, separate briefing.	
d) Room size.	
e) Pre-race briefing information.	
14. Timing & Sports Presentation:	Comments
a) Timing company details.	
b) Location of timing mats.	
c) Meeting arranged with Timing Company. Discuss results format.	
d) Additional timing to wheelchair users	

7.2. WINTER TRIATHLON

7.2.1. General conditions



- a) Winter triathlon competitions are held under ITU competition Rules.
- b) Winter triathlon competitions can be held either with running/mountain biking and cross country skiing or as a S3 Winter Triathlon with snowshoeing/skating and cross country skiing.
- c) This section of the document provides some additional information on winter triathlon that is specific and could not be included in the previous sections.

7.2.2. Courses

- a) The layout of the different courses must allow safe, fair and fast competition.
- b) Spectators and media friendly are the other requirements for their design.
- c) The different tracks must be packed and groomed to offer the best racing conditions.
- d) Hills and descents must not be so steep that they prevent safety, on foot, MTB or X country skis.

7.2.3. Pre-race procedure

- a) Race briefing has to be held 1 day prior to the first competition. Space has to be available for the athletes, coaches and officials.
- b) Opening ceremony, pasta party, awards ceremony and banquet can be organized for the athletes, coaches and officials.
- c) Race package has to be given to the athletes after the race briefing, included (besides listed in the ITU Competition Rules):
 - Race numbers (numbers for the front and back body);
 - Bike number for the MTB; and
 - Two stickers for the skis.

7.2.4. Transition Area

- a) The general guidance to build this area is to allow safe and fast transition and is listed in the FOP operations section of this document.
- b) The bike and skis racks may be placed in distinct areas.
- c) Bike and skis racks must allow minimum 1 meter per competitor.
- d) Lowest race numbers are closest to the exit.
- e) In the case of no skis racks are available, a hole is drilled for each competitor's skis to allow them to be placed vertical.
- f) The athletes should keep both the skis on one side of the bike. If not possible to fix them vertically, they should be placed on the ground.
- g) Carpet should be used to facilitate flows.
- h) Locker rooms and shelter must be available close to TA.
- i) A coaches' area is organized to allow coaching without interfering with race progress.
- j) Upon exit of the bike and start of the ski, many athletes protect the tips of their ski boots with socks, plastics, etc and just take them off when they clamp their skis on. A littering area should be planned at that point.

7.2.5. Nordic blades changing area

A "Nordic blades changing area" may be created at the side of the track.

7.2.6. Starting area

- a) A vertical structure bearing the sponsors brands should delineate the start line.
- b) The starting area must be designed to offer space for all competitors.
- c) A line is drawn on the snow with water-soluble coloring material.
- d) A shelter should be available near the starting line.

7.2.7. Running

- a) The running segment may be held on snow.
- b) The run segment must be planned with a cross country run concept.

- c) Spike shoes are allowed.
- d) No motorized traffic besides officials and safety is authorized on the course.
- e) Quads are preferable for the officials.
- f) Directional signage is placed at 2m high..

7.2.8. Mountain Bike

- a) The Mountain bike section may be held on snow, on a draft legal lapping format.
- b) Not less than 95% of the circuit must be feasible to be completed riding the bike when the Field of Play is planned. The circuit must be planned in a way that overpassing is possible on its majority.
- c) No motorized traffic besides officials and safety is authorized on the course.
- d) Quads are preferable for the officials.
- e) Directional signage is available is placed at 2m high.
- f) Hot drinks should be available at aid stations.

7.2.9. Cross country ski

- a) The cross-country track allows for all styles.
- b) The ski course should comprise a variation of climbs, downhill, turns and flat parts.
- c) Marking of ski clamping area. There should be a carpeted area outside transition to allow athletes to put the skis on.
- d) Classic style may be mandatory in some designated areas, such as the Starting area and or finish. In this case, the tracks must be prepared accordingly.
- e) Over passing must be easy for any competitor at all times.
- f) No motorized traffic besides officials and safety is authorized on the course.
- g) Squads are preferable for the officials.
- h) Directional signage is placed at 2m high.
- i) Hot drinks should be available at aid stations.
- j) Personal drinks and food may be given at designated aid stations (coaches' zones) by accredited coaches.

7.2.10. Finish

- a) The finish straight must be at least 60m and allow for a sprint finish for several competitors at the same time. Classic style may be mandatory.
- b) The finish lane is hard fenced.
- c) Spectators' stands may be available.
- d) A finish gantry or vertical advertisement structure is mandatory.
- e) Medical area and recovery area are in close proximity and heated.
- f) Hot drinks and blankets for all competitors are available in the finish area before entering the mixed zone.

- g) Transition area, Anti-doping rooms, Press center, Officials rooms should be within 100m from finish:
 - Protected areas are organized within the finish zone for:
 - » Paramedics, first aid
 - » Time Keeper
 - » VIPs

7.3. CROSS TRIATHLON

7.3.1. General conditions



- a) Cross triathlon competitions are held under ITU Competition Rules.
- b) This section of the document provides some additional information on cross triathlon which is specific and could not be included in the previous sections.

7.3.2. Courses

- a) The layout of the different courses must allow for safe, fair and fast competition.
- b) Spectator and media friendly design should be taken into consideration.
- c) Hills and descents must not be so steep that they are unsafe, on foot or mountain bike.

7.3.3. Pre-race procedure

- a) The race briefing has to be held 1 day prior to the first competition. Space has to be available for the athletes, coaches and officials.
- b) Opening ceremony, pasta party, awards ceremony and banquet can be organized for the athletes, coaches and officials.
- c) Race package has to be given to the athletes after the Race briefing, included (besides listed in the ITU Competition Rules).

7.3.4. Transition Area

- a) The general guidance to build this area is to allow safe and fast transition, is listed in the FOP operations section of this document.
- b) Bike racks must allow a minimum 1 metre per competitor.
- c) Lowest race numbers closest to the exit.
- d) Locker rooms and shelter must be available close to TA.
- e) A coaches' area is organized to allow coaching without interfering with race progress.

7.3.5. Mountain Bike

- a) Start and finish should be in the same area. A lap shall be no more than 10 km long.
- b) The course for a cross-country race should include, where possible, forest roads and tracks, fields, earth or gravel paths and significant amounts of climbing and

descending. Paved tarred/asphalt roads should not exceed 15% of the total course.

- c) The course must be free of all significant obstacles except those which have been expressly included or about which the riders have been warned. There must not be any obstacles that might cause a crash or a collision in the transition areas.
- d) No motorized traffic besides officials and safety is authorized on the course.
- e) Directional signage is placed at 2m high.
- f) Not less than 95% of the circuit must be completed by riding the bike. The circuit must be planned in a way that overpassing is possible in its majority.

7.3.6. Running

- a) The run segment must be planned with a cross country run concept.
- b) The course for a cross-country race should include, where possible, forest roads and tracks, fields, earth or gravel paths and include significant amounts of climbing and descending. Paved tarred/asphalt roads should not exceed 15% of the total course.
- c) Spike shoes are allowed
- d) No motorized traffic besides officials and safety is authorized on the course.
- e) Directional signage is placed at 2m high.

7.3.7. Finish

The finish straight must be at least 60m and allow for a sprint finish for several competitors.



For any suggestions or questions regarding the Events Organizers' Manual (EOM) please contact Thanos Nikopoulos - Senior Manager, Technical Operations.

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ITU EVENT ORGANISER'S MANUAL

PART 8

APPENDICES

KEY TO ICONS

Some icons have been developed to draw attention to the reader to important information.



This icon highlights to the LOC all the documents/information that need to be submitted to the ITU for approval.



This icon informs you that a tool is available to simplify your work. It can be accessed via the TD assigned to your event or ITU Sport Department..



This icons provides some insights to the reader.



This icons invites the readers to download a document found on the web



This icons relates to a checklist helping you to ensure consistency and completeness in carrying out a task.

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8.1. APPENDIX 1: BUDGETS' TEMPLATE

ITU TRIATHLON WORLD TRIATHLON SAMPLE BUDGET TEMPLATE

BUDGET SUMMARY	VIK	CASH	TOTAL
REVENUE			
Government Funding			
City/Municipal Funding			
Corporate sponsorship			
Race Entry Fees			
Other revenue			
VIK Corporate Donations			
VIK Donations from City/Municipality			
EXPENSES			
Promotions & Media			
Events/Social functions			
Office & Administration			
Sponsor Services			
ITU Congress			
ITU Race Office			
Course Set Up & Race Operations			
Administration			
TOTALS			

BUDGET SUMMARY	VIK	CASH	TOTAL
PROMOTIONS & MEDIA			
Promotion – Advertising			
Media Ads			
Radio Ads			
Television Ads			
Souvenir Program			
Design			
Production			
Literature/Posters			
Design			
Production			
Race Media Centre Park			
Equipment, lease			
Media Conferences			
Cell phones /land lines			
Internet hook ups			
Community Awareness			
Promotional Flyers			
Brochure			
Newsletters			
Banners (bridges and other)			
Street Pole dressing			
Mascot			
Design and creation			
Appearance Fee			
Cleaning			
Television Production			
ITU TV production fee			
Motorcycles and drivers x 3			
5 radios on separate channel			
Local TV production (incase of LOC acquiring a host broadcaster)			
News feed costs			
ITU Live coverage fee			
6 radios for Livecoverage team on separate channel			
6 cell phones, one land line			
High speed Internet connection with hub			

