



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# REPORT OF THE IOC 2018 EVALUATION COMMISSION

XXIII OLYMPIC WINTER GAMES



# Report of the IOC 2018 Evaluation Commission

## XXIII Olympic Winter Games



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# Introduction

## Introduction

The Evaluation Commission has been tasked by the IOC with preparing a technical report on the Candidate Cities for the XXIII Olympic Winter Games in 2018 (Munich, Annecy and PyeongChang<sup>1</sup>) to assist the IOC members in the important decision of electing the Host City of the 2018 Olympic Winter Games. The Commission hereby presents the results of its evaluation.

In compiling its report, the Commission has verified the information provided in the Candidature File submitted to the IOC by each city and has carried out a visit to each city to determine whether the plans proposed are feasible. The visits took place on the following dates:

- Annecy, France: 9 – 12 February 2011
- PyeongChang, Republic of Korea: 16 – 19 February 2011
- Munich, Germany: 1 - 4 March 2011

The 2018 Cities have benefitted from the following services, which the IOC strives continually to improve: a seminar dedicated to the Applicant Cities, participation in the Vancouver Olympic Winter Games Observer Programme and the Official Debrief of the Vancouver Games, briefings on specific topics related to the organisation of the Olympic Winter Games and access to the IOC's Olympic Games Knowledge Management programme.

The knowledge and expertise made available by the IOC to the cities is reflected in the projects put forward by the 2018 Candidate Cities which are all of an extremely high level and demonstrate detailed planning and comprehensive strategies in technical and operational matters, as well as many other areas including sustainability, the environment, legacy, accessibility and integrated city development. It has been clearly demonstrated that investments in Olympic bids will generate positive legacies irrespective of whether a city is awarded the 2018 Olympic Winter Games. The quality of the Candidature Files and the presentations made during the visits greatly assisted the Commission in assessing each city's proposal and preparing this report.

The Commission believes that all three Candidate Cities could successfully host the 2018 Olympic Winter Games, with each city offering its own distinct vision and concept. The Commission is of the opinion that each city's concept offers a viable option to the IOC though the very nature of each project presents different risks. The Commission highlights the risks associated with each city's project throughout its report.

This report, which reflects the unanimous opinion of the Commission, takes into consideration all information received up until the end of the visit to each respective city. Any information received after this time was not taken into account in this report but has been added to the respective city's IOC file.

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<sup>1</sup> Cities listed in order of drawing of lots

## Introduction, Continued

The importance of hosting the Olympic Games for a country is such that the highest levels of government are ready to lend their support to a bid and defend the project to the Evaluation Commission. The presence and support of representatives of the highest levels of government and the private sector in the three Candidate Cities demonstrates the importance of the Games on a local, regional and national level and underlines that, even in the context of the current global economic climate, organising the Games represents a catalyst for change and an opportunity for social, economic and environmental development. It is also a testimony to the fact that bidding for the Games presents an opportunity to create new partnerships that live on beyond the bid, regardless of the outcome.

### **General / Matters**

The following section contains some general information about the report, as well as a number of points which are common to all Candidate Cities and are therefore not covered in each city's individual report.

#### **1. Working procedures**

The Commission followed the same working procedure in each Candidate City, with presentations on all themes of the IOC Candidature Procedure and Questionnaire and visits to the proposed competition and non-competition venues.

#### **2. Terminology / Language**

Throughout the report, when the Commission refers to the "Games", this encompasses both the Olympic Winter Games and Paralympic Winter Games, unless specifically stated.

"Athletes" refers to both Olympic and Paralympic athletes.

The original version of this report was drafted in English. Consequently, in the event of a discrepancy between the French and English texts, the English text shall prevail.

A glossary of terms and abbreviations can be found in Annex C.

#### **3. Paralympic Games**

Elements concerning the Paralympic Games feature not only in the Paralympic section, but are embedded throughout the report. The Paralympic budget has been integrated into the Olympic Games budget.

#### **4. Population Figures**

The population figures mentioned in the Political Structure, Government and Public Support section are figures that the cities themselves submitted in their Application Files in phase I of the process.

## Introduction, Continued

### **5. Public opinion**

As additional background information, the IOC commissioned its own opinion poll in the Candidate Cities and their respective regions and countries which was carried out in December 2010. The results of this poll, which was conducted by IFM Sports Marketing Surveys, can be found in Annex B.

### **6. Letters of concern**

As is the case with each edition of the Games, letters of concern were addressed to the Commission. The Commission received requests to meet with representatives of certain groups during its visit to Annecy and Munich, to which it agreed. The concerns were mainly of an environmental, financial and social nature.

### **7. Finance**

For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 440 million for the IOC contribution and USD 200 million for IOC TOP programme contribution (2018 values). In addition, the IOC informed the Candidate Cities that the IOC would assume the responsibility and operational cost of the Olympic Broadcasting Organization (OBO) through its fully-owned subsidiary, OBS SA.

The Candidate Cities were requested to provide budget figures in US dollars and local currency in both 2010 and 2018 values. All figures mentioned in the report (where not specified otherwise) are in USD 2010 value.

### **8. Accommodation**

The IOC requires Candidate Cities to guarantee:

- 23,300 rooms in various categories
- A USD 2018 room rate for IOC hotels (950 rooms)
- A maximum USD 2018 room rate (including the calculation method) for other accredited client groups

### **9. Travel Times**

All travel times represent average 2018 bus travel times, as provided by the Candidate Cities in their Candidature File.

Where a travel time of 5 minutes is referred to by the Candidate Cities, the Commission refers to this as “less than 10 minutes”.

### **10. Rounding of figures**

As a general rule, figures in the report have been rounded. Where percentages do not add up to 100%, this may be due to rounding.

### **11. Maps**

A map, taken from each city’s Candidature File, is included in Annex D and will assist readers in understanding each city’s overall concept and to situate the venues.

## **Introduction, Continued**

### **12. Technology**

The countries of the three Candidate Cities are extremely advanced and well developed in the field of technology and telecommunications. The Commission believes that all three cities would have the necessary level of technology, telecommunications and expertise to meet Games requirements and, therefore, has not commented on this area in the report.

### **13. Going beyond IOC requirements**

There is a growing tendency for Candidate Cities to try to go above and beyond IOC requirements in the bid phase. Whilst such offers may appeal to a certain client group or represent “nice to haves”, the future OCOG inevitably finds itself facing additional costs to deliver services that have not been requested by the IOC and thus represent an unnecessary inflation of Games services. The Commission wishes to draw attention to this as a matter of general concern to the IOC.

### **Annexes**

- A. Composition of the Commission
- B. Summary of IOC opinion poll results
- C. Abbreviations
- D. Maps

## 1 → Munich





## Vision, Concept and Legacy

### Vision

Munich's vision is to deliver a 2018 Olympic Winter Games which combines the region's passion for winter sports and its experience in regularly hosting major festivals and events, to elevate the Olympic Winter Games to a new level of celebration for all client groups. This is reflected in the bid's theme: "Festival of Friendship".

Germany and the Bavarian region have proven experience in organising major celebrations and sports events including the 2006 FIFA World Cup and Munich's annual Oktoberfest which attracts more than 6 million visitors. Bavaria regularly organises high-level international winter sports events such as the recent World Championships in Alpine skiing, bobsleigh and skeleton.

Plans for the Games appear to be in alignment with the city's long-term sustainable development, town planning and environmental protection strategies and have already contributed to the delivery of local and regional plans, through projects which are being carried out irrespective of the Games.

### Concept

Munich proposes to organise the 2018 Olympic Winter Games from 9 to 25 February and the Paralympic Winter Games from 9 to 18 March.

The concept is based on using existing venues, revitalising and transforming a number of venues in the 1972 Olympic Park from summer to winter sports use and using Games-time temporary venues.

The concept includes two zones, Munich and Garmisch-Partenkirchen (approximately 65 minutes apart), as well as an existing stand-alone venue at Königssee.

The compact Munich zone would serve as the centre of the Olympic Games. The bid's intention is to transform the Munich 1972 Olympic Park into an Ice Park to host the ice sports in five competition venues and to use the existing Olympic Stadium for Opening and Closing Ceremonies. Figure skating and short track speed skating would take place in an existing facility that would be adapted. The 1972 swimming and diving venue would be temporarily transformed into the curling venue. The speed skating oval would be developed as a demountable venue. Ice hockey I and II would be built on the footprints of two existing outdated venues and, as such, no additional land would be required.

An Olympic Village and one of several media villages would be located immediately adjacent to the Ice Park. Other major non-competition venues in the Munich zone would include the Main Media Centre (IBC and MPC), a media village, the medals plaza and the main hotel area for the Olympic Games.

## Vision, Concept and Legacy, Continued

The Garmisch-Partenkirchen zone would include seven snow competition venues. Five venues would be located in Garmisch-Partenkirchen: Alpine skiing (speed and technical), freestyle, snowboard, and ski jumping and two (biathlon and cross country skiing) would be located at the Schwaiganger Nordic centre. The zone would also include an Olympic Village, a Mountain Media Centre, four media villages and other media hotel accommodation, as well as a medals plaza. The town of Garmisch-Partenkirchen, a well known winter resort, hosted the 1936 Olympic Winter Games.

Bobsleigh, skeleton and luge would be held at an existing stand-alone venue two hours from Munich in Königssee, where there would also be an Olympic Village.

The main gateway airport would be Munich International Airport, approximately 30 minutes from Munich and 90 minutes from Garmisch-Partenkirchen.

With three Olympic Villages, travel times for athletes and officials from their respective village to competition and training venues would be very short (less than 10 minutes), with the exception of the Schwaiganger Nordic centre where travel time would be approximately 25 minutes to the Garmisch-Partenkirchen village.

Media, Olympic Family, sponsors and spectators should experience convenient and relatively short travel times when attending or working at events in the same zone as their accommodation.

Client groups with accommodation in Munich should experience relatively short travel times to the Ice Park and other non-competition venues in Munich and reasonable travel times to Garmisch-Partenkirchen. Those with accommodation in Garmisch-Partenkirchen should have short travel times and easy access to the snow venues in Garmisch-Partenkirchen and reasonable travel times to the Nordic centre.

The actual travel times experienced by each client group would depend on the complexity of a specific client group transport system and the origin and destination of each trip. The media system within Munich should ensure short travel times, with good public transport options in addition to a traditional media transport system. Media travelling from Munich to Garmisch-Partenkirchen should also experience moderate travel times (approximately 70 minutes).

### Legacy

Legacies from a Munich 2018 Games would include the construction of two new multi-sports facilities, investment in road infrastructure in the Garmisch-Partenkirchen area, an increase in sustainable and social housing, the revitalisation of the Munich Olympic Park, a research and education “Centre for Sustainability” and the accelerated implementation of accessibility measures.

## **Vision, Concept and Legacy, Continued**

In addition, there would also be legacies in terms of education and awareness programmes, aimed particularly at youth, in regard to Olympism and the promotion of sports participation. The bid proposes that a Winter Sport Festival held in the Munich Olympic Park in 2010 would become an annual event to promote youth participation in winter sport.

With an extensive use of existing and temporary facilities, a Munich 2018 Games would be low-impact with a high degree of sustainability.

### **Communication**

The Munich 2018 communications programme is centred on engaging Germany – in particular young people – in the “Festival of Friendship” as a celebration of sport and the Olympic spirit.

The bid states that the greatest communications challenge would be to maintain a high level of national public support over the seven years leading up to the 2018 Games. The Commission feels that the strategy outlined in the Candidature File would need to be boosted in order to effectively communicate the benefits and legacies of a Munich Games to the community.

### **Culture, education, ceremonies and city activities**

Munich is a city with a rich cultural and festival heritage. The overall intention around these Games would be to integrate “festival of friendship” themes, into an array of existing city and regional activities through an OCOG budget commitment of USD 73 million.

Although the OCOG budget contains a rather low figure for cultural programmes (USD 3.4 million), Munich 2018 explained that much of the Games related cultural programmes would be funded through the City of Munich and the State of Bavaria’s substantial annual budgets for a very extensive range of cultural activities.

Munich 2018’s education programme is based on a wide range of NOC programmes which are committed to making sport, a healthy lifestyle and the Olympic values, a core part of the Games educational strategy. The bid committee’s intention is to integrate 2018 Games opportunities into a series of existing programmes which would be driven by the NOC but funded and delivered by the respective regions across Germany.

The City of Munich and the Munich Sports Office plan to integrate Olympic educational programmes into the existing array of local and regional programmes, with a special focus on Olympism.

The bid proposes an “Olympic Winter Friendship” programme, as an extension of an existing NOC programme funded by the German government. The programme would include making Olympic training centres in Germany available to winter and summer athletes from all NOCs.

## **Vision, Concept and Legacy, Continued**

The Opening and Closing Ceremonies would be held at the existing 70,000 seat Munich Olympic Stadium, at the heart of the Ice Park. The bid proposes a medals plaza in the heart of both Games zones.

A 60 day Torch relay across Germany is proposed, based on the theme “lighting the flame of friendship”.

Overall, it is clear that Munich 2018 could ensure a cultural and ceremonies programme of substance, built around existing activities, and with strong financial support from the city which would be celebrated by its people.

The Commission believes that this model of focusing existing cultural funding and programmes on Olympic themed activities before and during the Games, presents an effective approach that reduces the need for incremental spending by the OCOG. It would be essential for the OCOG to have an overriding coordination role, in close partnership with the city and region, in order to maximise the link between existing programmes and a 2018 Games.

## Sport and Competition Venues

### Sports Concept

The two Games zones (described in detail in the general concept), combined with the stand-alone sliding venue, provide 13 competition venues. All of the venues meet or exceed IOC spectator capacity guidelines.

Travel times between competition venues and the respective Olympic Village are listed below:

Competition venue	Munich Village	Garmisch-Partenkirchen Village	Königssee Village
Biathlon		<30min	
Bobsleigh/Luge/Skeleton			<10min
Curling	<10min		
Ice Hockey I	<10min		
Ice Hockey II	<10min		
Speed Skating	<10min		
Short Track / Figure Skating	<10min		
Cross Country Skiing / Nordic Combined		<30min	
Ski Jumping / Nordic Combined		<10min	
Alpine (Speed Events)		<10min	
Alpine (Technical Events)		<10min	
Freestyle		<10min	
Snowboarding		<10min	

Travel time from nearest Olympic Village	No. of Venues
0-10 minutes	11
11-20 minutes	0
21-30 minutes	2
31-40 minutes	0

In addition to those sports where training would occur at the competition venue, Munich plans four ice training venues at or near the competition venues, with the exception of training for short track speed skating which Munich 2018 stated was approximately 20 minutes away from the competition venue.

During the Commission's visit, the bid committee confirmed its agreement to host any new disciplines/events the IOC might add to the programme. Should additions be made, Munich 2018 stated that it may need to relocate certain events.

## Sport and Competition Venues, Continued

### Venue construction status

Venue construction status	N° of competition venues
Existing (no permanent work required)	5
Existing (permanent work required)	2
Planned (will be constructed whether or not Munich is awarded the Games)	0
Additional permanent (would only be constructed if Munich is awarded the Games)	2
Additional temporary (would only be constructed if Munich is awarded the Games)	4
<b>TOTAL</b>	<b>13</b>

**Note:** The Munich Candidature File lists 15 competition venues. The IOC venue count combines ski jumping and aerials as one venue and Alpine slalom and moguls as one venue, as in both cases the courses end in a common stadium, reducing the overall venue count from 15 to 13.