BUDGET SUMMARY	VIK	CASH	TOTAL
Website			
Creation and Maintenance			
Contingency			
Other			
TOTAL PROMOTIONS & MEDIA EXPENSES			
EVENTS/SOCIAL FUNCTIONS			
Final award banquet			
Facility costs			
Entertainment			
Food/Beverage			
Audio Visual Support (at least 2 big screens and projectors and microphone and podium with adequate surround sound)			
Decorations			
Trophies and other			
Transportation			
Complimentary VIP guest costs			
Contingency			
Pasta Party			
Facility costs			
Food/Beverage			
Audio Visual Support			
Contingency			
Opening ceremony			
Municipal Costs (i.e. street closures etc)			
Flags and flag poles			
Entertainment Programme			
Audio Visual Support			
VIP hosting costs			
Contingency			
Welcome reception facility costs (150-200 persons)			
Facility costs			
Food/Beverage			
Entertainment			
Audio Visual Support			
Contingency			
TOTAL EVENTS/SOCIAL FUNCTIONS			

BUDGET SUMMARY	VIK	CASH	TOTAL
OFFICE AND ADMINISTRATION			
Facility rental			
Furniture			
Computers/printers/photocopiers/laminators			
Internet			
Fax/Phone			
ITU Rights Fee			
ITU Timing fees			
ITU Prize Money			
ITU Accommodation			
ITU Athlete Accommodation			
ITU/VIP and athlete transportation			
ITU/VIP Welcome Gifts			
Insurance			
Legal fees			
Staff (contract & salary)			
Stationery			
Letterhead			
Envelopes			
Business cards			
Invitations			
Office Supplies			
Parking			
Accreditation costs			
Athletes Programme Booklet			
Competition supplies (swim caps/numbers)			
Athlete gifts (t-shirt, bag etc)			
Athlete package expenses			
Volunteer Handbook			
Volunteer training expenses			
Volunteer uniforms			
Volunteer recognition			
Staff Travel			
Staff uniforms			
Staff meeting expenses			
Bank/Credit Card charges			
Contingency			
TOTAL OFFICE AND ADMINISTRATION			

BUDGET SUMMARY	VIK	CASH	TOTAL
SPONSOR SERVICES			
Sponsor package development			
Sponsor recruitment expense			
Sponsor Souvenir Clothing			
Sponsor Plaques / Appreciation Gift			
Signage			
On Course			
Gantries			
Backdrops			
Composite Boards			
Other			
TOTAL SPONSOR SERVICES EXPENSES			
ITU CONGRESS			
Facility to accommodate 200 persons for 2 days (one day for set up and day of Congress)			
Audio Visual (big screen, microphones, personnel support)			
2 coffee breaks			
Lunch			
Notepads and pens for 200			
TOTAL ITU CONGRESS EXPENSES			
ITU RACE OFFICE			
ITU staff office for 12 persons with desks and chairs x 7 days			
ITU media office for 10 persons with desks and chairs x 6 days			
2 coffee breaks			
High speed internet for both office with hubs			
One desk top computer with high speed printer/ photocopier in ITU staff office			
Stationary and office supplies			
Water and refreshment fridge			
Contingency			
TOTAL ITU RACE OFFICE EXPENSES			

BUDGET SUMMARY	VIK	CASH	TOTAL
COURSE SET-UP / RACE OPERATIONS			
Site Labour			
Police and road closure costs			
Emergency Response Department (ERD)			
Transportation - Busing if required for athletes and others			
Traffic supplies and road repair			
Communications /Radios and cell phones			
Utility hook-ups			
Internet and phone hookups			
Water Facility Improvements			
Waste management/recycling			
Bike rack construction			
Scaffold and platforms (for TV and other)			
Swim Start pontoon			
Carpet			
Cones			
Hard fencing			
Flag poles			
Podium production			
Hardware Supplies			
Lake Buoys & Markers			
Site Labour			
Electrical kits / water kits			
Rain Ponchos			
Flowers and other site dressings			
On site Rentals			
Tables/Chairs, etc.			
Tents			
Flooring (vendors)			
Air Horns			
Red Carpet for podium presentation			
Medical Cots, sheets, blankets, towels			
Massage Tables			
Fans for Medical Tent			
Fridges			
Medical Supplies			
Cool down baths for medical			
Showers			
Toilets and toilet supplies			

BUDGET SUMMARY	VIK	CASH	TOTAL
Boats			
Heavy Equipment			
Food Services			
Athletes			
Volunteers			
Media			
VIPs (Food / Beverage)			
Food for set-up crew			
Water for set up crew			
Water for Athletes			
Sport Drink, Pop, Juice			
Sport Bars			
Ice			
Signage			
Course Directional Signage			
Way-finding signage			
Share the road signs for public awareness			
Security			
Security (overnight staff)			
Security Housing			
Storage Areas (on-site trailers)			
Lighting/Generators/Loader			
Vehicle Expense			
Car insurance			
Gas			
Rental vehicles			
Gators			
Golf Carts			
Motorcycles and helmets			
Boats			
Other Items:			
Sound System			
Large TV Screens			
Maps and CAD drawings			
LOC Timing and Scoring			
Referees-Tech Delegate-Room, board, travel			
Contingency			
TOTAL RACE OPERATIONS EXPENSE			

8.2. APPENDIX 2: OPERATIONAL SCHEDULES

8.2.1. Critical path

Concept and Committee Development	Comments	Who is responsible	Date	Tick when completed
Recruit Director of Operations				
Proposed budget set up				
Critical Paths				
Recruit Technical Operations Manager				
Recruit Venue Operations Manager				
Start Recruit Venue Team				
Start Recruit Technical Team				
Roles and Responsibilities agreed				
Vision and objectives agreed				
Forward to Director of Support Services the final needs of staffing				
Preliminary Planning				
Agenda and monthly targets set				
Provisional Event Schedule				
Course Proposal				
Venue Layout Proposal				
Technical Elements Evaluation				
Permits/ Approvals				
SKAS <i>Sport Key Activities Schedule</i>				
Athletes' Estimated Race Times				
Parallel Events Layout				
Timing Companies quotation				
AG Registration Data				
Finalizing Eq List				
Elevation Tables				
Quotation on Equipment				
Planning and Implementation				
FOP Management Plan				
Preparation of Operational Maps				
Venue Planning Phase 1	Validated Functional Area Listings, Venue Block Plan, 1st FF&E & Technology Needs Assessment			
Catering Plan				
Timing Plan				

Concept and Committee Development	Comments	Who is responsible	Date	Tick when completed
AWAD Handling Plan				
Marine Operations Plan				
Medical Operations Plan				
Communication Plan				
Contingency Plan				
Transportation Plan				
Familiarization Plan				
Venue Planning Phase 2	2nd FF&E & Technology Needs Assessment, Room Data Sheets, Detailed Venue Design, Room Layouts			
Training Sites Plan				
Accreditation Plan	Zoning, Dot Plan, Security			
Integrated Time Schedule				
TV Logistics Plan				
Aid Station Operations Plan				
Staff Manual				
Branding Plan				
Venue Planning Phase 3	Final FF&E & Tech. Allocation Plan, Space by Space Bump-in Schedule, Final Venue Design, Fit-out Schedule			
Venue Operations Manual				
Eq Drop Off Plan				
MDS	Main Delivery Schedule			
SOT Plan	Specific Operations Team Plan			
Rehearsal Plan				
DRS	Daily Run Sheet			
Way finding Signage Plan				
Evacuation Plan				
Photo Marshaling Plan				
Spectator Services Plan				
Traffic Management Plan/ Map				
Civil Work Report				
Analysis and Future				
Debriefing				
Detailed Report				
Transfer of Knowledge				

8.2.2. Project Plan Summary

[illegible]

8.2.3. Project Plan Guidelines

This project plan is capturing the deliverables has to send to the ITU TD for approval. It has been splitted in a number of columns as Functional Area (FA), list of Deliverables, LOC responsible person to deliver and the timeline per month. The project plan is splitted in micro circles of a period of 2 months for a better management of the report. The top section of the plan includes some key dates that they are driving the planning process. A period is determined as competition readiness which is basically a minimum 3-week period prior to the competition when all the plans and deliverables need to be submitted and approved. Each micro circle is finishing with a general review of the event budget and the project plan and begins with the submission of the bi-monthly stakeholders' report by the LOC and a progress report Conference Call with the TD or a TD site visit. We are using orange color for determining specific dates, green for the beginning of a specific planning process, red the end of the planning process and with grey the period in between. With it we identify the planned review date of the specific item.