### Venue features/issues, including sports legacy

Munich 2018 controls 93% of the land required to construct and operate the venues for the Games. Of the remaining 7% of land to be secured, one parcel is located within the field of play at the Kandahar Alpine speed venue. In the event that use of this parcel could not be obtained, Munich 2018 is considering other options, including altering the finish area for this venue. Munich 2018 expressed confidence that an adequate solution would be found. Any revised venue plans would need to be submitted to the IF for approval.

Other parcels that still need to be obtained relate to support areas and Games time overlay in and around certain Garmisch-Partenkirchen venues. In the event that these could not be obtained, workable alternatives would need to be found.

Two of the proposed competition sites for the snow venues in Garmisch-Partenkirchen (Kandahar Alpine speed venue and the Olympic Ski Stadium, the venue for 4 sports/disciplines) offer a compact setting and are located within existing developed areas. These venues offer convenience and avoid disturbing new undeveloped land.

## **Sport and Competition Venues, Continued**

Munich 2018 would need to carefully design and manage the finish/spectator and support areas as well as scheduling during the Games time period within these constrained developed areas.

The highly experienced German sports federations have been involved in competition venue planning and the municipalities in which the venues are located have been integrally involved and supportive with regard to venue location and planning.

The bid committee has undertaken to hold test events in all sports/disciplines.

With regard to guarantees for competition venues, Munich 2018 has submitted all guarantees required by the IOC. The International Federations have all approved in concept the proposed competition sites for their respective sport disciplines.

The bid committee has provided the required guarantee that “no other important national or international meeting or event will be taking place in the City of Munich or in its vicinity or in the other competition sites during the Games or one week immediately before or after the Games”. However, during the Commission’s visit, the bid committee stated that negotiations would be required with the relevant football governing bodies as far as major match scheduling is concerned.

The improvements to existing venues in the Garmisch-Partenkirchen area would build on an already strong winter sport tradition. The construction of two new hockey venues in the Munich zone would provide two new multi-sport arenas post-Games.

The average natural snow depths at snow venues appear to be acceptable, with the exception of the Schwaiganger Nordic venue where it is relatively low. However, Munich 2018 gave an assurance of 100% snow coverage at all snow venues and there appears to be detailed environmental consideration in regard to snow-making, including water consumption.

### **Sports experience (last 10 years)**

Germany has hosted major international competitions (World Championships and World Cups) in 13 of the 15 Olympic Winter disciplines in the past 10 years. Seven of these were hosted in venues proposed for Olympic competition.

In 2011, Germany hosted the World Championships in Alpine skiing at the proposed 2018 venue and the World Championships in bobsleigh and skeleton at the proposed 2018 venue in Königssee. In addition, the 2011 World Single Distance speed skating Championships were held in Bavaria.

Germany has experience in hosting other large events with the 2006 FIFA World Cup and the 2009 IAAF World Championships. In 2011 Germany will also host the FIFA Women’s World Cup.

## Olympic Village(s)

### Location and concept

Munich 2018 proposes a three village concept, with most athletes within 10 minutes of their respective venue. The Munich Olympic Village (adjacent to the Ice Park) would support the ice venues. The Garmisch-Partenkirchen Village would support the snow venues, including the biathlon and cross country venues at the Schwaiganger Nordic Centre. The Königssee Village would be located close to the stand-alone venue for sliding sports.

During the Commission's visit, the bid committee presented a new design concept for the Munich Olympic Village. Plans presented to the Commission were preliminary and lacking in detail. The site would occupy 23 hectares of land at an elevation of 514m. There would be 880 two, three and four bedroom units in residential buildings between 7 and 14 storeys high. Munich 2018 proposed an athlete lounge at the top of the Olympic Tower, situated in the Olympic Park.

The land for the Munich Olympic Village is owned by the Federal Government, the Free State of Bavaria and the City of Munich. Should Munich be elected, the portion of the site currently owned by the Federal government would be sold to the City under terms and a time schedule already agreed. The City of Munich would cover 100% of the financing and the village would be constructed by a city-owned housing company.

Post-Games, the 880 permanent units in the Munich Village would mostly become rental apartments (30% social housing) meeting a need for housing in the Munich area.

The Garmisch-Partenkirchen Village site, close to the town centre and next to the existing ice sports centre, would occupy 18.5 hectares of land at an elevation of 707m. It would consist of both permanent residential apartments and modular temporary housing with a maximum of three stories. Accommodation for athletes and officials would be in temporary bedroom units. Noise pollution may be a factor, as a railway line runs just along the Village perimeter, but the bid committee stated that construction plans would include noise mitigation measures.

The site for the Garmisch-Partenkirchen Village has been secured by the Municipality of Garmisch-Partenkirchen. The portion which is not already owned by the municipality is under agreement to be purchased from a real estate company. After the Games, the 100 permanent housing units in the Garmisch-Partenkirchen Village would be sold and the temporary housing relocated.

The Königssee Village would be in a four star hotel to be constructed within ten minutes of the sliding venue. Although described as "additional accommodation" in the Candidature File, in accordance with IOC guidelines, it would be considered as an Olympic Village. The Königssee Village would be converted back to a four star hotel post-Games.

Detailed travel times between the villages and the competition venues can be found in the sport and competition venues section.

Athletes staying in the Munich Village could take a 10 minute shuttle to the city centre. Athletes in Garmisch-Partenkirchen would have a ten minute walk to the centre.



## Olympic Village(s), Continued

### Village organisation

The total bed count across the three villages would be 6,550.

Munich Village	Garmisch-Partenkirchen Village	Königssee Village
3,500 beds (628 single rooms, 1,465 double rooms) including 400 beds for ATOs	2,500 beds (488 single rooms, 1,140 double rooms) including 400 beds for ATOs	550 beds (70 single rooms, 240 double rooms) including 150 beds for ATOs

Included in the above Munich Village figures are 250 beds in a “Boarding House” which athletes from Garmisch-Partenkirchen or Königssee could use if they wished to spend a night or two in Munich.

The dining halls in the Munich and Garmisch-Partenkirchen Villages would each accommodate 1,500 persons.

In addition to the full range of services required by the IOC, the three villages would offer free WiFi.

### NOC/NPC support grant

Munich 2018 has guaranteed to cover “travel expenses for all NOC and NPC delegations which participate in the Games as qualified and accredited athletes or who are accredited persons entitled to live in the Olympic Village pursuant to Rule 39 of the Olympic Charter. This travel grant is calculated on the basis of an economy class flight from the airport of the capital city of the respective NOC’s home country or another main airport in the home country, identified by the respective NOC, to the international airport of the Host City of Munich”.

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Munich offers a three-village concept which has been based on athletes’ needs, with a concentration of ice sports in the Munich Village, snow sports in Garmisch-Partenkirchen and sliding sports at Königssee. Overall, 80% of athletes would have a travel time of less than 10 minutes from an Olympic Village to their respective venue, while the remaining 20% of athletes (Nordic) could reach their venue in less than 30 minutes.

## Paralympic Games

Munich 2018's vision of a "Festival of Friendship" extends to the Paralympic Games where the focus would be to broaden awareness of the abilities of people with disabilities through sport.

Munich's commitment to a barrier-free environment would provide venues equipped for Paralympic competition and training as a Games legacy. The Games would also act as a catalyst to promote a more barrier-free environment in Garmisch-Partenkirchen.

### **Budget**

The overall incremental Paralympic budget is USD 85.9 million. This amount includes USD 41 million in guaranteed subsidies from the City, Regional (State of Bavaria) and Federal governments. Revenue projections include USD 31 million for sponsorship and ticket sales of USD 6 million for 250,000 tickets to be sold.

### **Organising Committee**

The Olympic Organising Committee would have full responsibility for the organisation of the Paralympic Games. The President of the National Paralympic Committee (NPC) has a seat on the Munich 2018 Supervisory Board. A Technical Commission on Paralympic Games has been created to support the work of the bid committee and is comprised of NPC members and Paralympic athletes.

This structure would be mirrored in the OCOG phase with NPC representation on the Board and the Technical Commission. An OCOG Paralympic Department would liaise with all Paralympic stakeholders and ensure that Paralympic managers would be appropriately deployed on the functional level. The head of department would participate in all senior level management meetings.

### **Sport and venues**

Olympic venues and villages in Munich and Garmisch-Partenkirchen would also be used for the Paralympic Games.

Munich would host the ice sports (sledge hockey and wheelchair curling), Opening and Closing Ceremonies, a Paralympic Village, the IBC/MPC and a media village. Ice sledge hockey would be contested in the hockey I arena while wheelchair curling would take place in the hockey II arena, to provide the most accessible setting. The travel time from the ice sports venues in Munich to the Paralympic Village and between venues would be less than ten minutes.

The snow sports venues for Alpine skiing, biathlon and cross-country, as well as a Paralympic Village, medals plaza and a media village would be located in the Garmisch-Partenkirchen zone (with biathlon and cross-country to take place at the Schwaiganger Nordic centre). The Alpine speed events are planned for the Kandahar arena and Alpine technical events would be held in the Olympic Ski Stadium. The Alpine venues would also be within 10 minutes of the Garmisch-Partenkirchen village. The biathlon and cross-country venue would be approximately 25 minutes from the Garmisch-Partenkirchen village. The travel time from Munich to Garmisch-Partenkirchen would be approximately 65 minutes.

## **Paralympic Games, Continued**

Munich's Olympic Stadium would also host the Paralympic Opening and Closing Ceremonies. The bid committee proposes to build out temporary seating to achieve the number of accessible seats required. A medals plaza is planned in Garmisch-Partenkirchen.

Munich has committed to hosting Paralympic test events in all five sports under a scope to be defined with the IPC.

### **Games services**

Munich has committed to provide the same levels for key services as for the Olympic Games, scaled to the needs of the Paralympic Games. In addition, accessibility requirements have been factored into the planning of venues, accommodation and transport.

Munich's public transport system is highly accessible. All Munich underground stations are barrier-free, as are over 90% of all tram stops and 75% of the suburban railway system. All regular tram services in the public transport system are low-floor and accessible. Munich and Garmisch-Partenkirchen are connected by a major highway as well as a train link. Public transport would be free to ticketed spectators and accredited client groups.

The Garmisch-Partenkirchen Village would comprise permanent housing and temporary modular units, some of which would be barrier-free. Housing for team officials and technical officials would be provided within dedicated sections of both villages.

A "Tourism for All National Coordination Office" established in 2002 has contributed to considerable improvements in accessibility standards in the hotel sector. Hotel guarantees have been secured for the Paralympic Games and a hotel in Garmisch-Partenkirchen has been proposed as the Paralympic Family Hotel.

### **Media and communications**

The mountain media centre for the Olympic Games is also proposed for the Paralympic Games. A portion of the Olympic Main Media Centre in Munich could also be used. Media representatives would be accommodated in hotels in proximity to media centres with a variety of price ranges available.

The growing awareness of Paralympic sport in Germany and increased broadcast coverage of the Games are cited as platforms for achieving greater exposure for Paralympic sport in 2018.

### **Additional comments**

Paralympic and IPC marks and symbols are protected under existing legislation.

In addition to the standard vaccination certificate, guide dogs would have to be older than three months, and have a recognizable tattoo or transponder.

## Accommodation

### General

There are approximately 53,000 existing rooms within a 50 km radius of Munich, providing sufficient accommodation possibilities for spectators and visitors.

The Munich 2018 accommodation plan offers a total guaranteed inventory of over 24,600 rooms, meeting IOC requirements, with rooms in 268 facilities. As outlined in the Candidature File, the plan includes:

- 17,600 two to five star hotel rooms
- 5,950 rooms in media villages (two to three star)
- 1,100 rooms in other accommodation facilities, including one star hotels, star-rated youth hostels and Bed & Breakfast accommodation (two to five star quality)

Of the total number of guaranteed rooms, approximately 18,500 rooms would be within a 10 km radius of Munich (12,800 rooms), Garmisch-Partenkirchen/Schwaiganger (4,700 rooms) and Königssee (1,000 rooms), reflecting a compact accommodation plan.

There would be no minimum stay requirement.

Munich's "Athletes Family Host Programme" would be implemented by the Tourism Association of Munich Upper-Bavaria and would enable athletes' families to stay with host families in Munich and Garmisch-Partenkirchen free of charge. This programme would also extend through to the Paralympic Games.

### Room rates

Two hotels have been identified as possible Olympic Family hotels, both located within a ten minute travel time of the Munich Ice Park.

During the Commission's visit, Munich 2018 stated that since the publication of the Candidature File it had negotiated reduced rates for Olympic Family hotels and submitted the relevant guarantees. The new rates submitted are as follows and would include breakfast and taxes.

Olympic Family Hotel rates (in USD 2018):

	Single room	Double room
New rate	463	493
Candidature File rate	592	628

## Accommodation, Continued

The USD 2018 maximum room rates for other client groups, including breakfast and taxes, would be:

	Single room	Double room
5 star	773	1,041
4 star	587	625
3 star	442	481
2 star	157	175

For media villages, the USD 2018 room rates, including breakfast and taxes, would be:

	Single room	Double room
3 star	172	219
2 star	91	128

During the Commission's visit, Munich 2018 confirmed that should room rates be higher than those listed above, the OCOG would pay the difference. A budget provision has been made in this respect.

Due to the fact that hotel guarantees have been concluded in EUR, there is some exposure to currency fluctuations which could pose a risk to the OCOG budget.

### **Media Accommodation**

Media representatives would be accommodated in six media villages. Two media villages with 2,750 rooms would be located in the Munich zone and, in a less centralized manner, in four media villages with a total of 3,200 rooms in the Garmisch-Partenkirchen zone. All media villages would be two or three star quality.

The remaining media representatives would be accommodated in two to five star hotel clusters in Munich, Garmisch-Partenkirchen and Königssee.

All media villages and most other accommodation would be conveniently located either close to the IBC/MPC or competition venues.

The use of a high number of temporary rooms for media accommodation is in line with the overall Games vision and would allow the media to be accommodated close their place of work but, given the high number of units this represents, could present a cost and delivery risk.

Media representatives at the Königssee Sliding Centre would be accommodated in 120 rooms in four existing hotels close to the venue.

## **Accommodation, Continued**

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The overall accommodation plan would be compact and the room allocation for each client group has been carried out with regard to the different venue locations and according to clients' requirements.

Maximum hotel room rates for "other client groups" are however on the high side.

## Transport

### Concept

The Games transport plan reflects the overall Games concept with two zones and one stand-alone venue at Königssee.

All Olympic sites would be interconnected with Munich by motorway and rail. Rail improvements and the construction of three road tunnels in the Garmisch-Partenkirchen area would provide the additional transport capacities needed to reach the snow venues.

The transport concept is based on three main links:

- Munich airport to the main Munich hotel area (40 km) via an existing high capacity motorway and two airport to city centre rail lines;
- Munich to Schwaiganger Nordic Centre (65 km) and Garmisch-Partenkirchen (90 km) via a motorway to be expanded to four lanes on this entire section prior to 2018 (the parallel existing single-track rail line will also benefit from capacity upgrades);
- Munich to Königssee (165 km) by a motorway, mountain road and rail access.

### International, national and regional access

Munich International Airport would be the gateway airport for the Games. This modern, high capacity (approximately 33 million passengers per year) facility is located 40 km North of Munich and 125 km North of Garmisch-Partenkirchen. It has ample capacity to host an event such as the Olympic Winter Games.