Short explanation of the deliverables:			
Access control plan & zoning:	Venue map with the main access points to the different accreditation zones. (see EOM: § 2.14.12)		
Accreditation plan:	The document within the LOC explores the hotel availability, booking process and payment process. (see EOM: § 3.2.5)		
Athletes' guide:	The document that captures the different accreditation categories, the access rights and the distribution process per day, per event and per client. (see EOM: § 2.14)		
Athletes' training plans:	The document that captures all the essential athletes information, competition procedures and the locally provided services available pre, during and post competition. (see EOM: § 3.2.19)		
Bike/run course measurement certificates:	The scope of service for the provided athletes' training facilities (swim, bike, run-course familiarizations). (see EOM: § 3.2.7 & 3.2.8)		
Bike/run course measurement certificates:	The bike/run course measurement certificates (see EOM: § 4.5.3 & 4.10.4)		
Bike/run course operational maps:	Detailed maps with all the operations information (location, equipment distribution etc.). (EOM: § 4.5.3)		
Bi-Monthly stakeholders' reports:	Applicable: LOC report on the event's progress in all the FA which is submitted to the Stakeholders of ITU.		
Branding plan:	Includes the artwork of all the branding materials and the banners distribution around the course (EOM: § 6.8)		
Build plan:	Detailed time lines of the venue-building schedule (EOM: § 5.5)		
Cables plan:	Plan that clearly shows the cabling path around the venue and clearly identifies any crossing of the FOP (EOM: § 5.5)		
Camera plan:	Includes camera locations, movements and detailed lists for equipment that is needed for the TV production		
Catering plan:	Document that captures the catering needs of the venue and the course.		
Cold/warm stress conditions preparations:	Measurements in place for managing extreme cold or warm weather conditions (EOM: § 6.3)		
Communication plan:	The document that captures the number of radios and communication channels needed to operate the event. (EOM: § 6.6)		
Competition Medical Management:	The course medical coverage plan (EOM: § 6.3)		
Contingency plan:	Plan devised for an outcome other than the usual / expected plan. (EOM: § 6.10)		
Daily competition activities schedule:	Running order of scheduled activities, before, during and after competition.		
Daily run sheet:	TD's minute-by-minute activities schedule per day		
Doping control plan:	The number of tests, the list of the provided facilities and manpower (EOM: § 6.4)		
Entries - AG:	Deadline of AG entries		
Evacuation plan:	The document that captures the immediate and urgent movement of people away from the threat or actual occurrence of a hazard (EOM: § 5.5)		
Fencing and barriers plan:	The distribution of fencing and barriers on the FOP (see EOM: § 4.5.3)		
F&E distribution plan:	Furniture, fixtures and equipment distribution in all the venue facilities (EOM: § 5.5)		
FOP equipment deployment plan:	The specific plan which includes the distribution of the FOP equipment and the specific timelines (EOM: § 4.5.3)		
LOC structure:	The organogram of the LOC (see EOM: § 2.1)		
Marine plan:	The document which includes all marine activity particular to the swim course operations (set up, safety, equipment). (EOM: § 4.3.2)		
Media operations plan:	Includes locations, movements and timelines of the FOP media areas.		
Medical plan:	The overall medical plan that covers the whole scope of service (see EOM: § 4.3)		
Moto requirement plan:	Total need of motorbikes and scooters per race per day (see EOM: § 4.5.3)		
On site sport presentation plan:	The plan detailing the on-site sport presentation (EOM: § 6.9)		
Open & closing ceremonies plan:	Arrangements around the opening and closing ceremony. (see EOM: § 2.14.12)		
Progress report conference call:	Follow up Conference Call between the LOC and TD on the event's preparations.		
Project plan / critical path:	The existing plan (see EOM: § 2.11)		
Provisional schedule:	Schedule that captures the key athlete activities in the event. (see EOM: § 2.9)		
Registration materials:	The detailed list of the race package contents (see EOM: § 3.2.13)		
Registration plan:	The detailed plan of the registration area layout and the race package distribution (see EOM: § 3.2.13.1)		
Road surface reconstruction plan:	Detailed analysis from the areas that need to be reconstructed with clear timelines (EOM: § 4.5.4)		
Road surface reconstruction plan:	Race course risk assessment conducted by the TD, the results of which might lead to a number of changes on the course (see EOM: § 4.5.4)		
Road risk assessment plan:	The document that captures and depicts the signage needed for the route (EOM: § 4.5.3)		
Road signage plan:	The detailed venue layout (EOM: § 5.5)		
Site plan:	The document that captures all the provided services for spectators with specific provision on road closures and best viewing areas. (see EOM: § 5.5)		
Spectator services / spectators' guide:	The materials and scheduled sessions for the volunteers and staff training. (see EOM: § 3.14)		
Staff training plan:	The scope of service and timing of distribution (see EOM: § 6.2)		
TD services:	The provided services for the TD (catering, transportation, uniform, equipment) (see EOM: § 3.4)		
Traffic management plan:	The traffic plan for the course road closure and the affected normal traffic. (see EOM: § 4.5.4)		
Training sites booking:	Procedure for booking training facilities if needed (see EOM: § 3.2.7)		
Transition zone set up plan:	The detailed plan for the transitions of all events (see EOM: § 3.14)		
Transportation plan:	The scope of service for the transportation of all Stakeholders from/to the Airport, from/to the Venue and before, during and after the Competition (see EOM: § 3.7)		
VCC operation plan:	The scope of service and the procedure of the Venue Command Centre (EOM: § 6.6)		
Venue map:	The generic venue layout (EOM: § 5.5)		
Venue sound system plan:	The loud speakers distribution around the venue with specific information on cabling (see EOM: § 5.3)		
VIP services plan:	Scope of service both on site and off site for the VIPs (see EOM: § 3.3)		
Volunteer distribution plan:	Scope of the volunteer needs per area (see EOM: § 3.1.2)		
Volunteer rostering:	Capture of the different shift patterns and venue activity (see EOM: § 3.1.2)		
Water quality:	The submission of the water quality tests according to the competition rules (see EOM: § 4.3.4)		
Waves' calculation:	The breakdown of the AG wave starts which calculates the athletes' distribution on the course. (see EOM: § 4.2.4)		
Way finding signage plan:	The distribution, location and orientation of the way finding signage around the venue (see EOM: § 5.4)		

8.3. APPENDIX 3: MARINE OPERATIONAL PLAN (OLYMPIC GAMES LEVEL COMPETITIONS)

8.3.1. Introduction

This plan describes in detail the swim course configuration, personnel, equipment, movements by personnel (boat, lifeguard, scuba) and other issues relevant to the operations of the Triathlon swim course (FOP), including the framework in which all functional areas (FA's) involved will operate. It has been applied to an ideal competition.

8.3.2. Competition schedule

The competition schedule is the following:

Women's race

Start: 10:00

Women's final

Men's race

Start: 13:30

Men's final

Race venue

8.3.3. Course familiarization

Familiarization Sessions are designed to allow all teams to conduct an "on the field of play" practice on the competition field:

For the swim course the following sessions are planned:

- Day 1: **14:00 – 17:00** Swim course training
- Day 2: **14:00 – 17:00** Swim course training
- Day 3: **17:00 – 20:00** Swim course training
- Day 4: **07:30 – 10:30** Swim course familiarisation
- Day 5: **07:30 – 10:30** Full rehearsal
- Day 6: **07:30 – 10:30** Swim course familiarisation
- Day 7: **14:00 – 17:00** General training

8.3.4. Staff Planning

a) Triathlon staff

For the design, creation, operation and organization of the triathlon swim course, the LOC have included in its plan a team who will operate under the directions of the field of play (FOP) coordinator. The technical operations manager will also manage this team, where operations involve technical issues.

The organizational plan (structure) of this team is:

b) Swim course supervisor

The Swim course Supervisor is to ensure the following:

- Everything is in place according to ITU regulations;
- Supervise the lifeguards and scuba divers;
- Work together with ITU technical officials, medical services, doping control, sport presentation and the media;

- Attend all briefings as required;
- Inform staff about any problems;
- All staff have a copy of the event program and start lists;
- Collect all equipment and supervise set up on FOP;
- Assist with escorting athletes (onto the pontoon, exiting swim);
- All barriers are in their correct position;
- All buoys, markers, the pontoon is safe, stable and in position;
- Only accredited persons are inside the FOP;
- Team managers and media remain in their appropriate positions;
- Pontoon is marked 1 → 80 for athlete starting positions; with a pre-start line starting with one from the right facing the first turn buoy;
- Confirm with TD the official measurement for each section of the swim course and total distance is accurate;
- FOP clear for race start;
- Report to the FOP coordinator prior to announcement of athletes to the pontoon;
- Contact FOP coordinator in event of emergency;
- All equipment signed for (received) is returned; and
- Provide a post-race (written) report to the FOP coordinator.

c) Boats and their drivers

Five (5) surf boats (inflatable) will be available. The boat drivers must be aware of the rules concerning proximity to the athletes in the water (expected instruction from ITU technical official). The boats will be used as follows:

BOAT	CREW
1	Driver (swim team leader), 1 technical official
2	Driver, 1 lifeguard
3	Driver, 1 technical official
4	Driver, 1 technical official
5	Driver, 1 medical staff, 1 lifeguard

d) Lifeguards

Ten (10) lifeguards will attend the event to assist in controlling safety and direction on the Swim course (FOP).

The lifeguards are to ensure the following:

- In case of a false start carefully stop the athletes;
- Athletes round the turn buoys without cutting the course and without endangering themselves underneath the turn buoys; and
- In the event of an emergency, the chief lifeguard becomes the swim coordinator and controls the FOP. All personnel on the FOP must follow the directions of the chief lifeguard.

e) Scuba divers

A team of six scuba divers will be on the FOP to ensure the safety of the athletes from under the surface, as well as to perform a final check of the turning buoys and markers pre-race.

The scuba diving team are to ensure the following:

- Calculate exact locations for the anchors holding the buoys;
- Set up the buoys;
- Work underwater for the set up of the anchors;
- Remove anchors and buoys after the events; and
- During the events work underwater and ensure athlete safety.

f) Jet ski drivers

A team of three jet ski drivers will be on the FOP to ensure the safety of the athletes. The jet skis will carry rescue sleds and they will interfere in case of an emergency.

g) Swim course team leader

The swim team leader is to ensure the following:

- Confirm boat crews;
- Be on the FOP during the events (swim). The team leader will be the eyes and ears for the swim supervisor;
- The FOP is clean (boats adhere to the rules);
- Work together with ITU technical officials, scuba diving team, lifeguards and the media;
- Appoint a chief lifeguard;
- Check if boats require fuel;
- Confirm entry of the 10 lifeguards on the FOP;
- Check entire FOP for hazards, marine life etc;
- Water depth at the dive start is sufficient (minimum ~1.6m);
- Scuba diving team approve positions of turn buoys;
- Lifeguards in position for possible false start;
- Ensure all operations stay close to the FOP, as security will be in place 50m or further from the FOP;
- Provide any final instructions to lifeguards as required;
- Brief boat drivers on how to act on the FOP. Any crew member wishing otherwise the driver must contact swim supervisor for approval (of movement);
- After final athlete exits the water coordinate sweep of the FOP; and
- Liaise with scuba diving team and lifeguards and provide a report to the FOP coordinator. Advise the swim supervisor of reporting items.

8.3.5. Familiarizations & competition schedule

Various staff, volunteers and other personnel will be involved in the following schedule subject to change. These times are only a suggestion but the amount of time devoted to each activity should be adhered to.

DAY	TIME		PLACE	ACTION	WHO IS INVOLVED
	START	FINISH			
Day 1	07:30	07:45	Venue	Check in	LOC
	08:20	08:40	Venue	Entrance in the Swim Course	Swim course staff
	08:45	10:10	Venue	Athletes' Familiarization 09:00-10:00	Swim course staff
	10:15	10:40	Venue	Exit from the swim course	Swim course staff
	10:45	11:00	Venue	Check-out	LOC
Day 2	07:30	07:45	Venue	Check-in	LOC
	08:20	08:40	Venue	Entrance in the swim course	Swim course staff
	08:45	10:10	Venue	Athletes' familiarization 09:00-10:00	Swim course staff
	10:15	10:40	Venue	Exit from the swim course	Swim course staff
	10:45	11:00	Venue	Check-out	LOC
Day 3	07:30	07:50	Venue	Check-in	
	08:10	08:20	Venue	Entrance in the swim course	Swim course staff
	08:20	09:35	Venue	Athletes warm up 08:30- 09:30	Swim course staff
	09:20	09:40	Venue	Divers on the course	Divers
	09:40	10:30	Venue	Women's competition 10:00- 12:30	Swim course staff
	10:30	10:45	Venue	Exit from the swim course	Swim course staff
	12:15	12:25	Venue	Entrance in the swim course	Swim course staff
	12:30	13:10	Venue	Athletes warm up 12:30- 13:10	Swim course staff
	12:50	13:10	Venue	Divers on the course	Divers
	13:10	14:00	Venue	Men's competition 13:30- 15:50	Swim course staff
	14:00	14:15	Venue	Exit swim course	Swim course staff

8.3.6. Communication

Swim course staff will cover its communication needs through the FOP channel. The distribution of the radios (all on TR_FOP channel) will be as follow:

- 1 radio to the FOP coordinator;
- 1 radio to the technical operations manager;
- 1 radio to the swim supervisor;
- 1 radio to the swim team leader;
- 1 radio to each technical official; and
- 1 radio for each boat driver.

8.3.7. Accreditation

a) General

There will be a time when the swim course will be in lockdown and no non-event

boats will be allowed to enter.

b) Procedure

The Event Organizer will put the accreditation on these boats (flag-number), recognized as:

BOAT	STICKER NUMBER	FLAG	CREW
1	1	blue colour with a yellow logo "ITU"	Driver (swim team leader), 1 technical official
2	2	red with white logo "Rescue"	Driver, 1 lifeguard
3	3	blue colour with a yellow logo "ITU"	Driver, 1 technical official
4	4	blue colour with a yellow logo "ITU"	Driver, 1 technical official
5	5	white colour with a red cross	Driver, 1 medical staff, 1 lifeguard

The boat of the broadcasters will be accredited with:

BOAT	STICKER NUMBER	FLAG	CREW
6	6	yellow with black logo "TV crew"	Driver, TV crew

The jet ski will be carrying the following flags:

JET SKI	STICKER NUMBER	FLAG	CREW
Jet ski 1	7	red colour with a white logo "Rescue"	Driver
Jet ski 2	8	red colour with a white logo "Rescue"	Driver
Jet ski 3	9	red colour with a white logo "Rescue"	Driver

Only these accredited boats and jet skis listed are permitted to move within the secured perimeter during familiarisation, and competition hours.

8.3.8. Set up of FOP

The director of operations and swim course coordinator will commence measurement of the course using instruments of accuracy. They will make depth, distance and accuracy measurements.

The TD will work with the director of operations to make sure that everything must be in place by a set date. The swim course team will place warning lamps on the signals during the whole period that the signals and the buoys remain in the water. For the set up of each buoy they will use sand anchors connected with the buoys by chain and elastic rope, for best stability. Under each buoy lead weights will be placed for best floatation. A platform will be used in the water to transport and install equipment.

8.3.9. Operation plan

The swim team leader will be on the FOP, in the same boat with a technical official. The swim coordinator will remain on the pontoon during the competition, assisting with the control of all movement on the swim course.

a) Check-in, meeting point and embarkation

All staff should be in position 10' before the start of their duties.

b) Leaving of the pontoon

Photographers willing to be on a boat:

Women's competition

- Photographers on board:
- Exit from the boat prior to the end of the first lap:
- Exit from the boat after the end of the swim leg:

Men's competition

- Photographers on board:
- Exit from the boat prior to the end of the first lap:
- Exit from the boat after the end of the swim leg:

c) Location of boats before the start:

BOAT	LABEL	LOCATION
1	ITU	Behind the photographer's pontoon in-line with start
2	RESCUE	Inside first turn buoy
3	ITU	Inside second turn buoy
4	ITU	Inside third turn buoy
5	MEDICAL	Outside of FOP in the middle of the third leg of the swim course
6	TV Crew	Inside of FOP close to first leg red marker (small buoy)

d) Location of paddle boards/canoes before the start

PADDLE	LOCATION
1	left side of swim channel 30m beyond end of photographer's pontoon in case of false start
2	left side of swim channel 30m beyond end of photographer's pontoon in case of false start
3	Left side of swim channel 30m beyond end of photographer's pontoon in case of false start
4	right side of swim channel 30m beyond end of photographer's pontoon in case of false start
5	Inside first turn buoy
6	Inside second turn buoy
7	Inside third turn buoy
8	Inside fourth turn buoy

e) Location of scuba divers before start

SCUBA DIVER	LOCATION
1, 2	15m from the start line
3, 4	Turn 1
5, 6	Turn 3

f) Location of jet ski before start

JET SKI	LOCATION
1	Outside the FOP at the second leg
2	Outside the FOP at the third leg
3	Outside the FOP at the fourth leg
Jet ski	Location

g) Movement in case of a false start

If a false start is signalled by the race referee with repeated sounds of the start horn, the 4 paddle boards 30m from the start will move to a line in front of the athletes, with all boards side on. Lifeguards will prevent the athletes from moving past this line without creating harm. If any athletes appear to be not stopping, lifeguards must approach from side on, not front on.

When returning to the pontoon start, athletes must move to the end of the pontoon closest to the shore, where steps are located. Athletes will return to their start positions under instruction from the ITU technical officials.

h) Movement during the race:

Craft/personnel on the swim course will observe the following movement patterns:

CRAFT	LABEL	MOVEMENT
Boat	1	Move into swim channel and remain at the back of the field. Observe movements of all craft and general FOP. Can follow field around turn buoys.
Boat	2	Remain in position
Boat	3	Remain in position
Boat	4	Remain in position
Boat	5	Move in case of emergency
Boat	6	Move alongside lead athletes inside FOP.
Jet ski 1	7	Move in case of emergency
Jet ski 2	8	Move in case of emergency
Jet ski 3	9	Move in case of emergency
Paddle board/ canoe	1	Follow lead pack inside FOP. Must move inside turn buoys.
Paddle board/ canoe	2	Follow second pack inside FOP. Must move inside turn buoys.

CRAFT	LABEL	MOVEMENT
Paddle board/ canoe	3	Follow towards back of field inside FOP. Must move inside turn buoys.
Paddle board/ canoe	4	Chance place and remain in position
Paddle board/ canoe	5	Remain in position
Paddle board/ canoe	6	Remain in position
Paddle board/ canoe	7	Remain in position
Paddle board/ canoe	8	Remain in position
Scuba team	1,2	Remain in position
Scuba team	3,4	Remain in position
Scuba team	5,6	Remain in position

- All boats must move inside the FOP with minimum speed;
- Boats must ensure a minimum distance of 10m from the athletes;
- Paddle boards/canoes following the field must remain between the boats and the athletes, ensuring where the TV boats travel not to obstruct TV/camera footage;
- Paddle boards/canoes on turns or markers must have the nose of the board pointing in towards the buoy and ensure athletes are not swimming behind or into paddle craft;
- Paddle boards/canoes will not lead athletes at any stage of the race. They must remain on the side of athletes unless emergency circumstances determine otherwise;
- Any boats (other than boat 1) wishing to cross sides of the FOP can only do so from behind boat 1 and with permission from the swim coordinator;
- Boats 6 and 8 must turn inside the turn buoys and not impede the 20m restriction zone (between any athletes and boat). Paddle boards/canoes will be 10m from the athletes, boats will be 10m from the paddle boards/canoes; and
- For the second lap, boats 1,6,8 and the canoes/paddle boards 1,2,3 can move with the athletes until the red mark buoy of the last leg and then can move around the pontoon and follow the athletes again, following the same route with minimum speed.

i) Movement in case of emergency

In case of an emergency, the only boats which should be near the area, are medical (5), rescue jet ski and ITU (1). All other boats must move away (or follow the directions of the CL). The jet skis will be chosen to carry the athletes outside the FOP. Any boat/jet ski which renders assistance to any athlete under emergency circumstances will then proceed to the rescue area, on the left hand side of the venue where the ambulance has access.

j) Movement in case of mechanical problems

If a boat is to experience mechanical failure during the competition, it must be

anchored immediately. In the event the boat with mechanical failure is the medical team or lifeguard team, a transfer of personnel between boats must be managed by the swim team leader.

k) Movement after the end of the swim course

The red marker on the last leg of the swim course, closest to the pontoon on return to shore, signals the end of any boat, paddle board/canoes or scuba movements. Any boats or board paddlers reaching this point must ensure the last athlete has passed, before coming to the pontoon.

Personnel remaining in position during the competition must do so until signalled to move via radio or whistle from swim team leader (boat 1). All boats, all paddle board/canoes lifeguards, jet skis and scuba divers will return to the area behind the VIP lounge.