Travel times between the airport and the Olympic Villages would be:

Olympic Village	Munich airport
Munich	25 minutes
Garmisch-Partenkirchen	90 minutes
Königssee	125 minutes

With seven motorways and eight main rail lines converging on the city, Munich is the main transport hub of Southern Germany.

### Transport infrastructure developments

Transport infrastructure developments scheduled for completion by 2018 include:

Rail improvements: 8 projects mostly on the outskirts of Munich	USD 145 million
Road improvements: 9 projects mostly in the Garmisch-Partenkirchen area	USD 597 million
<b>Total investments</b>	<b>USD 742 million</b>

## **Transport, Continued**

Garmisch-Partenkirchen would be the largest beneficiary of transport investments with approximately USD 260 million going towards a four-lane motorway and approximately USD 300 million on two 4-5 km tunnels to be built on either side of Garmisch-Partenkirchen to relieve traffic passing through the town.

All of the above projects and relevant funding are fully guaranteed. Only approximately USD 30 million (4%) of transport investments would be Games dependent.

### **Games transport operations and services**

There would be no spectator parking at venues. During the Commission's visit, the bid committee updated its park-and-ride plans. All competition and non-competition venues would be served by rail and shuttle buses.

Large, temporary park-and-ride lots (35,000 spaces) would be distributed as follows:

- Over 20,000 spaces in mostly existing parking spaces around Munich;
- Approximately 13,000 mostly temporary parking spaces between Schwaiganger and Garmisch-Partenkirchen;
- Approximately 2,000 mostly temporary parking spaces in the Königssee–Berchtesgaden area.

### **Munich zone**

Venues in the Munich Olympic Park are served by dense public transport systems (mainly metro and tramway). The Main Media Centre (and adjacent media village) is approximately 15-20 km to the East of the city and well served by metro, motorway and ample parking.

### **Garmisch-Partenkirchen zone**

Within Garmisch-Partenkirchen traffic would be restricted to Olympic transport and permit holders. All venues would be served by low capacity rail stations and high capacity shuttle buses connected to the park and ride system.

### **Olympic traffic operations**

As the Munich motorway system is heavily used, Games time traffic operations would include advanced traffic management measures including 380 km of dedicated Olympic lanes. The Olympic lane system would cover all direct motorway links interconnecting the main competition and non-competition venues. During the Commission's visit, it was stated that Olympic lanes would be implemented on six or more lane motorways only and that on four-lane highways a hard-shoulder lane would be used to allow for temporary Olympic lane operations.



## **Transport, Continued**

During Games time the use of public transport would be extensively promoted by offering two days of free public transport for ticketed spectators in Bavaria and neighbouring areas in Austria.

Munich 2018's USD 95 million Games transport operations budget appears to be adequate.

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With a strong, existing transport system, coupled with new infrastructure and advanced transport management techniques, the Commission believes that all Olympic transport demands would be fully met.

## Media Operations

### **IBC/MPC concept**

Munich 2018 proposes a two media centre concept with the Main Media Centre (MMC) in Munich and a mountain media centre in Garmisch-Partenkirchen.

The MMC would include a 40,000 m<sup>2</sup> IBC and a 20,000 m<sup>2</sup> MPC housed in the existing Munich Trade Fair Centre. This centre is a sustainably designed, state-of-the-art congress and exhibition centre with a major on-site solar power generating capacity. It has 180,000 m<sup>2</sup> of enclosed space (with a ceiling height of 15 m) and 360,000 m<sup>2</sup> of exterior ground space available to accommodate 5,000 m<sup>2</sup> of broadcast compound, 900 parking spaces and the temporary IBC/MPC media village.

The 12,000 m<sup>2</sup> mountain media centre in Garmisch-Partenkirchen would be housed in new permanent buildings to be constructed on an existing building site.

The MMC and the mountain media centre meet IOC space requirements. During the Commission's visit it was confirmed that pre-Games access to both the Munich IBC and MPC would meet IOC requirements. It was also confirmed that the construction schedule and pre-Games access to the mountain media centre would meet IOC requirements.

Funding for the new buildings at the mountain media centre would be provided by the Free State of Bavaria.

The bid committee confirmed that free WiFi would be provided in the IBC/MPC.

Post Games, the MMC would continue to serve as the Munich Trade Fair Centre. The mountain media centre would be transformed into a permanent "Centre for Sustainability", a research and education institution.

### **Media Transport**

The media transport system would have two hubs, with one at the MMC and one at the mountain media centre. Direct transport would be provided from Munich Airport directly to media accommodation (as well as from Innsbruck and Salzburg airports in Austria).

In addition to standard services, during the Commission's visit it was confirmed that media transport services would include direct connections between the MMC and the Schwaiganger Nordic Centre.

It was also confirmed that at the media hotel clusters in Munich, media would be within a 5 to 10 minute walk from their hotel to media transport shuttle system connections, which would then link to the MMC. The media would also have access to free public transport with links to the MMC, Munich Ice Park, the mountain media centre and the Königssee sliding centre.

## Media Operations, Continued

Representative travel times from key media locations to various points in the media system are shown in the table below. These travel times do not include transfer times at the hotel clusters for travel to the media centres or at the media centres for travel to the competition venues.

Origin	Destination	Travel Time
MMC	Munich media accommodation	<15 minutes
MMC	Munich Ice Park	15 minutes
MMC	Schwaiganger Nordic Centre	55 minutes
MMC	Alpine speed skiing	80 minutes
MMC	Mountain media centre	75 minutes
MMC	Königssee	115 minutes
Mountain media centre	Garmisch-Partenkirchen Media Village	<10 minutes
Mountain media centre	Schwaiganger Nordic Centre	25 minutes

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The MMC was used as the main media centre for the 2006 FIFA World Cup and would present a very low risk solution for media operations.

The MMC and the mountain media centre are both well located to serve media needs. Accommodation and transportation have been well thought-out and travel times within the zones would be short.

## Environment and Meteorology

The environment and sustainability programme is centred on “Flagship 18: A Concept for Sustainability Benchmarks for the Winter Games”, developed by the bid with 18 projects in regard to climate change, protection of the natural environment, sustainable sport and regional development and environmental education and awareness. This programme would be mostly government-funded with a budget of USD 117 million.

There would be “green space” legacies and a proposed “Centre for Sustainability” would be created in Garmisch-Partenkirchen to provide a foundation for environmental and sustainability education and research in the region.

A total of only 1.3 hectares of forest would be removed for venue alteration and construction for the Games, with at least that amount of space replanted in compensation. The bid committee stated that no protected areas would be damaged.

The plan for a carbon-neutral Games, based on energy saving, renewable energy and carbon offsets, takes into account all Games-related air travel (including spectators).

The bid committee’s aim is for the Munich Olympic Village to achieve the Gold standard under the German DNGB (German Sustainable Building Council) certification system, which focuses on minimising energy consumption, and to reduce energy consumption by 30% in existing venues to be renovated (and used for different sports) for a 2018 Games.

All major construction projects – including competition and non-competition venues - would be subject to strong German legislation in regard to energy consumption and standards for new buildings and renovations and the use of renewable energy. The bid committee stated that all new venues would be supplied with 100% green energy from renewable sources.

Germany has signed the Kyoto Protocol and Alpine Convention (on Conservation of the Alps).

Average weather conditions at the proposed locations at Games-time are satisfactory.

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The Munich 2018 bid has a strong and innovative sustainability strategy with the extensive use of existing and temporary facilities and venue sites which would result in a very low level of permanent environmental impact. There is a thorough strategy for a carbon-neutral Games and a comprehensive plan for delivering environmentally sustainable Games.

## Safety and Security

Based on the experience of past high level events organised in Bavaria and Germany, and the information and guarantees provided in bid documentation, the Commission believes that Munich has a good understanding of Games security needs.

The roles and responsibilities of the parties involved are clearly defined by German law and ultimate responsibility for the security of the Games would lie with the Free State of Bavaria, with the support of Federal Governmental agencies involved in safety and security. The OCOG would be responsible for security at and within competition and non-competition venues.

The “Security Functional Command Centre” which would operate under the direction of the Bavarian Ministry of the Interior, would be responsible for overall Games security, under a single chain of command. Responsibility for venue security would lie with the OCOG Security Manager.

The non-OCOG security budget includes USD 49 million and the OCOG budget USD 37 million for private security contractors, equipment, planning, coordination and training and logistics costs for law enforcement personnel. During the Commission’s visit, the government confirmed that the majority of costs would be factored into the regular budget of the different government agencies involved.

Games personnel would be drawn from Bavarian forces as well as private security services and volunteers. If necessary, police forces from other regions in Germany could also be called upon to support their Bavarian colleagues. The number of personnel appears to be sufficient and has been based on past Games experience and large-scale events organised in Bavaria. Security forces are well trained and equipped.

It is difficult to predict the future seven years away but, from past experience and an analysis of trends, it is likely that the threat from terrorism will continue for the foreseeable future in Europe.

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Munich can be regarded as a safe and low risk city. The quality of the security agencies is high and proposals made to secure the Games should ensure a safe environment.

## Medical Services and Doping Control

The Commission is satisfied that Munich and Bavaria would provide a high standard of healthcare to all visitors.

Each Olympic Village would offer the required medical services and team doctors would be permitted to provide medical services to their delegation.

Munich 2018 confirmed that each competition venue would be equipped with high level emergency services, taking into account the specificities of each sport.

Free healthcare would be provided to the Olympic and Paralympic Family at Games time. Munich 2018 has designated four hospitals with a total of 4,100 beds for athletes, IFs, NOCs/NPCs and the IOC/IPC, all within 15 km of the respective Olympic Village.

Spectators would receive first aid and emergency medical services at Games venues free of charge.

### **Doping Control**

Germany has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against Doping in Sport.

The German Anti-Doping Agency was created in 2002. Germany has two WADA-accredited laboratories in Cologne and Kreischa, located over 500 km and 400 km from Munich respectively. Munich 2018 proposes to open a temporary laboratory for the Games in the Department of Sports Science at the Technical University of Munich.

German legislation allows the appropriate authorities to cooperate and share information in relation to the fight against doping and drug trafficking.

## **Legal Aspects, Games Governance and Delivery**

### **Legislation**

Munich 2018 states that the current national legal framework in Germany is sufficient to organise the 2018 Games.

At regional level, an “Olympic law” was adopted by the Bavarian Parliament (regional government) in December 2010 and has been in force since 1 January 2011. It confirms the financial and other commitments of the Free State of Bavaria in relation to the Munich 2018 bid.

### **Entry into the country**

Overall, bid documentation indicates a good understanding of IOC requirements and a clear commitment and capability to meeting them.

Confirmation was provided that entry into the country of all duly accredited Olympic and Paralympic delegations would be in line with IOC requirements. Multiple entries would be permitted for the duration of the Games and for a period of one month either side.

With regard to test events, normal entry procedures would apply - application to any one of 230 German consulates or embassies for persons outside the European Union (EU), the Schengen Zone or the approved list of visa free countries.

The Commission was informed that for any athletes arriving through Salzburg or Innsbruck (Austria), customs and immigration formalities would be the same as those at Munich airport.

### **Work permits**

Most Games-related personnel coming from outside the EU would require an employment visa. To facilitate procedures, Munich 2018 would set up dedicated ‘Olympic desks’ in German embassies around the world. Assurances were provided that embassy personnel would be extensively briefed to ensure an efficient ‘one stop process’ and that the Foreign Office would work closely with the OCOG both in respect to entry into the country and the issue of work permits, which would be free of charge. Bid documentation indicates that visa processing typically takes 2 days, but that if security checks were required, it could take up to 10 days.

### **Importation of goods**

Confirmation was obtained that all goods to be imported and exported for the Olympic Games and Paralympic Games would be exonerated from all customs duties. The same conditions would apply to test events.

## **Legal Aspects, Games Governance and Delivery, Continued**

### **Labour and taxes**

Munich 2018 stated that the Free State of Bavaria has agreed to adapt employment laws through general dispositions to meet the particular requirements of media working at the Games. If Munich were awarded the Games, it would be essential for these provisions to be implemented.

The government has agreed to:

- exempt OBS and rights-holding broadcasters from income and corporate taxes applicable in Germany for Games-related activities;
- exempt customs duties for the import and export of equipment;
- permit media to seek VAT reimbursement for technical and logistic expenses.

The bid committee stated that “if a company establishes a business in a local municipality, the earnings it generates there will be subject to business tax.”

### **Games governance and delivery**

The OCOG would take the form of a non-profit limited liability company operating under German law. The shareholders would include the NOC, the Federal Republic of Germany, the Free State of Bavaria, the City of Munich, the Municipality of Garmisch-Partenkirchen and the Rural District of Berchtesgadener Land.

The Shareholder Board would be the supreme authority of the OCOG and would ensure the implementation of the “Munich 2018 Multi-Party Agreement” which defines the roles, responsibilities and financial commitments of the different stakeholders (see the following section “Political Structure, Government and Public Support”, for details).

Under the authority of the Shareholder Board, a Supervisory Board would ensure the administrative control of the OCOG. An executive management team would have overall responsibility for the day-to-day business of the OCOG.

The OCOG venue department would be in charge of the delivery of temporary venues and overlay and would interface with the respective property owners/developers for the delivery of permanent venues.

Management of the delivery of general infrastructure (road and rail) would fall under the direct responsibility of the project owner (national, regional or local government). The City of Munich, through a city-owned housing company, would be in charge of the delivery of the Munich Olympic Village.

As for other major events in Germany designated of national importance, there would be an integrated approach between government agencies and the OCOG.

Continuity from bid to OCOG would be provided by the bid team and the transition period would be financed by a bank loan guaranteed by the Bavarian (regional) Government.



## **Legal Aspects, Games Governance and Delivery, Continued**

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The division of roles and responsibilities between the different operating bodies in charge of Games delivery (infrastructure and operations) appears to be in line with the organisation of previous major events in Bavaria and Germany and is in accordance with German law. The NOC would be a majority stakeholder in the OCOG. A strong management team at OCOG level would be needed to effectively coordinate the various stakeholders.

## Political Structure, Government and Public Support

Germany has a population of approximately 82 million and is the fourth largest economy in the world. The Free State of Bavaria has a population of 12.6 million and the City of Munich 1.4 million.

The Federal Republic of Germany is a parliamentary democracy with power shared between the Federal Government and 16 federal states. The Federal Parliament (Bundestag) is directly elected every four years and elects the German Chancellor, who then proposes a cabinet of Federal Ministers.

The Basic Law (Grundgesetz) sets forth the division of powers between the two tiers of government (Federal and States). Municipalities are part of the structure of the 16 states but operate with a certain degree of autonomy.

Responsibilities for Games delivery have been defined in the “Munich 2018 Multi-Party Agreement”. This agreement outlines the main financial and administrative commitments of the public authorities in relation to the delivery of the Games:

- The Federal Government would be responsible for customs and immigration services and the construction and maintenance of the federal road and rail infrastructure;
- The Free State of Bavaria would bear the ultimate responsibility for security and would be responsible for medical services in partnership with the local authorities;
- The national, regional and local authorities would each contribute approximately one third of the construction costs of the permanent competition venues;
- The local authorities have underwritten the financing of the permanent non-competition venues.

The bid has the full support of the national, regional and local authorities as well as that of the private sector.

During its visit, the Commission met with the German Chancellor, federal ministers and the Prime Minister of Bavaria. Local, regional and national government officials were present during the meetings and reiterated the government’s full support.

The majority of the political parties at all levels of government have expressed their support for the Games. However, at national and regional level, the Green Party has expressed concerns.

## **Political Structure, Government and Public Support**

There is some opposition to the bid at the local level. A number of landowners in Garmisch-Partenkirchen are unwilling to provide certain pieces of land needed for the Games. The Commission met with some of these representatives during the visit (see the “Sport and Competition Venues” section for further details).

An opposition group in Garmisch-Partenkirchen is seeking a referendum to challenge the legality of the Host City Contract. The bid committee confirmed that legislation of the Free State of Bavaria allows for the right to petition for a referendum but underlined that municipal contracts are legally binding and cannot be reversed.

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2018 Olympic Winter Games: 60% support in Munich, 53% in Bavaria and 56% nationally.

## Marketing

### Joint marketing programme

The Joint Marketing Programme Agreement (JMPA) has been signed by the City of Munich and the NOC. At the time of the Commission's visit, discussions were ongoing between the NOC and the IOC with regard to the structure of the JMPA.

A guarantee from the German Disabled Sports Association and the City of Munich confirming that the future OCOG and the German Disabled Sports Association would enter into a Paralympic JMPA before 31 July 2012 has been submitted in an acceptable form.

### Billboards and advertising

Munich 2018 has obtained the necessary guarantees concerning advertising spaces in the relevant parts of the Games theatre within Germany. These guarantees include outdoor advertising space, space on public transportation, and at Munich airport. In addition, guarantees have been obtained with regard to advertising at Innsbruck and Salzburg airports (in Austria). These guarantees would take effect from 1 January to 31 March 2018.

The rates provided by the relevant stakeholders are based on average rates effective in 2015 to 2017, plus an allowance for inflation.

### Rights protection

German legislation provides significant protection of Olympic intellectual property rights. The bid committee and stakeholders are of the opinion that the existing legislation is sufficient as it provides for injunctive relief which can be quickly enforced.

### Ticketing

Munich 2018 forecasts total ticket revenue of USD 214 million, comprised of Olympic ticket revenue of USD 208 million and Paralympic ticket revenue of USD 6 million. These estimates are based on selling 1.7 million tickets for the Olympic Games and 250,000 tickets for the Paralympic Games. The figures represent sell through rates of 89% and 68% respectively.

Ticket pricing is consistent with past Games and appears reasonable in the context of the German and European market. Munich 2018 expects an average ticket price of USD 104. Ticket prices would range from USD 146 to USD 925 for the Opening Ceremonies, from USD 46 to USD 593 for prime events and from USD 21 to USD 160 for other events.

## **Marketing, Continued**

The German market has a strong tradition of support for winter sports events and strategies aimed at ensuring full stadia were presented to the Commission. An important element of the ticketing and transportation plan is that public transport on buses and trains within Bavaria and the adjacent regions of Austria would be included in the ticket price for the day of the event plus one additional day.

Munich 2018 has advised that it expects that medal ceremonies in Munich would be ticketed at a cost.

The bid committee has proposed a “Two for Two” ticket programme whereby all Olympic and Paralympic athletes would be given access to two tickets for two events. This proposal would need to be further developed, in line with IOC policies.

The strategies proposed should enable ticketing targets to be met.

### **Local sponsorship and licensing**

Munich 2018 projects that revenue from domestic sponsorship would total USD 511 million plus USD 31 million for the Paralympic Games. This is less than recent Games and suggests room for improvement given the strength of Germany’s economy and the history of support for major sporting events. The programme anticipates approximately 48 sponsors and official suppliers in a three tiered programme. The bid committee estimates that 37% of domestic sponsorship revenue would come as VIK and 63% as cash. Projected VIK resources have been integrated into the expenditure budget.

Licensed merchandise revenue is estimated at USD 36 million and would appear achievable within the German market.

## Finance

The 2009 GDP of the Federal Republic of Germany was approximately USD 3.3 trillion with a GDP per capita of USD 41,000 (source: World Bank). Munich 2018 stated that the 2009 GDP of the Free State of Bavaria was EUR 430 billion. The Commission is confident that the German economy would be able to support the necessary infrastructure development needed for the delivery of a 2018 Games.

Germany's average annual inflation rate over the last 10 years was stable between 0% and 3%.

### OCOG Budget

Munich proposes a balanced OCOG budget, with revenue and expenditure at approximately USD 1.52 billion, based on 2010 USD estimates. A contingency of USD 76 million (5.0% of total expenditure) is included. Being in a relatively stable economic zone, the projected average inflation rate to 2018 is 1.6% per annum. The USD budget has been converted from its Euro base by the bid committee at EUR 1.00 = USD 1.17, a rate considerably below the rate prevailing at the time of the Commission's review. The rate is based on an analysis of expected purchasing power parity over the course of the period leading up to the Games.

The Munich 2018 Games budget is comprised of the following revenues:

Description	Million USD (2010)	% of total revenue
IOC contribution	373	24.5
IOC TOP Programme contribution	168	11.0
Domestic sponsorship	511	33.6
Ticketing	208	13.7
Licensing	36	2.4
Government subsidies	41	2.7
Other revenues	185	12.2
<b>Total</b>	<b>1,522</b>	<b>100</b>

## Finance, Continued

In accordance with IOC guidelines, no capital investment is included in the OCOG budget. Munich 2018's expenditure budget is comprised of the following major elements:

Description	Million USD (2010)	% of total revenue
Technology	250	16.4
Games workforce	140	9.2
Venues, villages and other facilities	370	24.3
Ceremonies and culture	73	4.8
Transportation	95	6.2
Paralympic Games	86	5.7
Advertising and promotion	48	3.2
Administration and other	384	25.2
Contingency	76	5.0
<b>Total</b>	<b>1,522</b>	<b>100</b>

Development of the budget has been based on a detailed bottom-up approach and validated by a top down review, comparing it to recent Games. Financial projections were subjected to extensive validation and review by government stakeholders.

Games workforce costs are lower than is often typical for a Winter Games, reflecting support from government-owned and staffed venues and a strong volunteer culture for sports events. The 5% contingency is considered adequate given the upside revenue potential. The budget reflects an OCOG that would benefit from close relationships with competition and non-competition venue owners who would also be OCOG stakeholders and shareholders. If this support was not to materialize, OCOG costs would increase.

## Finance, Continued

### Non-OCOG Budget

The non-OCOG capital investment budget amounts to USD 1.86 billion, including USD 741 million for transport infrastructure (primarily roads including tunnels), USD 160 million for competition and training venues and USD 270 million for accommodation. Also included is USD 278 million for the three Olympic Villages in Munich, Garmisch-Partenkirchen and Königssee. USD 113 million is provided for the media village in Munich. USD 114 million is earmarked for environmental projects.

USD 698 million of the total, primarily for competition venues, villages and environmental management systems, would only be spent if Munich were awarded the Games. With the exception of the development of a hotel which would be used as the Königssee Olympic Village, and is to be constructed by the private sector, most other non-OCOG incremental budget elements would be funded by the various levels of government. The financing of the construction of the Königssee Olympic Village has been underwritten by the Rural District of Berchtesgadener Land.

The non-OCOG operations budget totals USD 57 million with the majority of these costs being for security. Munich 2018 explained that the government does not charge for the delivery of security services and that the large majority of security costs would therefore lie within ongoing government budgets. Similarly, no separate investment in cultural programmes is included in the non-OCOG budget as cultural activities would be integrated with existing cultural programmes. There is no provision in the non-OCOG budget for power upgrades as the bid committee stated that none would be required. The Commission nevertheless feels that some power upgrade might be needed at the temporary Nordic venue, for which funding would need to be secured.

### Financial guarantees

A guarantee to cover any potential shortfall in the OCOG budget has been provided in equal parts by the national government, the government of the Free State of Bavaria and the City of Munich. The commitment contemplates that the auditing and resolution of guarantees, should they be required, would be completed by the end of 2021. The bid committee stated that should additional funds be required during Games preparations, the guarantors, all being shareholders and members of the Supervisory Board, would be in a position to confirm the need and act accordingly. If the shareholders were not able to reach a prompt resolution in the event of a projected deficit, Games preparations and delivery could be impacted.

A guarantee for the financing of construction work required for competition and non-competition venues has been provided by the government stakeholders.

The Free State of Bavaria has committed to provide a USD 23.4 million bank guarantee to facilitate the transition period from bid to OCOG and enable ongoing bank credit.



## **Finance, Continued**

The national, regional and local governments have guaranteed to provide all security, medical, customs and immigration services and other government-related services at no cost to the OCOG, in accordance with their jurisdictional responsibilities. They have also committed to provide all publicly owned venues free of charge to the OCOG or at a rental rate to be approved by the IOC.

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The OCOG budget is well supported and demonstrates a thorough and comprehensive effort. The Commission felt that while some costs such as Games overlay, technology and other operational requirements are likely to be subject to risk and may increase, these risks would be compensated by the conservative approach to revenue budgeting.

The non-OCOG budget demonstrates a good understanding by the authorities of the financial commitments required to deliver the Games.

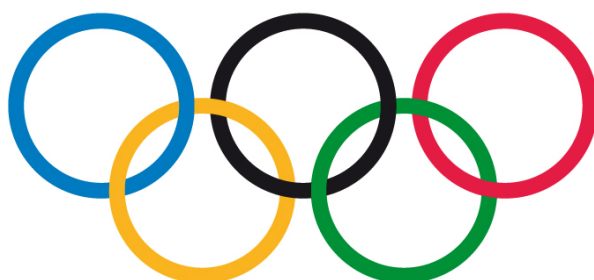
All required financial guarantees were provided.

## 2 → Annecy



# Annecy 2018

CANDIDATE CITY



## Vision, Concept and Legacy

### Vision

Annecy's vision is for the 2018 Olympic Winter Games to act as a catalyst and a model for sustainable development in the mountain region. Such development would ensure the growth of winter sports and the tourism industry and enable diversification of the industry to include new sports activities throughout the year, while preserving the region's natural and cultural heritage.

Plans feature an "eco-resort" research programme which will develop guidelines and a certification system for environmentally-sensitive mountain development in the region and act as a future standard for ski resorts for the tourism industry.

Games plans are fully integrated into regional and local urban planning and environmental policies and national government initiatives which are responding to the population's call for changes in development and tourism industry practices to adapt to climate change and new socio-economic and cultural trends to secure the economic and environmental future of the region.

### Concept

Annecy proposes to organize the 2018 Olympic Winter Games from 9 to 25 February and the Paralympic Winter Games from 9 to 18 March.

Annecy 2018's concept is based on the use of existing infrastructure, planned new infrastructure and Games-time temporary facilities. The concept reflects the Games vision which is to limit environmental impact.

The concept includes three zones: Annecy, Chamonix/Mont Blanc and La Clusaz/Le Grand Bornand, as well as an existing stand-alone venue at La Plagne. A feature of the concept is that the Annecy and Chamonix zones would both host a combination of snow and ice sports, allowing visitors to more easily attend multiple competitions within each zone.

The Annecy zone would include 5 competition venues (two snow and three ice: snowboard and freestyle, figure skating/short-track speed skating, speed skating and curling) as well as an Olympic Village, the IBC/MPC, a media village, IOC hotels and the venue for the Opening and Closing Ceremonies and medals presentation.

The La Clusaz/Le Grand Bornand zone would include three venues for cross-country skiing, ski jumping, Nordic combined and biathlon. During the Commission's visit, the bid proposed to construct an Olympic Village in the centre of the zone, to be located in the village of St. Jean de Sixt (see Olympic Village(s) for further details).

The Chamonix/Mont Blanc zone would include four competition venues (two snow and two ice) for Alpine skiing (speed and technical), ice hockey I and II as well as an Olympic Village, a mountain media centre and a medals plaza. Chamonix, a well-known winter resort, hosted the first Olympic Winter Games in 1924.

## **Vision, Concept and Legacy, Continued**

The bobsleigh, skeleton and luge events would take place at an existing venue in La Plagne, two hours from Annecy. This venue was used for the 1992 Olympic Winter Games. There would also be an Olympic Village in La Plagne.

The main gateway airport and 13% of hotel rooms for the Games would be located in Geneva (Switzerland). The hotels in Geneva contain a significant number of four and five star rooms to serve NOCs, broadcasters, written press, TOP partners and OCOG sponsors and guests. The travel time from Geneva to the Annecy zone would be approximately 35 minutes, to the La Clusaz/Le Grand Bornand zone approximately 60 minutes and to the Chamonix/Mont Blanc zone approximately 75 minutes.

With four Olympic Villages, travel times for athletes and officials from their respective village to competition and training venues in each zone would be short, with the exception of the freestyle and snowboard venues in the Annecy zone (Semnoz plateau) which would be 40 minutes from the Annecy Olympic Village.

Media, Olympic Family, sponsors and spectators should experience convenient and relatively short travel times when attending or working at events in the same zone as their accommodation.

Travel times for client groups accommodated in Geneva and Aix-les-Bains (35 km south of Annecy) to the various zones, or between the three zones, would be longer.

The actual travel times experienced by each client group would depend on the complexity of a specific client group transport system and the origin and destination of each trip. The media system would be the most complex and the most likely to be impacted. NOCs may also face operational challenges due to the number of Olympic Villages and their geographical spread.

### **Legacy**

Through hosting the Games, Annecy 2018 aspires to help provide the city and region with sustainable infrastructure to further develop year-round tourism and to be the impetus for increased sports participation. Four pilot projects in the “eco-resort” research programme will begin in 2011 and the environmental features of the town of Chamonix will also provide impetus and experience for this programme.

In line with the vision, Olympic Winter Games legacies would also include a “Centre of Excellence” for the training and education of winter sports athletes, social housing, the expansion of public transport infrastructure, especially in rail, and the increased protection of environmental and cultural features of the region.

Whilst presenting some operational challenges, the Commission believes that the Games concept presented by Annecy 2018 could be a workable model for Olympic Winter Games sustainability.

## **Vision, Concept and Legacy, Continued**

### **Communication**

Annecy 2018's communications plan would focus on young people and have a strong emphasis on new digital media. The bid's motto is "Snow, ice and you".

The communications strategy is aimed at demonstrating the integration of the Games into their environment and the opportunity the Games present to develop a new vision for mountain resorts showing that the Games can be conducted in a mountain region whilst ensuring the sustainable development, protection and enhancement of the natural and cultural heritage of the local community.

The overall Games communications and promotion budget appears to be on the low side. Effective communication of local and regional benefits and legacies would be necessary to increase and sustain community support for the Games.

### **Culture, education, ceremonies and city activities**

In line with Annecy 2018's vision to create a new blueprint for mountain resorts, the bid's concept aims to integrate sport into social, cultural and economic life and the government has guaranteed funding of USD 59 million for cultural and education initiatives (non-OCOG budget).

Annecy 2018 sees an opportunity to use the Games as an educational platform to promote Olympism, but little detail was provided as to how this would be delivered. An intention was outlined to work closely with the ministry in charge of education and the NOC to implement new, and develop existing programmes through which young people would be encouraged to live the Olympic values, with a particular emphasis to be given to digital technology and social networking. The aim to develop an Olympic education programme across France would need further development.

The Opening and Closing ceremonies would be held in a temporary, 42,000 seat theatre on the Annecy lakeshore which would also be used as a medals plaza. A second medals plaza is proposed in the centre of Chamonix.

The lakeside would provide an impressive setting and some exciting possibilities for these ceremonies though the space available might provide some logistical challenges, especially related to athlete movement, back of house and media requirements.

With regard to the Torch Relay, the intention is to take the Flame over and around lakes and streams from the sea to the mountains, in line with the overall "snow, ice and you" theme.