8.3.10. Swim Course Staff Education

This procedure includes 3 parts, the specific theoretical education of volunteers, the training of swim course staff, the familiarization of the swim course staff and the simulation.

a) Theoretical education

The theoretical education will be specific education of the sport's volunteers. All of the paid staff will give to the volunteers their specific directives and they will interpret their competences precisely for them.

b) Practice

There will be a number of training sessions for the swim personnel. The following issues will be discussed:

- Movements of boats for the embarkation of all the clients;
- Location of all staff just before the start;
- Movements in case of a false start;
- Movements at the duration of the race;
- Movements in case of emergency;
- Communication with radios; and
- Movements after the end of the swim course.

c) Familiarization and Simulation

During swim course familiarization and venue simulation where all staff can practice on the FOP, the following working inside the swim course in the following subjects:

- Movements of boats for the embarkation of all the clients;
- Location of all staff just before the start;
- Movements in case of a false start;
- Movements at the duration of the race;
- Movements in case of emergency;
- Communication with radios; and
- Movements after the end of the swim course.

The familiarization will take place with the help of athletes, who will simulate their positions in all of these subjects.

8.3.11. Availability of staff

The tide which exists in the swim area may create problems to the set up of the equipment. Accordingly, sport will have a number of staff available on a daily basis to assist with monitoring the equipment. After the closing hours of the venue, staff will be present on the venue in 30 minute maximum shifts from the alert call, when their assistance is expected.

8.3.12. Pack up of FOP

Immediately following the medal ceremonies of the men's event, sport will commence the packing up of the FOP, including all swim course equipment. This operation must be finished by the end of the day.

Concerning the swim course, the swim course coordinator, the swim course team leader and the divers will remove all the equipment. All of these equipment items will be brought to sport equipment containers, where the sport equipment coordinator will collect them.

8.3.13. Swim area cleaning

Primary responsibility for cleaning the swim area rests with the contractor of the clean and waste (CLW) functional area. Eight boats will be on side from sports' side, which can act in case of pollution. All staff and contractors will be requested to assist CLW by avoiding littering the area. In the event of any jelly fish or other marine life potentially causing unrest or danger with the athletes, CLW will be requested to enter the secured perimeter by sport through security to remove.

8.3.14. Contingency plans

The principle strategy to deal with problems such as weather, pollution, protest, etc. is delay or postponement of competition. If a serious problem does occur, it is most probable the requirement for the marine facilities will be extended. All contractors and authorities should have plans to extend the period of operation for up to 4 hours on competition day, including the possible rescheduling of the competition to another day.

Reports are received daily from the meteorological department. This information, including direct from local weather station, assists with preparation.

8.4. APPENDIX 5: DETAILED ACTIVITIES SCHEDULE

Venue operations, technical operations- Sample.

Detailed activities schedule - (venue operations, technical operations)

Friday, June 06, 2008

TIME		ACTIVITY	WHO
START	END		
4:00	5:30	Swim Course Set Up & Tear Down	Swim Course Set Up Team
4:15	4:30	Team Meeting with the Key Players	
4:30		Radio Distribution/ VCC Operational- Return	VCC Team
4:45		Accreditation Zone Activated	Security
5:00	6:45	Haybales distribution, Cones/Tubes on the Course	Sport Equipment Team
5:00	6:45	Aid Stations Set Up, Signage, Pedestrian Crossing Ropes	Sport Equipment Team
5:00	7:50	AG Transition Open base on the Waves	Services/ AG TZ Team
5:00	11:00	Athletes' Lounge Opens	Athletes Services
5:00	20:30	On Site Bike Mechanic Centre	Bike Mechanics Team
5:30	6:45	Hard Fence Set Up	Contractor
5:15	5:45	FOP Volunteers Check In/ Food distribution	All
5:15	6:30	Installation of Scrim on the Course	Look & Image Team
5:30	11:00	Road Closures (Stanley Park 05:30 to 10:30)	Police / Traffic Management Company
		Athletes' Warm Up	Unsupervised Area
5:45		Volunteer Buses Arrive at the Volunteer Tent	Contractor
6:00	8:20	Athletes Line Up at the Call Room per Wave	Start Zone Team
6:00	6:15	FOP Volunteers Drop Off by buses	Contractor
6:00	6:15	FOP Contingency Planning	FOP Supervisor
6:00	10:30	Moto drivers Arrival	Transportation Team
6:00	11:00	Medical Staff In Position	Medical Team
6:00	11:30	Ambulance in Positions	Ambulance
6:15	10:30	Medical Liaison Vehicle Available	Transportation Team
6:15		FOP Lock Done (Close the intersections, residential parking)	Bike Course Team
6:15	6:20	Photo Boat & TV Boats in Position	Swim Course Team / Start Zone Team

TIME		ACTIVITY	WHO
START.	END.		
6:15	6:20	Michael confirms the readiness of his team and inform Thanos	All
6:15	8:45	Lifeguards on water and in position	Lifeguards
6:30		Volunteer Buses parked at 2nd Beach Parking Lot	Contractor
6:30		Athletes' Race Start	
6:30	8:45	Swim Discipline Duration	Swim Course Team / Start Zone Team
6:30	10:30	Start Zone Coordinator, Swim Course Coordinator, TZ Zone Coordinator are reporting the movement of the First & Last Athletes: This is (coordinator), fist athlete completed ...leg, moves to...leg	Start Zone Coordinator, Swim Course Coordinator, TZ Zone Coordinator, Finish Coordinator
6:30	10:30	Escort Fist & Last Athlete Per Leg	Bike & Run Team
6:35	6:45	Transport Bus drivers from 2nd Beach to English Bay by golf cart	Transportation Team
6:40	9:45	Bike Discipline Duration	Bike Course Team
6:40	9:45	Team ready at Causeway R/B for Emergency Ambulance Access	Sport Equipment Team/ Bike Course Team
7:00	8:00	FOP Team water distribution, by ATV	Transportation Team
7:15	10:30	Run Discipline Duration	Run Course Team/ Aid Station Team
8:30	11:30	AG Transition Check Out	Services/ AG TZ Team
9:00	9:15	Transport Bus drivers from English Bay to 2nd Beach by golf cart	Transportation Team
9:30		Volunteer Buses depart from Parking Lot	Contractor
9:45		Open Fence from the Interaction & Residential Parking, starting from the Bike Course	FOP Team
9:45		Buses pick up Volunteers from the FOP, starting from the bike course. They have to wait at the 2nd Beach and come to the Venue through Stanley Park Drive & Beach	Contractor
10:00		6 vehicles will enter Stanley Park from the S/B Causeway (Downtown to North Shore) at 10:00 (after the end of the bike leg and prior to the public opening)	Special Operations/ Transportation Team
10:30		Open Fence from the intersection & Residential Parking	FOP Team
10:30		Aid Stations , Signage, Tear Down	Sport Equipment Team

TIME		ACTIVITY	WHO
START.	END.		
10:30		Tear Down Fence	Contractor
10:30		Tear Down Scrim	Look & Image Team
10:30		Haybells , Cones/Tubes on the Course, Tear Down	Sport Equipment Team
11:00		Venue Meeting With Key Players	

8.5. APPENDIX 6: RISK ASSESSMENT FORM

Route risk assessment

Event: _____
 Event Category: _____
 Date: _____
 Prepared by: _____

Hazards ID				Site Visit						
No	Location of hazard	Depth of hazard (Class from Low to High)	Location name	Reason/Explanation of risk from hazard	Existing / Potential	Impact	Severity	Measures to reduce the risk	Risk (Severity) / Location	Notes
1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
2	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
3	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1
4	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
5	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1
6	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1
7	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
8	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1
9	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1
10	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1
11	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1
12	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
13	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1
14	14.1	14.1	14.1	14.1	14.1	14.1	14.1	14.1	14.1	14.1
15	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.1
16	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.1
17	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1
18	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1
19	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1
20	20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1

8.6. APPENDIX 7: RUN COURSE MEASUREMENT MANUAL

8.6.1. Introduction

This document is based on the contents of the International Association of Athletics Federation (www.iaaf.org) and the Royal Spanish Federation of Athletics (www.rfea.es), with the necessary adaptations for the Spanish Triathlon Federation.

The official measurement of the run course will only be certified by the Technical Delegate or by an official appointed by him, on the assumption of "zero tolerance" in the measurement. The exact distance must be notified at the pre-race briefing.

The distance must be measured, in all distances, in the shortest possible course a competitor can follow inside the course.

We will follow two measurement procedures to create the validation or certification of a race:

- The '**route**' procedure is used when plotting the track of a course. Here we will monitor the run course with the LOC. Take note of the turns if it is a winding course;
- We need to know if we will be able to make use of the whole pavement or only part of it;
- If the 'route' procedure is done properly, we will get a perfectly measured course; and
- The process of '**measurement**' is used by the 'measurer', who is the person appointed to check the length of the course for validation.
- For this we will use the **measuring wheel**. It is necessary to validate the calibration of the wheel of measuring. We will use a metric tape of at least 25 meters, and we measure this distance with the wheel.

8.6.2. Run course definition

This one is the most important step at the moment of measuring a course. Before we could measure something we must know what to measure and it is necessary to know what sections of the course will be available for the athletes. Will they have the complete street from sidewalk to sidewalk? Will they run from the right or from the left side? Will the whole course will be over asphalt?

If it is hoped that the athletes go on one side of the road or way, this can cause uncertainty at the moment of measuring the corners or pronounced (marked) curves. The exact course should be defined by fences the day of the course about every restricted corner. It is a responsibility of the official in charge of measuring to indicate the above mentioned fences with accuracy. The result of the work will be a map that shows the complete course of the race. The map must be the sufficiently good thing in order that a stranger, using only the map, measures exactly what has been done before. If the tour has many restrictions, these must appear clearly in the map.

8.6.3. Make it simple

The easiest way to define a course is to assume that the triathletes will have access to the road or path in full.

But, if the course has many restrictions and fences, it can prove short if the LOC omits or misplaces the fences. So, it is important to make the course as simple as possible.

8.6.4. The shortest possible course

Once the limits of the run course have been determined, we are ready to measure. **The measured course must be the shortest possible one** inside the limits of the running course. We must follow the imaginary straight line when measuring. This is the correct path to follow. This means we must measure by getting close to the turning interior borders.