## **Vision, Concept and Legacy, Continued**

In terms of cultural and city activities, Annecy 2018 proposes to use the city's historic, pedestrian centre as an "Urban Olympic Park" in which two live sites are planned. The "Nations Square" concept, to showcase the history and cultures of the countries belonging to the Olympic Movement to the public, is a positive initiative. Similar activities would take place in the centre of Chamonix.

Although several initiatives were broadly outlined, and some cultural themes were identified, little detail was provided. Should Annecy be elected as the host city, early attention would need to be paid to these areas to develop concrete and integrated programmes to ensure that the bid's vision for culture, education and city activities would be implemented.

## Sport and Competition Venues

### Sports concept

The three Games zones (described in detail in the “Overall Concept of the Olympic Games”) along with the stand-alone sliding venue, provide 13 competition venues. Most proposed venue spectator capacities meet IOC guidelines. Where they are slightly below, this is due to the fact that transport constraints would limit the number of spectators travelling to these venues.

In addition to those sports where training would occur at the competition venue, the Annecy zone would provide two existing training venues (one for figure skating and one for short track speed skating). The Chamonix/Mont Blanc zone would have two training venues (one new venue for Hockey I and one existing venue, approximately 20 minutes away, for Hockey II).

Travel times between competition venues and the respective Olympic Village are listed below:

Competition venue	Annecy Village	Chamonix Village	St. Jean de Sixt Village	La Plagne Village
Biathlon			<10min	
Bobsleigh/Luge/Skeleton				<10min
Curling	<10min			
Ice Hockey I		<10min		
Ice Hockey II		<20min		
Speed Skating	<10min			
Short Track / Figure Skating	<10min			
Cross Country Skiing / Nordic Combined			<10min	
Ski Jumping / Nordic Combined			<10min	
Alpine (Speed Events)		<10min		
Alpine (Technical Events)		<10min		
Freestyle	<40min			
Snowboarding	<40min			

Travel time from nearest Olympic Village	No. of Venues
0-10 minutes	10
11-20 minutes	1
21-30 minutes	0
31-40 minutes	2

## Sport and Competition Venues, Continued

Annecy 2018 stated that should the IOC add new events/disciplines to the Olympic programme, these could be accommodated with minimum modification to the proposed Games plan.

### Venue construction status

Venue construction status	N° of competition venues
Existing (no permanent work required)	0
Existing (permanent work required)	6
Planned (will be constructed whether or not Annecy is awarded the Games)	1
Additional permanent (would only be constructed if Annecy is awarded the Games)	5
Additional temporary (would only be constructed if Annecy is awarded the Games)	1
<b>TOTAL</b>	<b>13</b>

Most of the land required to construct and operate the competition venues is under the control of the bid committee and there is limited risk related to securing the remaining 8% of land required. Of this 8% the majority concerns the Ice Skating Centre and the Alpine skiing stadium. If needed, a land expropriation procedure could be used to mitigate risk, should an amicable solution not be reached. The bid committee explained that in the worst case scenario this process could take up to two years. Should this be the case, it could present a risk to construction timelines.

### Venue features/issues, including sports legacy

Most competition sites would be located in or near existing developed areas which offers convenience and avoids disturbing new undeveloped land. Due to site constraints and access with regard to Alpine speed events and Nordic skiing, Annecy 2018 would have to pay careful attention to venue design in order to deliver venues as proposed.

The proposed location and general layout of the Annecy 2018 competition sites and Olympic Villages has included significant athlete input. There has also been integration with local municipalities in relation to the location and operation of competition sites.

Annecy 2018 has supplied all guarantees required by the IOC for competition venues. In addition, the International Federations have approved in concept the proposed competition sites for their respective sport disciplines.



## **Sport and Competition Venues, Continued**

Annecy has committed to holding test events in all sports/disciplines.

The improvements to five existing snow venues plus the construction of two new permanent venues for Nordic sports would build on what the region already has to offer in terms of winter sports. The construction of four new ice venues (two in Annecy and two in the Chamonix / Mont Blanc zone) would result in two additional venues for ice sports, a venue which would be converted into an Olympic size swimming pool and a multi-purpose sports facility, providing a further legacy for sports in the region. The construction of an additional ice training rink in Chamonix would also add to this legacy.

The existing sliding venue in La Plagne would also benefit from refurbishment and certain permanent improvements.

Average natural snow depths at snow venues are acceptable and Annecy 2018 proposes to include snow-making equipment at all snow venue sites, 80% of which is already in place.

### **Sports experience (last ten years)**

France has hosted major international competitions (World Championships, World Cups and Continental Championships) in 11 of the 15 Olympic Winter disciplines in the past 10 years. Four of these were hosted at venues proposed for Olympic competition.

France has experience in hosting other large events such as the 2003 IAAF World Championships and the 2007 IRB Rugby World Cup. France will host the UEFA EURO Championships in 2016.

## Olympic Village(s)

### Location and concept

Annecey 2018 proposes a four-village concept, taking into account the needs of the athletes to be in close proximity to their respective venues. The Annecey and Chamonix villages would both support various ice and snow venues. The village at St. Jean de Sixt would support the Nordic and biathlon events and the La Plagne village the sliding events.

The Annecey Village site would occupy 28 hectares of land at an elevation of 480m. The village would be formed of a cluster of four-storey buildings set within an existing woodland and creek environment. A shuttle bus service would be provided to Annecey town centre (ten minutes away). An environmentally friendly concept would provide ample green space within the Village. Noise could be a factor as residential units would be located 300-500m from the motorway, but the bid committee stated that construction plans would include noise pollution mitigation measures.

The land for the Annecey Village is in the process of being acquired by the Annecey Conurbation Community with 74% secured to date. There is some risk for the remaining 26% but this is mitigated by French land acquisition processes, as well as the fact that the land is already zoned for its intended use.

The Annecey Village's 610 units would become apartments (35% social housing) to be both rented and sold after the Games.

The Chamonix Village site, in the heart of the city, would occupy 8.5 hectares at an elevation of 1,030m. The village would comprise permanent residential apartment and Alpine lodge style units with a maximum of five stories set alongside a large parkland area that athletes could use as a jogging track or green space. Annecey 2018 confirmed that the necessary security measures would be taken in view of the fact that a cable car would pass over the village.

The site is owned by the Municipality of Chamonix and private developers who have agreed to make buildings available for the Games. The 172 apartments in the Chamonix Village would be sold after the Games with 70% for social housing.

During the Commission's visit, the additional accommodation referred to in the Candidature File in the La Clusaz/Le Grand Bornand zone was replaced by an Olympic Village to be constructed in St Jean de Sixt (including 900 beds originally planned for the Annecey Village). The village, at an elevation of 1,005m, would occupy 7 hectares of land and consist of a combination of individual alpine chalets, townhouses and temporary multi-level, lodge-style accommodation.

The St. Jean de Sixt Village site is owned by the local municipality, the company "Électricité de France", and three other local enterprise committees. 84% of the land has been acquired, but there is some risk for the remaining 16%. Again, this risk is mitigated by land acquisition processes and the fact that the land is already zoned for its intended use.

## Olympic Village(s), Continued

Post-Games, the 140 accommodation units in this village would be converted into housing (20% social housing), a hotel, a sports hall, fire station, child-care centre and buildings to meet municipal needs. The temporary modular units would be removed and utilized off-site as housing and tourist accommodation.

Although described as “additional accommodation” in the Candidature File, in accordance with IOC guidelines, accommodation in La Plagne would be considered as an Olympic Village. The village, an existing four-star, eight-storey resort hotel, would be located within 10 minutes of the sliding venue and would be rented for the duration of the Olympic Games.

As described in “Legal Aspects, Games Governance and Delivery”, the “Olympic Games Development Agency” (SAJO) would be responsible for managing the completion of the Annecy, Chamonix and St Jean de Sixt villages on behalf of the project owners. Annecy 2018 has stated that the OCOG would be involved in the planning and implementation of the permanent construction of these villages.

Detailed travel times between the villages and the competition venues can be found in the “Sport and Competition Venues” section.

The travel times between villages and to the nearest medals plaza, would be as follows:

	Annecy Village	Chamonix Village	St. Jean de Sixt Village	La Plagne Village	Nearest Medal Plaza
Annecy Village	-	70 minutes	30 minutes	135 minutes	<10 minutes
Chamonix Village	70 minutes	-	75 minutes	205 minutes	<10 minutes
St. Jean de Sixt Village	30 minutes	75 minutes	-	165 minutes (via Annecy)	45 minutes
La Plagne Village	135 minutes	205 minutes	165 minutes (via Annecy)	-	145 minutes

### Village organisation

The total bed count across the four villages would be 5,710.

Annecy	Chamonix	St Jean de Sixt	La Plagne
2,500 beds	1,400 beds (100 single rooms, 650 double rooms)	1,200 beds (150 single rooms, 525 double rooms)	610 beds (90 single rooms, 260 double rooms)

## **Olympic Village(s), Continued**

The above numbers include 600 beds for additional officials split between the Annecy, Chamonix and St Jean de Sixt villages. Another 600 beds would be provided at nearby hotels, giving a total of 1,200 beds for additional officials.

All athletes accommodated in La Plagne would also have a bed in the Annecy Olympic Village.

The main dining halls at the Annecy, Chamonix and St Jean de Sixt villages would accommodate 1,500, 700, and 600 persons respectively.

In addition to the full range of services required by the IOC, the villages would offer free WiFi.

### **NOC/NPC support grant**

The OCOG would cover travel costs (including equipment) of NOC and Paralympic delegations defined as all duly qualified and accredited athletes and all duly accredited officials authorized to stay in the Olympic Villages in line with the IOC's Accreditation Guide. Travel expenses would be calculated from the country's capital or main airport designated by each NOC, to Geneva International Airport, in economy class.

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The village concept has been based on providing athletes with short travel times as, overall, 80% of athletes would be less than ten minutes from their respective competition venue. The four villages would be relatively spread out however and, as a result, NOCs would experience operational and transport challenges.

The combination of ice and snow sports athletes in the villages would allow athletes to more easily attend competitions as spectators of other sports.

## Paralympic Games

Annecy's motto of "Snow, Ice and You" extends to the Paralympic Games and the vision is to make the mountains more accessible for persons with a disability.

The legacy plan includes improving accessibility generally and increasing participation in sports and expanding access to year-round sport and recreational opportunities for people with a disability. Annecy 2018 would use a number of initiatives to help achieve this, including: "Tourism and Disability mark" (an accessibility certification for resorts), promotion of ice sports and the "ski with your disability" programme.

### **Budget**

The overall incremental Paralympic budget is USD 94 million. Revenue projections include a USD 61 million commitment from the national, regional and local authorities, USD 18 million from a three-tiered sponsor programme and ticket sales of USD 7 million for 321,000 tickets to be sold. An additional 160,000 tickets would be given away to school children.

Annecy 2018 confirmed that the special tax status provided to the IOC also would apply to the IPC.

### **Organising Committee**

The Olympic Games Organising Committee (OCOG) would have full responsibility for the organisation of the Paralympic Games. The National Paralympic Committee (NPC) would be represented on the Board of Directors, as well as on the Olympic Council (the supreme authority governing the OCOG). In addition, a Paralympic Games Department would be set up to monitor Paralympic planning and progress. A liaison in each OCOG function would ensure integration of Paralympic aspects at all levels. Plans include the hiring of Paralympians as full-time OCOG staff.

### **Sport and venues**

Annecy proposes a compact plan, with the Annecy Olympic Village being used as a single Paralympic Village. Every competition and non-competition venue would be within a 40 minute travel time from the Village. Annecy 2018 has committed that all venues would be designed according to the Paralympic Games technical and accessibility requirements.

The two ice sports (ice sledge hockey and wheelchair curling) would be located in Annecy and the snow sports at La Clusaz (Alpine skiing) and Le Grand Bornand (cross country skiing and biathlon).

All Paralympic Games venues would be those used for the Olympic Games, with the exception of the Alpine venue at La Clusaz which would need to be developed. There is some risk associated with this venue with regard to space at the finish area. The difference in altitude between Annecy and La Clusaz/Le Grand Bornand could pose a challenge for athletes competing in Nordic events.

## **Paralympic Games, Continued**

Annecey 2018 confirmed that it would conduct test events in all five Paralympic winter sports in the years 2016 and 2017. The bid committee confirmed that it could accommodate any new sports on the programme.

The venue for the Olympic Opening and Closing Ceremonies would also be used for the Paralympic Ceremonies and as the medals plaza.

### **Games Services**

Annecey has committed to provide the same levels of key services as the Olympic Games, scaled to the needs of the Paralympic Games.

In accordance with French legislation, all public transport will be accessible by 2015.

Travel to the venues would mainly be by bus with a travel time of approximately 40 minutes between the snow venues and Annecey. The rail network does not play a major role in the Paralympic transport system, apart from arrivals and departures. Ticketed spectators and Games workforce would be entitled to free public transport.

The Paralympic Village would consist of apartment blocks with a maximum of four floors. The village site would have a maximum gradient of 4% and would be designed as inclusive and accessible (in line with French law and IPC standards) with 50% of the units being wheelchair accessible. Auditory features would be provided for athletes with sight impairments.

Games officials would have the option of using space in the Paralympic Village or rooms in hotels closer to the venues. Rooms in three, four and five star hotels would be available for the Paralympic Family in Annecey and in the La Clusaz/Le Grand Bornand area, with no minimum stay requirement.

### **Media and Communications**

The IBC, MPC and media village in Annecey would also serve the Paralympic Games. Hotel accommodation options would also be provided in the La Clusaz/Le Grand Bornand area.

With regard to the general communications plan, further emphasis would need to be given to Paralympic elements to generate awareness and support from the general public for the Paralympic Games.

### **Additional comments**

The word Paralympic is protected as a trademark property under French law.

Guide dogs would be granted entry into the country for the Games. Veterinary certification and microchip identification would be required.

## Accommodation

### General

There are approximately 56,000 existing rooms within a 50 km radius of Annecy. As one of the main tourist destinations in France, there would be sufficient accommodation possibilities in the region for spectators and visitors.

Annecy 2018's accommodation plan offers a total guaranteed room inventory of over 25,500 rooms, meeting IOC requirements, in 533 facilities. As outlined in the Candidature File, the plan includes approximately:

- 16,400 hotel rooms (2-5 star)
- 2,760 rooms in media villages (2-3 star)
- 4,800 rooms in apartment-hotels (2-5 star)
- 1,600 rooms in unrated holiday villages, primarily for the OCOG workforce.

Of the total number of guaranteed rooms, approximately 10,800 have been secured within a 10 km radius of Annecy (6,700 rooms), Chamonix (2,900 rooms) and La Plagne (1,200 rooms).

There would be no minimum stay requirement.

During the Commission's visit, the bid committee confirmed that the Olympic Family would be accommodated in 9 three to five star hotels (as opposed to 14 mentioned in the Candidature File) offering 974 rooms within a 5 km radius of the centre of Annecy. This new plan would be dependent on the construction of a 200 room hotel.

Housing for athletes' families would be facilitated through a special scheme using Bed & Breakfast establishments, chalets and rental units. A programme whereby athletes' families could stay with local families free of charge was also mentioned.

### Room rates

Room rates have been calculated taking into account the estimated rate of inflation in France between 2010 and 2018.