We have to take into consideration the start of the run course, that for us will always be the **middle point of the width** of the start gantry (duathlon, cross duathlon, aquathlon, winter triathlon) or the exit of the transition area (triathlon, triathlon cross).

The measured track must be 0.3m from the curb or the outer part of the course. Try to keep this distance in turnings and corners. We suggest walking close to the curb, and keeping the wheel with the opposite hand.

8.6.5. The run course map

We need to report our measurement and if this is not done in the correct way, the measurer will be the only person who knows it, where it starts or finishes. Spray paint the ground is not enough. The map must be good enough in order that the technical delegate or the organizer could return to plan the course, even if roads are going to be paved again.

Drawing a map is as important as measuring the track. The purpose of the course is to give information. It must show the route in a clear manner, with all the streets, roads and paths the course makes use of.

The map must show clearly the route of the course and all the streets, roads or ways that it uses. Include all the notes that are necessary to have a totally clear route. The maps generally are not shown to scale. The portions can be longer or sorted to show the details.

The map must describe the positions of the exit, the finish area and any turning point, also the last kilometre (optionally the last 500m), as well as the locations of the aid stations and signs of 200m distance to them, using the marked distances with tape. These descriptions must be sufficiently clear as to allow a person unfamiliar with the original measurement could replace with accuracy the points, even after the road had been paved and had eliminated all the marks that they had put down.

If a tour has been planned so that the athletes could use the whole road, causeway or way, the map will be easier to draw.

If the route is restricted (the whole road is not available) the map must show with accuracy how it must guide to the athletes towards the right course.

8.6.6. Measurement equipment

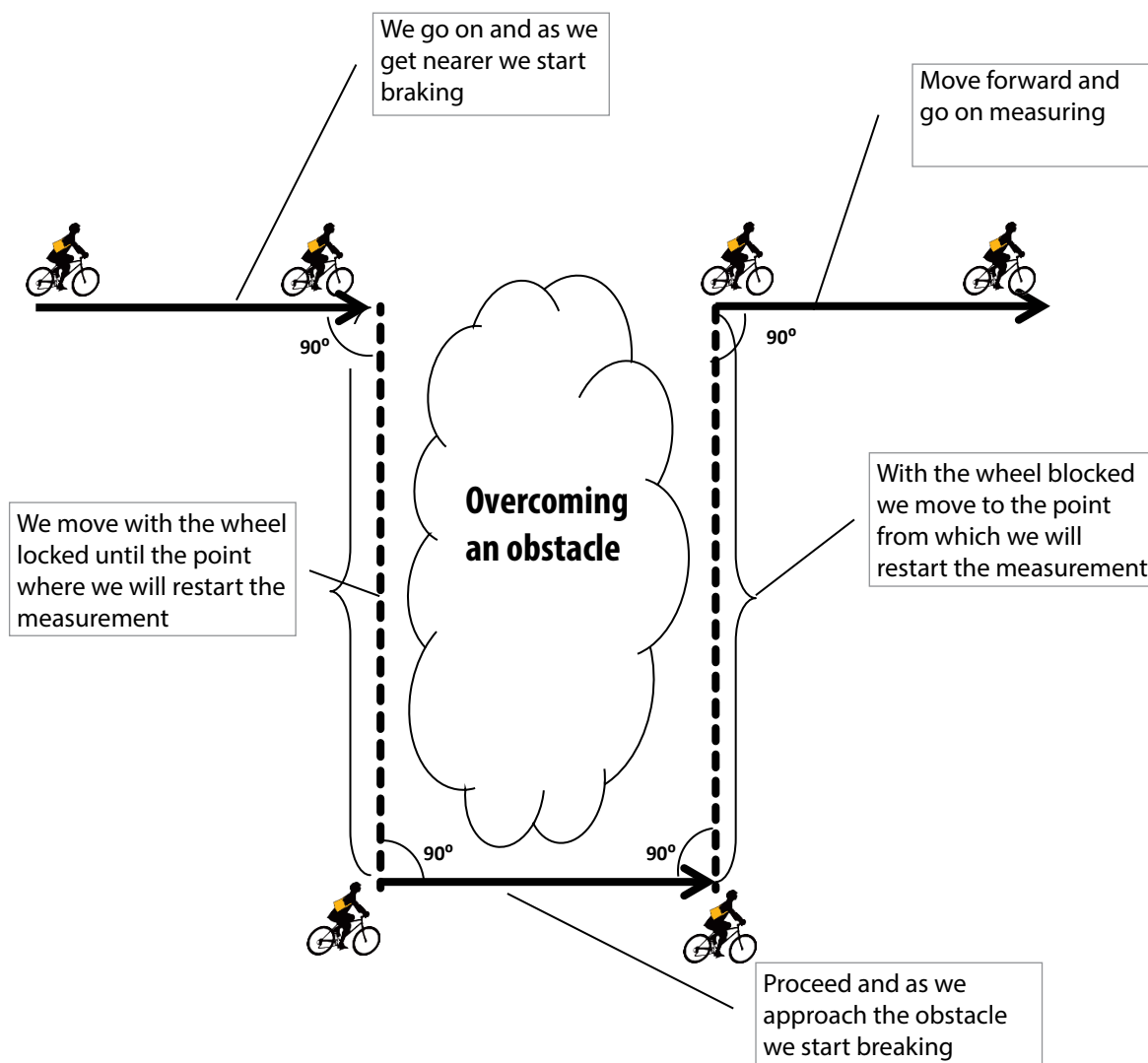
- a) Measuring Wheel. In good condition and preferably has a brake..
- b) Calculator. More reliable one using batteries when measuring in darkness.
- c) Notepad, pen, etc. A pocket-sized notebook, pen and pencil.
- d) Highlighter pen or chalk.

8.6.7. Compensation manoeuvres

Always try to keep yourself in the correct measurement line. Now and then there will be an obstacle in the course, so try to turn off to avoid it. This way the measurement will not be considerably affected. You can also use a compensation manoeuvre (see diagram) to surround the obstacle.

If the obstacle takes a long straight part of the course, simply make a gradual movement to one

side to surpass it. If there is a car parked in the interior of a bend, get to the bumper, block the wheel or look at the mark and move to a side until you go have a free space in front. Now, roll the wheel until you go past the car, block it again or look at the mark, place the wheel towards the correct line and continue with the measurement.



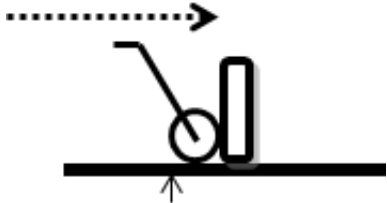
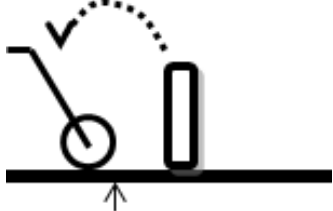


8.6.8. Measuring non-asphalt surfaces

Walk more slowly when it is an uneven surface to avoid the bumping. Try to slide the whole wheel surface. Here the measurement will be slower.

8.6.9. Undefined roadsides

Sometimes roadsides are eroded or in bad condition. Use your common sense to decide which the shortest available path for runners is. This applies to measurements in cross duathlon and triathlon.

8.6.10. Measuring through a gate or fence

<ul style="list-style-type: none"> • Stop at the gate or fence • Mark on the floor the back of the wheel • Block and lift it (1) 	(1)	
<ul style="list-style-type: none"> • Place the front of the wheel on the mark and unlock the brake (2) 	(2)	
<ul style="list-style-type: none"> • Move forward with the wheel until the gate, block and lift the wheel (3) 	(3)	
<ul style="list-style-type: none"> • Place the wheel on the other side of the gate • Put it in such a way that the back of the wheel touches the gate • Unlock the brake and restart the measurement (4) 	(4)	

8.6.11. Signs must be placed on the course

FINISH 1km	AID STATION 200m
-----------------------------	-----------------------------------

8.6.12. Different cases according to modalities

Three main groups:

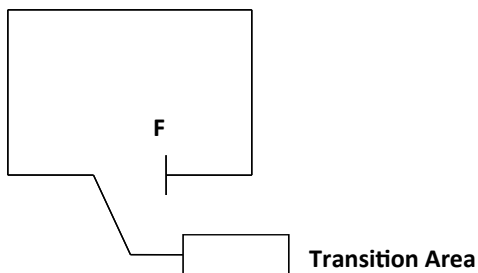
- Triathlon, winter triathlon and cross triathlon.
- Duathlon, cross duathlon and aquathlon.
- Relay

8.6.13. Special conditioning factors

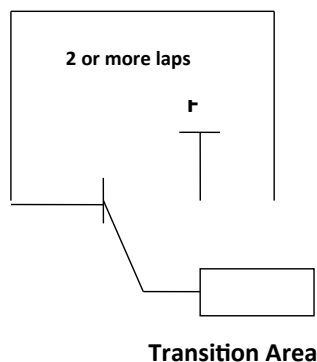
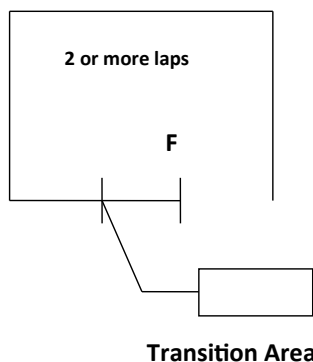
In triathlon, the course to be measured goes from halfway in the transition area to the finish line.

Here, we can have two situations:

- a) ONE LAP RUN COURSE**, that is, we go out of the transition area and end on the finish line.



- b) MORE THAN ONE LAP RUN COURSE.** After leaving the transition area we will have a course which, after doing the necessary laps, we will abandon to enter the home stretch (fig. 1) or direct to the finish line, in which case the finish is part of the circular racetrack to be measured (fig. 2).