For the Olympic Family, the following USD 2018 maximum rates, including breakfast and taxes, would apply:

	Single room	Double room
5 star	563	667
4 star	263	358
3 star	174	233

## Accommodation, Continued

The USD 2018 maximum room rates for other client groups, including breakfast and taxes, would be:

	Single room	Double room
5 star	563	667
4 star	263	358
3 star	174	233
2 star	130	174

For the media village, the following USD 2018 maximum room rates, including breakfast and taxes, would apply:

	Single room	Double room
3 star	174	233
2 star	130	174

In the hotel guarantees provided with the Candidature File, the Commission noted that a single room designation referred to a room with a single bed (less than 3% of the overall inventory). The bid committee confirmed that the double room rate listed above applied to a one or two person occupancy, but that hotels would be contacted to withdraw the charge for a second breakfast in the case of single occupancy.

If awarded the Games, the bid committee stated that the regional tourist board would manage room reservations and allocations for each client group on behalf of the OCOG and would be responsible for drawing up hotel contracts.

During the Commission's visit, Annecy 2018 confirmed that should room rates be higher than those listed above, the OCOG would pay the difference. A budget provision has been made in this respect.

Due to the fact that hotel guarantees have been concluded in EUR or CHF, there is some exposure to currency fluctuations which could pose a risk to the OCOG budget.

### **Media Accommodation**

Media representatives would be accommodated in approximately 10,600 rooms (from the total number of guaranteed rooms) divided as follows: 6,400 hotel rooms, 2,760 media village rooms and 1,400 apartment-hotel rooms.



## **Accommodation, Continued**

The Media Village would be located immediately adjacent to the Main Media Centre in Annecy in a combination of permanent and temporary structures. The permanent structures would include 520 rooms in three newly built residential complexes and 200 rooms in new hotels (one two star and one three star). The remaining 2,040 rooms would be in temporary three-storey, three star accommodations. Rooms would be equipped with en-suite bathrooms, a work area, international satellite TV and high-speed WiFi connection. Hotel type services (concierge, laundry and catering) would be provided on a 24/7 basis.

The balance of the media accommodation would be distributed throughout the Olympic Region with concentrations of rooms in Geneva, Annecy, Aix-les-Bains, La Clusaz/Le Grand Bornand and Chamonix.

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As the Games vision is to use existing infrastructure wherever possible and as the City of Annecy has a low accommodation capacity, the Games accommodation plan has been based on providing rooms in the various Games zones. The approximately 25,500 guaranteed rooms are thus located in 533 accommodation facilities in France and Geneva (Switzerland). The spread of accommodation and the number of establishments involved would create operational and financial challenges across various client groups.

## Transport

### Concept

Annecey 2018's transport plan is based on upgrading and improving existing infrastructure to connect Games venues with each other as well as to national and international transport networks. Geneva (Switzerland) would also play an important role in the Games transport system.

The main Olympic transport hub would be located in Annecey (450 m elevation). Other Games zones and venues would be served by five transport links:

- Chamonix/Mont Blanc, 100 km from Annecey and Geneva by a four lane motorway and a rail line;
- Geneva, 40 km from Annecey by a four-lane motorway
- La Clusaz/Le Grand Bornand (approximately 1,000 m elevation) 40 km from Annecey by a two lane road;
- Semnoz plateau (1,480 m elevation) 15 km from Annecey by a steep two lane mountain road;
- La Plagne (1,680m elevation), 150 km from Annecey by a four lane motorway and two lane roads.

### International, national and regional access

Geneva International Airport would be the gateway airport for the Games. With 12 million passengers per year, it has good experience in supporting large scale events in Geneva and the French Alps and has the capacity to handle most of the Games air travel demands.

Travel times between Geneva airport and the Olympic Villages would be:

Olympic Village	Geneva Airport
Annecey	25 minutes
Chamonix	75 minutes
St Jean de Sixt	55 minutes
La Plagne	160 minutes

Lyon-St Exupéry International Airport would also provide access to the Annecey region via high-speed rail.

The international and national connectivity of the Olympic region is provided by four motorways connecting Annecey, Chamonix and Geneva to the rest of France, Switzerland and Italy, through the Mont Blanc tunnel.

### Transport infrastructure developments

Transport infrastructure developments scheduled for completion by 2018 include the following:

## Transport, Continued

Rail developments on the Aix-les-Bains-Annecy-St. Gervais and St. Gervais-Chamonix rail lines	USD 684 million (approximately 80% of the total transport investment budget)
Nine local road projects to enhance access and safety inside the Olympic region	USD 182 million

The regional rail service is currently weak, but would be boosted by the extensive investment programme mentioned in the table above, to provide much improved intra-regional and long distance high speed rail services.

The well-developed international and regional motorway system will remain largely unchanged, with the exception of the road projects listed above.

All of the above projects and relevant funding are fully guaranteed. Only approximately USD 39 million (4.5%) of transport investments would be Games dependent.

### **Games transport operations and services**

The transport and traffic operations features proposed by Annecy 2018 are oriented towards providing enhanced public transport during and after the Games. Key measures and actions include:

- A “Games train” providing 4 trains per hour between Annecy and St. Gervais-Chamonix;
- 100% of spectators to use public transport (rail, bus);
- Free public transport throughout the Olympic region for the Olympic and Paralympic Family, ticketed spectators and accredited workforce (Aix-les-Bains, Annecy and Chamonix);
- Low price train tickets (EUR 1) for Olympic ticketed spectators from cities including Grenoble, Lyon and Chambéry;
- 10,000 temporary park and ride facilities;
- A frequent train service from the centre of Annecy to a renovated rail station at the Annecy Olympic Village;
- Two large pedestrian areas covering most of the urban centres of Annecy and Chamonix for Games celebration sites;

The existing Annecy airfield, close to the proposed Main Media Centre, would be used as a vehicle depot and transport logistics hub during the Games.

## Transport, Continued

Traffic operation studies presented during the Commission's visit indicate that the 450 km of Olympic lanes mentioned in the Candidature File would in fact be:

- Approximately 80 km of dedicated Olympic lanes.
- The remainder would employ flexible traffic management systems comprising: "clearways" on motorways, "exclusive Olympic roads" and "restricted lanes". The latter would be applied, particularly, in populated mountain valleys, to avoid having to issue thousands of traffic permits to local residents and businesses.

French and Italian transport authorities are currently studying truck traffic diversions from the Paris-Lyon-Geneva-Chamonix motorway and Mont Blanc tunnel corridor to other cross-Alpine motorways during the Games period. A formal agreement has been signed, although operational measures still need to be studied.

Overall the Annecy 2018 transport scheme is well designed for athletes and most Olympic client groups, as well as for the majority of the large number of spectators expected to attend the Games.

The client group that would experience the most difficulties would be the media due to the spread and large number of accommodations throughout the area, media centres in Annecy and Chamonix, and the distance between the Olympic zones and venues. In some cases, one way travel would exceed one hour. (Further details can be found in the Media Operations section).

Annecy 2018's Games transport operations budget amounts to USD 77 million. This might be on the low side considering the cost of the extensive free public transport to be offered to spectators and workforce and the complexity of providing adequate transport services to media accommodation throughout the Olympic region.

The Semnoz, La Clusaz/Le Grand Bornand and the Chamonix-Les Houches ski venues present a major transport challenge due to very limited access which could impact the venue capacities proposed in the Candidature File.

In general the transport concept incorporates many forward-thinking measures in terms of environmentally friendly transport and more sustainable travel patterns minimizing automobile use and maximizing public transport. The substantial rail development would be the most significant long term legacy for the Annecy-Chamonix-Geneva region and would promote a more sustainable transport system in line with Annecy 2018's Games vision.

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With the plans for a much improved rail and public transport system, the Commission believes that the Olympic transport demands would be met. However, given the relatively dispersed concept, travel times between Games zones for some client groups could be long.

## Media Operations

### MPC /IBC concept

Annecey 2018 proposes a two media centre concept with the Main Media Centre (MMC) to be located in Annecey and the mountain media centre to be located in Chamonix.

The MMC, to be constructed adjacent and with good access to the motorway, would include a 40,000 m<sup>2</sup> International Broadcast Centre (IBC) and a 20,000 m<sup>2</sup> Main Press Centre (MPC) with catering, accreditation and common services housed in temporary structures. The MMC would be serviced by a transport mall and 900 parking spaces.

The IBC would consist of a combination of single and two-storey structures (8m ceiling height), of which 15,000 m<sup>2</sup> would be permanent and 25,000 m<sup>2</sup> would be temporary. Compound space for the IBC would consist of 7,000 m<sup>2</sup> for the satellite area and production logistics.

The MPC would be a three-storey permanent structure.

The 10,000 m<sup>2</sup> mountain media centre would be housed in a combination of permanent and temporary buildings serviced by a transport mall and 100 parking spaces. The permanent works would include the renovation of an existing multi-sports hall and the extension of indoor tennis courts. Compound space for the mountain media centre would be 4,000 m<sup>2</sup> for the satellite area and production logistics.

During the Commission's visit it was confirmed that IOC requirements for space and pre-Games access requirements for both media centres would be met.

Financing for the MMC permanent works and post Games conversion is guaranteed by the Annecey Conurbation Community. Funding for the Chamonix mountain media centre is guaranteed by the Chamonix Valley Municipality Community.

All temporary facilities in the MMC and the mountain media centre would be provided by the OCOG.

Post Games, the permanent works portion of the Annecey IBC would house offices and service sector business activity. The permanent works for the Annecey MPC would house a training centre for work in sport, recreation and outdoor activities. The permanent works at Chamonix would revert to a community multi-sports hall. The temporary IBC works at the MMC would be dismantled post Games and used by the logistics industry in Annecey and the region.

The post Games use of a combination of both permanent works and relocated temporary structures responds to environmental and financial sustainability objectives.

## Media Operations, Continued

### Media Transport

The media transport system would have two hubs, one at the MMC and one at the mountain media centre. All media would transit through these hubs to reach the competition venues with the exception of a competition venue to competition venue service between the biathlon and cross country/ski jumping venues.

In addition, mini-hubs at various hotel groupings would act as collection points for media travelling to the Annecy and Chamonix hubs. Direct transportation would be provided between Geneva and Lyon airports/train stations and media accommodation.

Representative travel times from key media locations to various points in the media system are shown in the table below. These do not include transfer times at the hotel mini-hubs for travel to the media centres or at the media centres for travel to the competition venues.

Origin	Destination	Travel Time
MMC	Annecy media village	< 10 minutes
MMC	Geneva	30 minutes
MMC	La Clusaz/Le Grand Bornand (Nordic and biathlon)	35-40 minutes
MMC	Semnoz (freestyle and snowboard)	50 minutes
MMC	Mountain media centre	70 minutes
Mountain media centre	Geneva	75 minutes
Mountain media centre	Hockey II	20 minutes
MMC	La Plagne (sliding)	130 minutes

Accredited media would have free access to public transport.

To minimise required security checks, the media would have 'clean to clean' access between the MMC and the Ceremonies Theatre.

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The two media centres are well located to serve the needs of the media. However, given the large number (over 200) of media accommodation facilities and their geographic spread, careful operational and journey planning would be required to ensure satisfactory travel times for media travelling within the Olympic region.

## Environment and Meteorology

A comprehensive environmental programme for the Games would feature sets of actions on sustainable venue design and construction, public transport, waste management, landscape and biodiversity protection, energy management (use of renewable energy, reduced energy consumption) and increasing environmental awareness.

Annecy 2018 is aiming to host carbon-neutral Games with innovative measures to reduce energy consumption and emissions in transport, construction and through 100% renewable energy use. A good and ambitious carbon offset programme includes offset for all operations and the construction of new competition and non-competition venues over a seven year period, as well as air travel for all delegations and spectators.

The removal of 18 hectares of forest for construction or venue preparation would be offset by the re-establishment or rehabilitation of forests in at least the equivalent surface area. The construction programme of the villages would feature extensive use of local timber, all of which would be certified as being from sustainably managed sources.

The provision of new power supply and snow-making infrastructure for the Semnoz plateau (venue for freestyle skiing and snowboard) could have some environmental impact, but the bid stated that all Games infrastructure in the area would be temporary and the venue returned to its present state following the Games.

A central theme of the Annecy 2018 bid is to construct the Games sites to sustainable standards. New construction would meet sustainable design and building certification standards, including LEED (neighbourhood development) and Minergie or Minergie "P" (a Swiss based standard for energy efficiency). The Annecy, Chamonix and St. Jean de Sixt Olympic Villages and the Annecy media village would be certified "Minergie P".

An "Environmental and Sustainable Development Guidance Council", involving government, NGOs and the private sector was established in 2009 and would help oversee the environmental programme and the Games environmental management system.

France is a signatory to the Kyoto Protocol and the Alpine Convention (on Conservation of the Alps).

Average weather conditions at the proposed locations at Games-time are satisfactory.

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Overall, sustainability and environmental protection are core elements of the Annecy Bid. The Commission believes the Games environmental plan is comprehensive and innovative and that hosting the Games would act as a catalyst and model for sustainable development.

## Safety and Security

Based on the experience of past high level events organised in France and the information and guarantees provided in bid documentation, the Commission believes that Annecy has a good understanding of Games security needs.

Ultimate responsibility for Games security would lie with the National Government, under the responsibility of the Minister of the Interior, who would coordinate all other government agencies involved in safety and security. The National Government would appoint a Games civil servant who would manage the Security Coordination Unit, which would include French, Swiss, Italian and OCOG security forces. The OCOG would be responsible for security costs at and within competition and non-competition venues. The National Government would be responsible for all security costs outside venues (public spaces, transport hubs, hotels etc.).

The roles and responsibilities of the parties involved have been clearly defined in a law regarding the organisation of large events on French territory which was passed in June 1995. A single chain of command is envisaged through an "Olympic Security Command Centre." On a day-to-day basis the OCOG venue security manager would be responsible for security within the venue. In the event of a crisis or heightened threat, the national government would assume this responsibility.

The non-OCOG security budget includes USD 650 million and the OCOG budget USD 41 million for private security contractors, equipment, planning, coordination and training and logistics costs for law enforcement personnel.

With the main gateway airport and a number of four and five star hotels located in Geneva (Switzerland), the bid committee has obtained a guarantee from the government of the Canton of Geneva with regard to providing security on Swiss territory. The two countries work together on a regular and permanent basis and, in October 2007, an agreement was signed between the two countries with regard to large international events. The document outlines operational aspects and the possibility for security forces to work on both sides of the border. With regard to an Annecy 2018 Games however, the division of costs would still have to be defined and figures have not been included in the budgets provided. This could present some risk for the Games budget.

Games personnel would be drawn from a combination of government agencies and organisations, as well private security forces. The number of personnel appears to be sufficient and has been based on past Games experience. Security forces are well trained and equipped.

It is difficult to predict the future seven years away but, from past experience and an analysis of trends, it is likely that the threat from terrorism will continue for the foreseeable future in Europe.

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Annecy and the Haute-Savoie region can be regarded as a safe and low risk environment for the Games. The quality of the security agencies is high and proposals made to secure the Games should ensure a safe environment.



## Medical Services and Doping Control

The Commission is satisfied that Annecy and the Haute-Savoie Region would provide a high standard of healthcare to all visitors.

Each Olympic Village would offer the required medical services and team doctors would be permitted to provide medical services to their delegation.

Annecy 2018 confirmed that each competition venue would be equipped with high level emergency services, taking into account the specificities of each sport.

Free healthcare would be provided to the Olympic and Paralympic Family at Games time. Annecy 2018 has designated four hospitals with 3,600 beds for athletes, IFs, NOCs/NPCs and the IOC/IPC, all within 40 km of the respective Olympic Village.