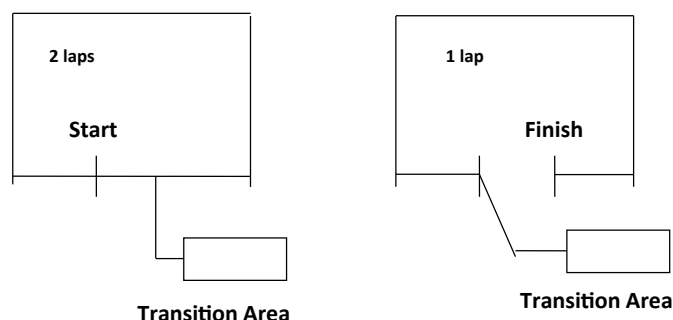
In both cases the distance of each lap needs to be measured and added to the distance there is from the transition area to the course and from the course to the finish line. Once these distances have been added, we will need to adjust the racecourse so that it has the established measurement.

8.6.14. Duathlon, cross duathlon and aquathlon

In duathlon, we can find different situations:

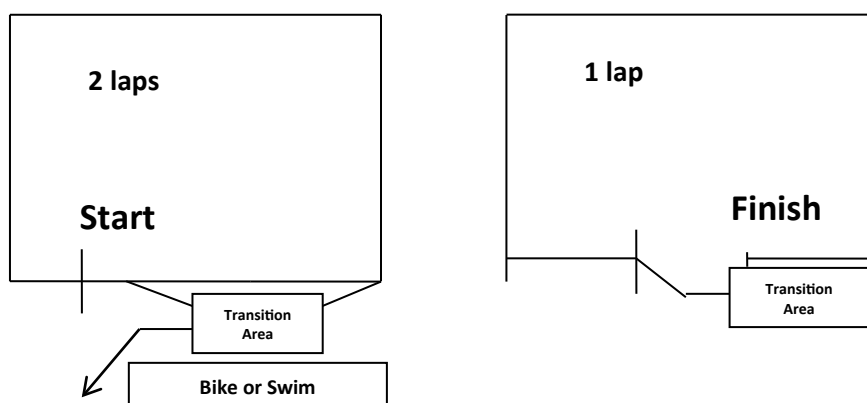
a) The last segment, (one lap) half in distance and in laps than the first section.

In this case, only one lap would be done.



It is very important to measure the distance there is between the end course until the transition area and the distance from the transition area to the entry in the course since the higher these distances, the bigger the adjustments in the run course.

If the transition area is placed race wise, we could alleviate these last considerations as the measurement would not be virtually altered.



The 1st and 3rd segments in distinct courses. In this case both courses will be measured independently.

8.6.15. Relays

In relay competitions we must consider two areas: the **Relay Area** and **Finish Area**. Two situations can occur:

- a) Both areas can have the same location:** In this case the measurement will be the same for the three laps.
- b) The Relay area and the Finish area are located in different places:** In this case, we will go through the following premises and in the order specified below, where, if the first premise cannot be accomplished we will go to the next one:
 - That the distance to the relay area from the point we leave the run course, will be the same as from that point to the finish line. For this to be feasible we have to be flexible to set up both areas (relay and finish).

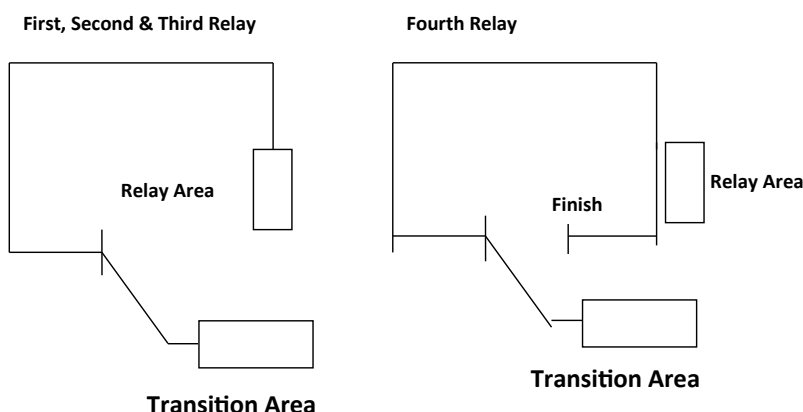
- Taking the last relay adjusted to the rules as the exact measurement, we assume a 5% tolerance above or below that distance, in which case, none of the measurements would be adjusted. That means that we could have **2,000m** for the last relay, and the first and second could be between **1,900m and 2,100m**
- That the difference be between 5% and 10%, in which case we would adjust the turning point so that the difference is below that 5%.
 - » Relay 1,2 & 3 = 1,850m
 - » Relay 4 = 2,000m
 - » **$2,000\text{m} - 1,850\text{m} = 150\text{m} / 6 = 25\text{m}$**

We would move the turning point **25m** further so that they would do: **1,900m + 1,900m, + 2,050m** (within the 5% tolerance margin)

- » Relay 1,2 & 3 = 2,150 m
- » Relay 4 = 2,000 m
- » **$2,150\text{m} - 2,000\text{m} = 150\text{m} / 6 = 25\text{m}$**

We would bring the turning point 25m nearer, so they would do: **1,100m + 2,100m + 1,950m**, (being within that 5% tolerance margin)

- Never should the difference between the two courses be over 10%



The measurement will be done from the exit of the transition area to the entrance of the relay area (for the first three relays) or finish area (for the last relay).

8.6.16. Adjusting the measurement

Once the measurement is done we have to proceed to adjust it. Basically we will encounter three possible situations.

- a) One loop course** where we will have the entire road/street used for the course. The adjustment here is quite complex.



- b) Out and back course.** This is the case where using a two-way road/street, one lane is used to get to the turning point and the opposite lane for the way back. In this case we will adjust the turning point.



- c) **Mixed course.** This is a mixture of the previous two, with common parts and unique parts. One of the turning points must be adjusted.



In all the situations, the adjustment of the measurement will be done in that place where we can make the adjustment and that is usually at the far end of the run course, although sometimes it is necessary to move the finish gantry or the exit of the transition area. For that, we must study beforehand all the possible situations in relation to the kind of competition, make accurate measurements and finally adjust them to the established measurements.



8.6.17. Example of a real case

(2008 Pulpí U23 European Championships)

The measured course is marked with red arrows, the green arrow is the entrance to the finish area on the last lap. The marks shown correspond to the first measurement made after the course had been agreed on and when we know how much of the road is going to be used.

Several marks are made that will be a reference for possible changes, in case we had to alter the course if the measurement we get is far from our purpose, which in our case is 10,000 m (4 laps to the course).

We must consider that our most important reference point is the mark made at 2,260.9 m, since it is at this point where the course splits into two and one can go to do another lap or go to the finish gantry.

The distance from that point to the finish gantry is 85 m.

Therefore the final measure of the course is:

$$2,571.1\text{m} + 2,571.1\text{m} + 2,571.1\text{m} + 2,260.9\text{m} + 85\text{m} = 10,059.2\text{m}$$

These calculations make us see that we have gone 59.2m far, so we must get the turning point nearer, but how near?

The obvious thing is to divide that distance between 4 (4 laps), so we get $59.2\text{ m} / 4 = 14.8\text{ m}$. Therefore if we get the turning point 14.8 m nearer the problem would be solved, as this way we would have the 10,000 m we want; BUT LOOK OUT, it is a turning point. If we get it 14.8m nearer means that we have to adjust it to: $1,234.6\text{ m} - 14.8\text{ m} = 1,219.8\text{m}$

What happens with the subsequent marks? Do we have to take away the 14.8 m? NO is the answer. We have to take away double 29.6 m, as I am taking away the 14.8 m to get to the initial turning point and the 14.8 m to get back from the initial turning point to the desired turning point, so in this case our course would measure:

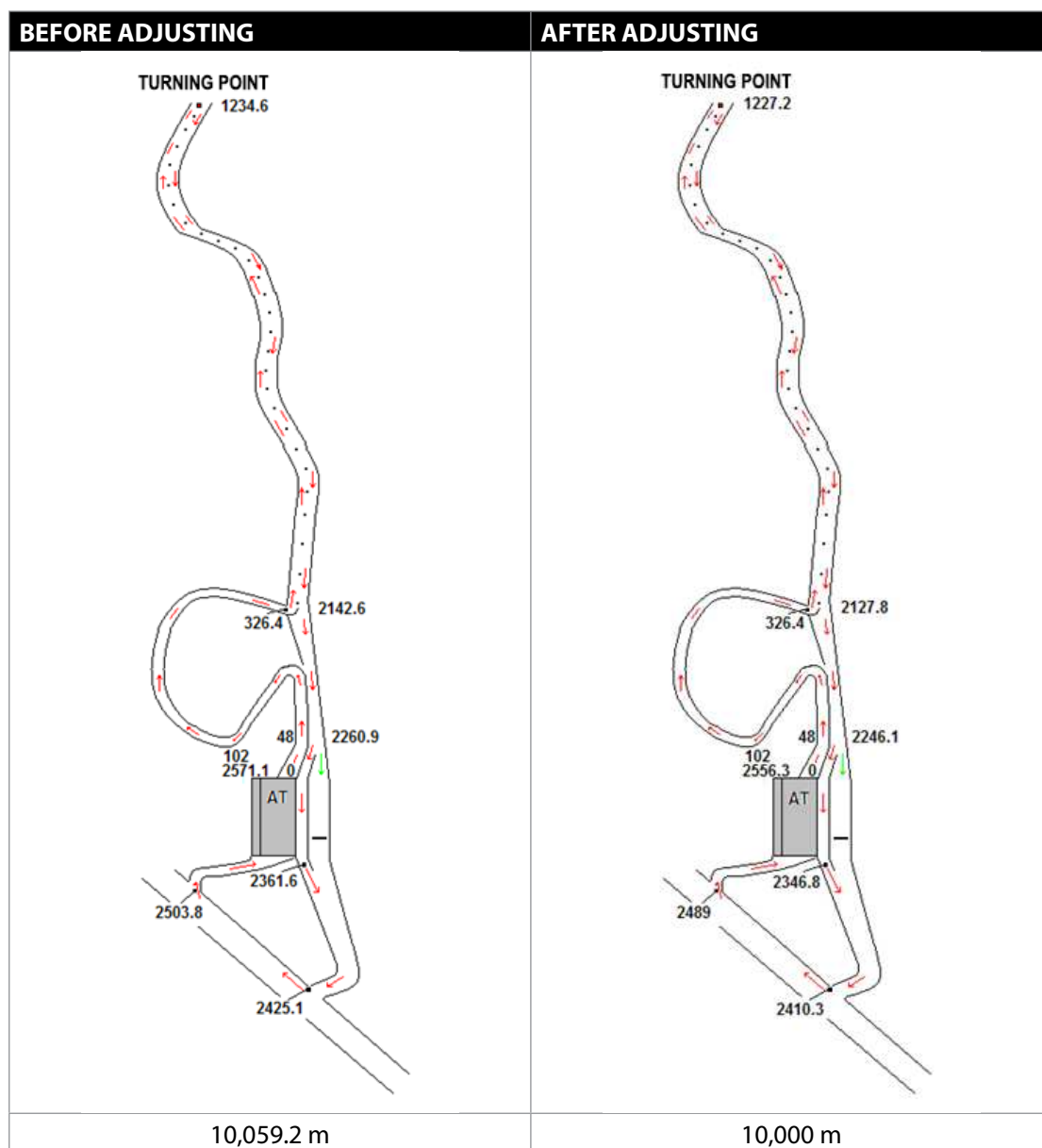
$$2,571.1\text{m} - 29.6\text{ m} = 2,541.5\text{ m} \text{ and } 2,260.9\text{ m} - 29.6\text{ m} = 2,231.3\text{ m}$$