Spectators would receive first aid and emergency medical services at Games venues free of charge.

### **Doping control**

France has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against Doping in Sport. However, at the time of the Commission's visit, the matter of appeals of decisions made in relation to athletes of a national level in France to the CAS was still pending.

The French Anti-Doping Agency was created in 2006. France has a WADA-accredited laboratory over 500 km from Annecy in Châtenay-Malabry. Annecy 2018 would create a temporary laboratory 30 km from Annecy in La Roche-sur-Foron (between Annecy and Chamonix).

French legislation would allow the appropriate authorities to cooperate and share information in relation to the fight against doping and drug trafficking.

## Legal Aspects, Games Governance and Delivery

### Legislation

Annecy 2018 states that the current legal framework in France is sufficient to organise the 2018 Games.

### Entry into the country

Overall, bid documentation reflects a good understanding of IOC requirements and a solid commitment to meeting them, through a government agency led team, working in close cooperation with Swiss authorities (as Geneva International airport would be the gateway airport for the Games).

Confirmation was provided that entry into the country of all duly accredited Olympic and Paralympic delegations would be in line with IOC requirements. Multiple entries would be permitted for the duration of the Games and for a period of one month either side.

As both France and Switzerland are part of the Schengen Zone, there would be free movement between the two countries.

Certain conditions apply for non-EU athletes and team officials from countries that do not benefit from a visa facilitation process with France. For those travelling to Annecy for training or test events there is a commitment to help them obtain visas through a simplified visa issuance procedure via Olympic offices to be created in all major French embassies and consulates.

### Work permits

Games-related personnel would be able to obtain a work and residence permit under a special, simplified procedure to be instituted by the French Government and coordinated by the OCOG. Permits would be issued within one week. Nationals of most EU countries do not require work permits.

For non-EU citizens, the French Government has provided a guarantee that certain categories of persons (as defined by the IOC and IPC) would, upon provision of appropriate proof, be able to obtain temporary work permits, free of charge. Permits would cover the time period required to carry out their function and up to a year before the Games.

Within the framework of Swiss legislation, the Swiss Federal Government would collaborate with the French Authorities to provide temporary work permits for the limited number of persons involved in the organisation of the Olympic and Paralympic Games required to work in Switzerland for at least a year before the Games. Work permits would be free of charge.

## **Legal Aspects, Games Governance and Delivery, Continued**

### **Importation of goods**

Confirmation was received that all goods imported and exported for the Olympic Games and Paralympic Games would be exonerated from all customs duties. The same conditions would apply to test events.

A guarantee provided by the Swiss authorities confirms that the latter would provide facilitated customs procedures for goods presented for import, export or in transit in the framework of the Games. A one-stop Franco-Swiss service would deal with all customs formalities at Geneva airport and discussions have taken place between French and Swiss customs authorities in this respect.

### **Labour and taxes**

Annecy 2018 stated that specific provisions to French labour laws would be introduced “to make the provisions in effect more flexible, taking into account the one-off, intensive and temporary nature of the Olympic Games planning and hosting activities”. If Annecy were awarded the Games, it would be essential for these provisions to be implemented.

The French Government has guaranteed the following:

- a) all rights holding broadcasters would be exempt from broadcasting duties;
- b) media could seek VAT reimbursement for technical and logistic expenses;
- c) customs duties for the import and export of equipment used for the Games would be waived.

### **Games governance and delivery**

The OCOG would take the form of a non-profit association operating under private law in the public interest. The structure would offer operating flexibility and tax advantages.

The “Olympic Council” would be the supreme authority of the OCOG and would comprise the NOC, the NPC, the City of Annecy, the IOC Members in France, athletes and representatives from the private sector. An executive office would be in charge of all operating aspects.

Under the authority of the “Olympic Council”, an audit and control department would oversee the progress of construction projects.

The delivery of competition and non-competition venues would be managed by the private “Society for Olympic Games Development” (SAJO) which would act as the single point of contact for the OCOG. SAJO would be financed by the public authorities, the main banking institution (Caisse des Dépôts) as well as private banks. Funding for construction would come from the project owners, private developers and investors. SAJO would have two roles:

- To act as the dedicated primary construction authority for non-competition venues;
- To assist the primary contractors for the construction of competition venues.

## **Legal Aspects, Games Governance and Delivery, Continued**

The creation of the SAJO would be subject to the signature of a tripartite agreement between the OCOG, the project owner and SAJO.

Management of the delivery of general infrastructure (road and rail) would be under the direct responsibility of the project owner (national, regional or local government).

In line with other major events organised in France, an inter-ministerial coordination and steering committee would be set up under the Prime Minister to deal with all services provided by the government.

Continuity from bid to OCOG would be provided by the bid team and the transition period would be financed by government authorities in the form of subsidies and services.

The division of roles and responsibilities between the different operating bodies in charge of Games delivery (infrastructure and operations) appears to be clear, in line with the organisation of previous major events in France and in accordance with French law.

If the Games were awarded to Annecy, the various entities comprising the construction delivery body (SAJO) which, ultimately, would be under State control, would have to be established legally and operationally in a very short period of time in order to guarantee the delivery of the Games.

## Political Structure, Government and Public Support

France has a population of 63 million and is the fifth largest economy in the world. The population of the region of Rhône-Alpes is 6.2 million and Annecy 150,000.

France is a parliamentary democracy with a President elected directly for a five-year term. Historically highly-centralised around the national government, France has come to grant increasing powers and resources to the regional authorities.

There are three levels of territorial administration: the regions, the departments and the municipalities, each of which has its own budget and representatives elected every six years.

The main responsibilities of the various levels of government for the delivery of the Games would include the following:

- The national government would provide all services relating to security, customs and immigration free of charge and would finance 56% of costs for permanent competition venues;
- The Rhône-Alpes regional government and the Department of Haute-Savoie would each cover 15% of costs for permanent competition venues;
- Annecy, the other venue cities, the Department of Savoie and private investors would cover the remaining permanent competition and non-competition venue costs;
- Medical services are shared between the national government which organises public health services and the departments which are responsible for emergency and rescue services;
- The respective levels of government would deliver the road and rail infrastructure.

The Commission met with the President of the Republic, the Prime Minister and a strong delegation of Ministers who were present during the visit. Government officials demonstrated a high level of understanding of Games requirements.

The bid has the full support of the local, regional and national authorities, all political parties, as well as that of the private sector.

With regard to the potential for strikes in France, the bid stated that the trade unions have always recognized the public interest dimension of international sports events held in France and that written support from the three main trade unions had been received.

## **Political Structure, Government and Public Support, Continued**

At the time of the Commission's visit, the Annecy bid committee and relevant government bodies signed a memorandum of understanding with farmers' representatives to develop specific agreements with regard to farmland to be used temporarily for the Games and its full rehabilitation to farmland post-Games, the use of local agricultural products and compensation for lost income.

Commission representatives met with a delegation opposed to the bid to hear their concerns, mostly relating to unemployment, social and environmental issues.

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2018 Olympic Winter Games: 51% support in Annecy, 63% in Rhône-Alpes and 62% nationally.

Legislation allows for the public to call for a referendum on municipal issues. The bid committee stated that results could not reverse existing commitments.

## Marketing

### **Joint marketing programme**

The Joint Marketing Programme Agreement (JMPA) has been signed by the City of Annecy and the French Olympic Committee, and complies with IOC requirements.

A guarantee from the French Paralympic Committee and the City of Annecy confirming that the future OCOG and French National Paralympic Committee would enter into a Paralympic JMPA before 31 July 2012 has been submitted in an acceptable form.

### **Billboards and advertising**

Annecy 2018 has obtained the necessary guarantees concerning advertising spaces in the relevant parts of the Games theatre within France as well as within Geneva where the gateway airport and a number of hotels would be located. These guarantees include outdoor advertising space, space on public transportation, space at mountain lifts and in the airports and would take effect from four weeks before the Opening Ceremony of the Olympic Winter Games to three days after the Olympic Games.

The rates provided by the relevant stakeholders in France and certain areas in Geneva are based on rates effective in 2010 plus an allowance for inflation.

### **Rights protection**

French legislation provides significant protection of Olympic intellectual property rights. The national government has committed to expand and reinforce legislation if necessary, at the latest by 1 January 2016.

No guarantee was provided from the Swiss authorities relating to ambush marketing on Swiss territory, which could represent a risk. The Swiss NOC has however agreed to engage in discussion with a future OCOG with respect to the rights of local OCOG sponsors to advertise on Swiss territory in Geneva airport.

### **Ticketing**

Annecy 2018 forecasts total ticket revenue of USD 214 million, comprised of Olympic ticket revenue of USD 207 million and Paralympic ticket revenue of USD 7 million. These estimates are based on selling 1.6 million tickets for the Olympic Winter Games and 321,000 tickets for the Paralympic Games. The figures represent sell through rates of 85% and 50% respectively.

## **Marketing, Continued**

Ticket pricing is consistent with past Olympic Games and appears reasonable in the context of the French and European markets. Two thirds of tickets are expected to be under USD 130. Ticket prices would range from USD 129 to USD 1,170 for the Ceremonies, from USD 64 to USD 455 for prime events and from USD 26 to USD 194 for other events.

Strategies aimed at ensuring full stadia and favouring ticket sales to local residents were presented to the Commission.

An important element of the ticketing and transportation strategy is that public transport on buses and trains within the Games area would be included in the ticket price for the day of the event.

Anancy 2018 has advised that it expects medal ceremonies in Chamonix to be free of charge, but ticketed to control access. Medal ceremonies in Anancy would include a concert and would be ticketed at a cost.

The strategies presented, combined with the historic support of winter sport in France, should enable ticketing targets to be met, provided that planned venue capacities could be achieved.

### **Local sponsorship and licensing**

Anancy 2018 projects that revenue from domestic sponsorship would total USD 747 million plus an additional USD 18 million for the Paralympic Games. This level is consistent with recent Games and does require substantial support from the corporate sector. Given the strength of the French economy and the history of support for major sporting events, this target appears to be achievable through an effective marketing programme. A three tiered programme with approximately 44 sponsors and official suppliers is proposed.

The bid committee estimates that 43% of domestic sponsorship revenue would come from VIK and 57% as cash. Projected VIK resources have been integrated into the expenditure budget.

Licensed merchandise revenue is estimated at USD 42 million and would reflect strong support from the French market.

The national government has made a commitment that a lottery programme would deliver USD 19.5 million to the OCOG.



## Finance

The 2009 GDP of France was approximately USD 2.6 trillion with a GDP per capita of USD 41,000 (source: World Bank). Anancy 2018 stated that the GDP of the Rhône-Alpes region was USD 244 billion for 2008. The Commission is confident that the French economy would be able to support the necessary infrastructure development needed for the delivery of a 2018 Games.

France's average annual inflation rate over the last 10 years was stable between 0% and 3%.

### OCOG Budget

Anancy proposes a balanced OCOG budget, with revenue and expenditure at approximately USD 1.85 billion, based on 2010 estimates. A contingency of USD 143 million (7.7% of total expenditures) is included. Being in a relatively stable economic zone, the projected inflation rate to 2018 is 2.0% per annum. The USD budget has been converted from its Euro base at EUR1.00 = USD1.30, a rate slightly below that at the time of the Evaluation Commission review.

The budget figures reported below reflect the addition of an Olympic Village in the La Clusaz/Le Grand Bornand zone.

The Anancy 2018 Games budget is comprised of the following revenues:

Description	Million USD (2010)	% of total revenue
IOC contribution	376	20.3
IOC TOP Programme contribution	171	9.2
Domestic sponsorship	747	40.4
Ticketing	207	11.2
Licensing	42	2.3
Government subsidies	61	3.3
Other revenues	246	13.3
<b>Total</b>	<b>1,850</b>	<b>100.0</b>

## Finance, Continued

In accordance with IOC guidelines, no capital investment is included in the OCOG budget. Annecy 2018's expenditure budget is comprised of the following major elements:

Description	Million USD (2010)	% of total revenue
Technology	298	16.1
Games workforce	262	14.2
Venues, villages and other facilities	405	21.9
Ceremonies and culture	104	5.6
Transportation	77	4.2
Paralympic Games	94	5.1
Advertising and promotion	48	2.6
Administration and other	419	22.6
Contingency	143	7.7
<b>Total</b>	<b>1,850</b>	<b>100.0</b>

Development of the budget has been based on a detailed bottom-up approach and validated by a top down review, comparing it to recent Games.

### **Non-OCOG Budget**

The non-OCOG budget reviewed by the Commission has been modified from that included in the Candidature File to reflect a further commitment to develop the additional Olympic Village as a permanent development. The following figures reflect this change.

## Finance, Continued

The non-OCOG capital investment budget amounts to USD 2.5 billion, including USD 865 million for transport infrastructure (primarily railways), USD 478 million for competition venues, USD 349 million for accommodation. Also included is USD 385 million for the three Olympic Villages (Annecy, Chamonix and St. Jean de Sixt). USD 125 million is estimated for the Media Village and USD 156 million for the IBC/MPC. The remaining USD 114 million is estimated for power and electrical infrastructure.

USD 630 million of this total, primarily for competition venues and villages, would be spent only if the Games were awarded to Annecy. Almost all (97%) of competition venue costs would be funded by various levels of government. Accommodation is primarily funded by the private sector and Olympic villages would be funded by local governments and the private sector together.

The non-OCOG operations budget totals USD 896 million with the majority of these costs being for security. USD 59 million for culture and education programmes is also included.

### **Financial guarantees**

The National Government has provided a guarantee to cover any potential shortfall in the OCOG budget. If necessary, this would be activated at the closure of the OCOG's financial statements. This commitment was reinforced by the President of the French Republic and his Ministers.

The shortfall guarantee provided with the Candidature File did not include a provision regarding the repayment of IOC advances, as required by the IOC.

As project owners, the municipalities of Annecy, Chamonix and St. Jean de Sixt have guaranteed the construction of the respective Olympic Villages. A guarantee to complete all capital projects in the event of the default of the primary project owner (competition and non-competition venues) has also been provided by the National Government.

The national, regional and local governments have guaranteed to provide all security, medical, customs and immigration services and other government-related services at no cost to the OCOG, in accordance with their jurisdictional responsibilities, as well as to provide all publicly owned venues free of charge to the OCOG.

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The OCOG budget is very well supported and demonstrates a thorough and comprehensive effort and appears to be a reasonable assessment of the potential costs of hosting the Games, based on the best information available today.

The non-OCOG budget demonstrates a good understanding by the public authorities of the financial commitments required to deliver the Games. With the exception of the guarantee regarding IOC advances, all other required financial guarantees were provided.

## 3 → PyeongChang



***PyeongChang 2018***

CANDIDATE CITY



## Vision, Concept and Legacy

### Vision

PyeongChang 2018's vision, reflected in its motto "New Horizons", is for the City and Region (Gangwon Province) to become a new winter sports hub in Asia, and for the Games to be the catalyst for the further and accelerated growth of winter sports participation, particularly amongst youth, in Korea and throughout Asia. The bid aims also to develop interest in those winter sports not traditionally popular in Korea.

The 2018 bid and its vision build on the considerable infrastructure and sports development that has resulted from pledges made in bids for the 2010 and 2014 Olympic Winter Games demonstrating an on-going commitment to host the Games. These include new competition venues and the development of the "Dream Programme" which provides winter sports opportunities to youth from countries with limited access to winter sports.

The 2018 bid is firmly integrated into national, regional and local government plans to continue developing regional infrastructure and facilities for the growing Asian winter sports market, with much of the development and many major accommodation, transport and environmental projects being delivered irrespective of the result of the 2018 bid.