$$2,541.5\text{m} + 2,541.5\text{ m} + 2,541.5\text{ m} + 2,231.3\text{ m} + 85\text{ m} = 9,940.8\text{ m}$$

Now we can see that our course is nearly 60 m short. If our aim is to take away 14.8 m, we will have to bring the turning point (half that distance) nearer, that is 7.4m, and the result will be:

$$2,571.1\text{ m} - 14.8\text{ m} = 2,556.3\text{ m} \text{ \& } 2,260.9 - 14.8\text{ m} = 2,246.1\text{ m}$$

Result	$2,556.3\text{m} + 2,556.3\text{m} + 2,556.3\text{m} + 2,246.1\text{m} + 85\text{m} = 10,000\text{m}$
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8.7. APPENDIX 8: SPORTS EQUIPMENT LIST

Equipment	Description
Athletes bags	For putting their things inside the athletes lounge.
Athlete's number stickers	For the helmet of the athletes
Athlete's number stickers	For the bike of the athletes Two of the same numbers in each edge.
Athletes' t-shirts	For the athletes package
Bag with sand	To secure the barriers
Barrels	For the aid stations
Barrier tape	For securing the whole FOP
Barriers	For securing the whole FOP
Baskets	Baskets for the transition area.
Bell with base	Bell to announce the last lap
Bibs	Number decals for the body - tattoo type for the legs and arms
Bike racks	Bike racks for the transition area
Bikes	Mountain bike, medium and large size for the TOs
Binoculars	For sighting the course and athletes
Blocks	For setting up the swim course.
Boat flag	Boat flag, blue with an "ITU" logo
Boat flag	Boat flag, red with white logo "Rescue"
Boat flag	Boat flag, yellow with black logo "Photo"
Boat flag	Boat flag, yellow with black logo "TV Crew"
Boat flag	Boat flag, white with black logo "Measurer"
Boats	4m long boats with engine of 50HP. The boats are for following the athletes during the race and for providing service for Press and TOs
Brooms	Brooms for cleaning the FOP
Buoys	Small size buoys for the swim exit chute
Buoys	Roller buoys 5m long X 1m diameter
Buoys	Roller buoys 1,8m long X 1m diameter
Buoys	Tetrahedron buoys 1,2m long X 0,7m diameter.
Buoys for marking	Red color marking buoys for the swim course
Buoys pump	To put air inside the swim course buoys

Equipment	Description
Carpet	Used for the passage way between the swimming finish and the transition area, and within the transition area, and before and after the finish area (chemical-fibre carpets, blue color, 3 meters wide. The carpet's specification preferably should be: <ul style="list-style-type: none"> • Fibre – 100 PFX Stain Shield Staple Fibres • Fibre Weight – 820gsm • Total Weight – 1170gsm • Total Thickness – 7mm • Width – 2m • Location Grade – Sports Arena/Outdoor • color of the blue carpet is pantone CMYK 2955 (80%)
Bike pumps	To put air into athletes tires
Cones	For separation on the FOP
Coolers	Coolers for the volunteers on the FOP.
Dismount line	The specification of the stickers are: <ul style="list-style-type: none"> • 3m Outdoor Floor Graphics 3662-10 white • Special protective laminate: 3M Outdoor Floor laminate 3647 transparent • Size: 125 to 40cm, we stick it next to each other; Print: Event logo or special event partner.
Dolphin spine boards	As in the medical requirements
Double face tape	For securing the carpet
Electronic measurer	For course setup
False start system	As per requirement
White Finish line tape	Double sided finish line tape. (5m X 300mm)
Flags	Yellow flags
Flags	Red flags
Frames	Frames for the signage.
Gantry	Used as a symbol of the final finish
Garbage bags	For garbage collection during set up and during the event
Gauge	Wind measurer
Gauge	Electronic calibrated water temperature thermometer
Generators	4 generators
Gloves	Plastic gloves for the aid stations and removing the timing chips.
Golf car	2 with a trailer for movement of equipment and supplies before and during competition
Golf car	2 seater for officials and mobile medical personnel
GPS	Measurer for measuring the distances of the swim course.
Helmets	Helmets for the bikes
Helmets for motorbikes	Opened face helmets in different sizes for TOs
Horn	4 manual air horns.
Inflatable arches	For mount- dismount line and prime lines

Equipment	Description
Inflatable pillars	Pillars 3.5, high, perimeter 1m
Km marker	For marking the kms, set of 10
Laser measurer binoculars	For measuring the course
Lead weights	Lead weights for the buoys
Life - buoys	Buoy with rope, licensed by the lifeguards IF
Life jackets	For the lifeguards
Lifeguard's Poles	Poles for the lifeguards.
Lifeguard's swimsuit	Special swimsuit for the lifeguards in different sizes.
Lifeguard's whistles	Plastic whistle without ball Fox 40 type with rope
Lifesurf boards	From poliethilenium and inside foam. Length 2.90- 3,0/ width 0.90- 1.0/ mass 215-220 lt/ weight 18-20 kgr. Keel, fin, and a hall at the prow
Mats	Protection mats for the FOP, with the dimension of 2m x 1,2m x 150mm
Mobiles phones	mobile phones for LOC/ITU Staff and ITU Media
Mount line	see dismount line
Motorbikes	Mopeds (scooters over 125HP)
Motorbikes	More than 750cc, street bikes for the tv crew and the photographers
Number id	Stickers for the motorbikes
Office equipment	pen, paper, puncher, stapler, printer etc...
Paratriathlon handlers' vest	As per requirements
PA system	For making announcement
Paint sprays	White color sprays for road markings
Paint sprays	Red color sprays for road markings
Physiotherapy beds	Physiotherapy beds for the athletes' changing rooms.
Podium	For medal ceremony
Poles	Poles for the signage
Poles' bases	Bases for the signage poles
Pontoon	Used for the swimming start (usually grouped by small plastic boxes to be a mobile dock, with 70 meters long and 4 meters wide)
Radios	85 for all areas as per radio protocol document
Rakes	Rakes for cleaning the swim area
Rope	0.008m polyester
Sawdust	Sawdust in order to clean the FOP from oil (sackful)
Ladder	Aluminium ladder for the pontoon for the athletes to be able to exit the water in case of a false start
Score Board	For the spectators
Screws	For stabilization of the bike racks to the ground

Equipment	Description
Signage (all signage needs to be according to our EOM)	For direction and information
Spade	Small size spade
Stage	For awards
Swim caps	For the athletes use during the swim.
Swim half way & exit ramp	5M wide X 5M long for having the athletes come out of the swim course during the swim
Tables	For athletes lounge, official lounge, volunteer lounge, media center, VIP area, anti-doping area, wheel stops, aid stations.
Tapes (duck tapes)	For ambush marketing
Tape measurer	To measure distances on the FOP and inside the Transition Area
Tenoros start system	For the athletes start
Tents	As required
2000 Tie wraps	All sizes for course set-up
Tool box	Toolbox with different type of tools for the FOP setup
Towels	For training. One-off.
Turbo surf rescue sled and jet skis	For the swim course
Umbrellas	For the aid stations
Umbrellas	For the FOP Assistants
Underwater parachute	To move the block underwater
Vehicles	Cargo vans for transferring the sport equipment on the FOP
Vehicles	7 seated vehicle
Vests	Vests for the FOP sector leaders, coordinators, supervisor and manager
Vests	Red with a white cross for the medical staff
Vests	Blue with white media logo
Video Board	For the spectators
Video cameras	For the technical officials at the critical points
Vinyl cards	Red and yellow for the TOs
Water - plastic bottles	0.5l plastic bottles for the athletes bikes
Water Barriers	For securing the whole FOP
Water bottles	0.75l plastic bottles for the athletes bikes
Wheel measurer	Measurer for measuring the distances in the transition area, on the bike and the run course.
Wheels	Spare wheels as per requirement
Whistles	50 plastic whistles with rope
Working gloves	Gloves in different sizes for protection of the hands during the FOP set-up and tear down



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