### Concept

PyeongChang proposes to organise the 2018 Olympic Winter Games from 9 to 25 February and the Paralympic Winter Games from 9 to 18 March.

The concept includes two zones, the Alpensia zone in PyeongChang and the Coastal zone in Gangneung. The travel time between the two zones would be approximately 20 minutes.

The Alpensia zone, with competition venues for the sliding and snow events, would place the heart of the Games in the mountains at the newly-constructed Alpensia resort. The zone would include eight competition venues for biathlon, cross country, ski jumping and the sliding centre (luge, bobsleigh, and skeleton), all in close proximity to the Olympic Village. Also in the zone, and within 30 minutes of the Olympic Village, is the freestyle/snowboard cluster at Bokwang Phoenix Park, and the Alpine speed and technical events at Jungbong and YongPyong respectively.

The Alpensia zone would also include the venue for the Opening and Closing Ceremonies (ski jumping arena), a medals plaza, the IBC/MPC, the Alpensia Media Village and IOC hotels.

## **Vision, Concept and Legacy, Continued**

All of the ice events would take place in five competition venues in the Coastal zone (figure skating/short track speed skating, ice hockey I, ice hockey II, curling and speed skating). Non-competition venues in the Coastal zone include an Olympic Village, a media centre, a media village and a medals plaza.

PyeongChang presents a very compact concept and its multi-modal transport network would ensure short travel times for athletes and other client groups both within and between the two zones.

The main gateway airport would be Seoul Incheon International Airport, approximately 120 minutes travel time from PyeongChang by bus. With the completion of a high-speed rail line, travel time in 2018 would be 68 minutes by rail.

### **Legacy**

A PyeongChang 2018 Games would provide an economic legacy for the region through infrastructure and tourism development for winter sport and related services. Post-Games, the IBC would become a winter sports broadcasting academy and the MPC an educational and medical facility.

In addition, a PyeongChang 2018 Games would also leave legacies in terms of education and awareness programmes, aimed particularly at youth, in regard to Olympism and the promotion of sports participation.

For the general public there would also be legacies in terms of improved accessibility.

Legacies resulting from Olympic bids for 2010 and 2014 include the Alpensia Resort development which opened in August 2010, as well as a number of new sports venues (such as the newly built ski jumping venue) which provide training facilities for Korean winter sports athletes. PyeongChang has also benefitted from expanded and new transport infrastructure. The “Dream Programme”, with 935 participants to date, is also a direct legacy of PyeongChang’s bid for the 2010 Games. As part of an on-going and expanded Dream programme, a Winter Sports Academy for athletes and coaches is planned.

Overall, the Commission believes the legacy from a 2018 PyeongChang Games, building on existing legacies from previous Olympic Winter Games bids, would be significant to further develop winter sport in Asia.

### **Communication**

The PyeongChang 2018 communications plan is based on the “New Horizons” vision for the Games, and its main objective would be to generate interest in winter sports, the Olympic Winter Games and the Olympic values. The plan would need further development to effectively manage and deliver communications in regard to the Games.

The overall advertising and promotion budget appears to be satisfactory.

## Vision, Concept and Legacy, Continued

### **Culture, education, ceremonies and city activities**

PyeongChang 2018 proposes a significant commitment to promoting culture, education, city activities and ceremonies through the Games. The OCOG budget includes USD 92 million and the Korean government has committed to making further investments.

The Commission noted that several cultural and education programmes already exist and appear to be working well. PyeongChang 2018 sees the Games as a catalyst to add value to these programmes and events. Overall, there is a clear attempt to integrate existing programmes within the overall vision of “New Horizons” and to actively engage with countries that are not strong in winter sports. The “Dream programme” and the “Winter Sports Academy” are obvious examples of such integration.

As part of the government’s commitment, the Korean Culture and Information Service, in close consultation with the OCOG, would deliver a six year cultural programme (2012-2017), the aim of which would be to target countries which are undeveloped in their winter sports.

Since its first bid for the 2010 Olympic Winter Games, PyeongChang has initiated several education programmes, aimed primarily at school aged children. The focus has been on promoting a healthy lifestyle, winter sports and the teaching of Olympism through curriculum linked education resources for schools.

Most of these initiatives appear to be focused on Gangwon Province, although there is an intention to expand these across Korea, should PyeongChang be awarded the Games. A significant commitment has been made to provide 20 hours of classes on the “Olympic Movement and winter sports” per semester from 2012, and resources are already being prepared for this. This would be in addition to the existing lessons on the Olympic Games.

The Opening and Closing Ceremonies would take place at the ski jumping arena. The Commission feels that work remains to be done with regard to the design of the venue for the ceremonies as it poses some logistical and operational challenges. Although the bid committee proposed to reduce the capacity of the venue from 60,000 to 50,000 during the Commission’s visit, further planning would be required. The combined Opening and Closing ceremonies budget of USD 35 million also appears to be on the low side.

The bid committee was made aware that its proposal to run the Olympic Torch relay through Asia did not meet IOC requirements. PyeongChang 2018 agreed to respect the IOC’s guidelines on this matter and indicated that plans also existed for a 100-day relay through Korea.

The bid proposes a medals plaza in both Games zones. The Alpensia plaza is planned as part of an ‘Olympic town’ development, with adjoining live sites, sponsor hospitality and an Olympic pavilion in a parkland setting. In the Coastal zone, an existing football stadium in the downtown area would serve as the medals plaza.

## **Vision, Concept and Legacy, Continued**

With regard to city activities, the bid committee stated that non-OCOG funds of USD 80 million would be made available, though thorough planning would be required to create the necessary impact in the relatively small town of PyeongChang. Gangwon Province and PyeongChang 2018 are discussing proposals which would include live sites, Olympic zones, Olympic Super Stores, a global market place and the “Best of Korea”.



## Sport and Competition Venues

### Sports concept

As described in detail in the general concept, PyeongChang 2018's two zone Games plan is very compact. 13 competition venues are proposed, all of which meet or exceed IOC spectator capacity guidelines.

In addition to those sports where training would occur at the competition venue, each ice sports competition venue would have an adjacent practice ice sheet, of which three would be temporary.

Travel times between competition venues and the respective Olympic Village or additional accommodation are listed below:

Competition venue	Alpensia Village	Coastal Village	Jungbong accommodation	Bokwang accommodation
Biathlon	<10 min			
Bobsleigh/Luge/ Skeleton	<10 min			
Curling		<10 min		
Ice Hockey I		<10 min		
Ice Hockey II		<10 min		
Speed Skating		<10 min		
Short Track / Figure Skating		<10 min		
Cross Country Skiing / Nordic Combined	<10 min			
Ski Jumping / Nordic Combined	<10 min			
Alpine (Speed Events)	<30 min		<10 min	
Alpine (Technical Events)	<10 min			
Freestyle	<30min			<10min
Snowboarding	<30min			<10min

Travel Time from nearest Olympic Village	No. of Venues
0-10 minutes	10
11-20 minutes	0
21-30 minutes	3
31-40 minutes	0

The bid committee confirmed that should the IOC decide to add additional disciplines to the Olympic programme, these could be accommodated with minimal impact on the plan proposed.

## Sport and Competition Venues, Continued

### Venue construction status

Venue construction status	N° of competition venues
Existing (no permanent work required)	5
Existing (permanent work required)	2
Planned (Will be constructed whether or not PyeongChang is awarded the Games)	2
Additional permanent (would only be constructed if PyeongChang is awarded the Games)	3
Additional temporary (would only be constructed if PyeongChang is awarded the Games)	1
<b>TOTAL</b>	<b>13</b>

All land required for the construction and operation of the competition venues has been secured, representing minimum risk for the delivery of the venues for the Games.

### Venue features / issues, including sports legacy

There is strong national, regional and local government support for both existing and future sports venues including integration and operations during the Games period.

With regard to guarantees for the competition venues, PyeongChang 2018 has supplied all guarantees required by the IOC. In addition, the International Federations have approved in concept the proposed competition sites for their respective sport disciplines.

The proposed location and general layout of the PyeongChang 2018 competition sites and Olympic Villages has included a good level of athlete input.

PyeongChang has committed to holding test events in all sports/disciplines.

PyeongChang has made a strong commitment to winter sport through the construction of the cross-country skiing and biathlon venues within the Alpensia Resort. The ski jumping venue was delivered in 2009.

The plan to further improve two existing venues (curling and snowboard) and to construct five new permanent venues (sliding sports, speed skating, ice hockey II, figure skating/short track speed skating and Alpine speed skiing) would assist in further developing a winter sports legacy in Korea beyond the sports traditionally practised in Korea and in Asia.

## **Sport and Competition Venues, Continued**

The delivery of and upgrades to these venues, combined with hosting international winter sports events, are contributing to PyeongChang's establishment as a winter sports destination.

The ice hockey I venue is designed to be dismantled after the Games and relocated to another city in Korea (Wonju) for permanent re-use.

The Commission felt that at certain venues, specifically, the Alpine speed and technical events at Jungbong and YongPyong respectively, it might prove difficult to achieve the spectator capacities presented in the Candidature File due to transport access constraints and, as a result, PyeongChang 2018 decided to lower spectator capacities from 18,000 to 12,000 for both of these venues.

The average snow depths are relatively low but this should not be problematic as the bid committee committed to providing 100% snow coverage for Games competition through artificial snow-making facilities and the distribution of stored snow if natural snowfall was insufficient.

### **Sports experience (last ten years)**

Korea has hosted major international competitions (World Championships, World Cups and Continental Championships) in 11 of the 15 Olympic Winter disciplines in the past 10 years. Five of these were hosted in venues proposed for Olympic competition.

Korea has experience in hosting other large events with the 2002 Korea/Japan FIFA World Cup, as well as multi-sport experience with the 2003 Summer Universiade (Daegu) and the 2002 Asian Games (Busan). In 2014, Korea will host the Asian Games in Incheon.

## Olympic Village(s)

### Location and concept

PyeongChang 2018 proposes a compact and well detailed two-village concept with the Alpensia Village for snow and sliding sports located close to PyeongChang and the Coastal Village for ice sports in the city of Gangneung.

The Alpensia Village (750m elevation) would occupy 43 hectares of land and would consist of 954 units in 20 buildings in the style of a four-star residential hotel with a maximum of 10 stories. Ample green space would be provided.

The land for the Alpensia Olympic Village is owned by a private company which has guaranteed to construct the Village and would make it available to the OCOG from six months prior to the Olympic Games until one month after the Paralympic Games. The Village is designed for its long-term legacy as four-star tourist accommodation though the site selected and design features reflect its intended use as an Olympic and Paralympic Village. Post-Games, it would revert back to four star tourist accommodation.

During their competitions athletes and officials in the alpine speed events and the freestyle skiing and snowboard events would also have the opportunity to stay in two additional accommodation facilities at Jungbong and Bokwang Phoenix Park respectively. The accommodation at both sites would be in four star hotels and would be free of charge. Beds would also be available for these athletes and officials in the Alpensia Village.

The Coastal Village (35 m elevation) would occupy 12.5 hectares of land and would consist of 490 units in 18 modern residential buildings with a maximum of 8 stories. It would be built by a public body, the “Korea Land and Housing Company”, which has guaranteed to construct the Village and make it available from six months before until one month after the Olympic Winter Games. Post-Games, 70% of the housing units would be sold and 30% would supply social housing to local residents in line with the region’s long-term development plans.

Both village developers have agreed that OCOG representatives would be members of the design team involved in guiding the overall development of the villages, ensuring compliance with Games requirements.

Travel time between the two villages would be approximately 20 minutes.

Detailed travel times between the two Olympic Villages and the venues can be found in the Sport and Competition Venues section.

## Olympic Village(s), Continued

### Village organisation

The total bed count across the two villages would be 5,860. The total bed count in the additional accommodation would be 1,020. Accommodation for additional officials would be provided in the Olympic Villages.

Alpensia Village	Coastal Village	Bokwang Phoenix Park accommodation	Jungbong accommodation
3,520 beds (116 single rooms, 1,702 double rooms) – including 600 beds for ATOs	2,340 beds (470 single rooms, 935 double rooms) including 400 beds for ATOs	750 beds (50 single rooms, 350 double rooms) including 150 beds for ATOs	270 beds (114 single rooms, 78 double rooms) including 30 beds for ATOs

The main dining halls at the Alpensia and Coastal villages would accommodate 2,400 persons and 1,500 persons respectively. Should PyeongChang be elected as the Host City, the OCOG would need to discuss possible reductions in dining hall capacities as current proposals exceed IOC requirements.

Athletes staying in the Alpensia Village could walk 1 km to the proposed “Olympic Town”, which would include the medals plaza, restaurants and shopping.

Technology would be emphasized for the athletes within each village, with free WiFi throughout the two villages.

### NOC/NPC support grant

PyeongChang 2018 has guaranteed that “the economy class, round-trip tickets from the capital city or main airport designated by each NOC to Korea’s Incheon or Yangyang international airports will be paid by the 2018 PyeongChang Organising Committee for the NOC delegations participating in the Games”. The same would apply for athletes and team officials in the Paralympic Games.

NOC/NPC delegations could choose from a number of transport options, all free of charge, for the transfer from Seoul International Airport to the Olympic Village(s). See the Transport section for further details.

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PyeongChang 2018 proposes a compact plan with two Olympic Villages with a short travel time between the villages. 80% of athletes would be able to reach their respective competition venue in less than 10 minutes, while the remaining 20% would reach their venue within 30 minutes. Should athletes choose to stay in the additional accommodation proposed, all athletes would be within ten minutes of their competition venue.

## Paralympic Games

PyeongChang 2018's vision of "New Horizons" also extends to the Paralympic Games by providing accessible venues and programmes that would enable Paralympic winter sports to reach new audiences in Asia.

A legacy of the Games would be expanding the winter sports infrastructure in Asia through accessible winter sports facilities, training and competition opportunities for athletes, and training for coaches and officials.

### **Budget**

The overall incremental Paralympic budget is USD 97.4 million which is comprised of USD 60.7 million designated as Paralympic and an additional USD 36.7 million embedded in the OCOG budget for operational costs. Revenue projections include a USD 30 million national government subsidy, USD 9 million from a three-tiered sponsorship programme and ticket revenue of USD 7 million for 312,000 tickets to be sold.

An amount of USD 17.5 million is included for the "Actualizing the Dream" project (a seven-year plan to attract new Paralympic athletes to winter sports, to raise awareness about Paralympic sports amongst the public and the media and to prepare and train relevant local staff and officials in the lead-up to the Games).

PyeongChang 2018 clarified that the OCOG would cover the cost of taxes assessed on the IPC rights fees payments.

### **Organising Committee**

The Olympic Games Organising Committee (OCOG) would have full responsibility for the organisation of the Paralympic Games with a Paralympic Department and dedicated Paralympic staff assigned to key functional areas within the OCOG. The president of the Korean Paralympic Committee (KPC) would serve as the Paralympic representative on the OCOG Board and the KPC would play a key role in the organisation of a 2018 Games as well as on the "Actualizing the Dream" Project Committee.

### **Sport and venues**

The PyeongChang Olympic Village would serve as a single Paralympic Village in the Alpensia zone and every competition or non-competition venue would be within 30 minutes travel time from the Village.

The Paralympic Games concept features a very compact venue plan with short travel times. Olympic Games venues would be used for all Paralympic events. The Alpensia zone would host the Nordic competitions, Alpine events, the Paralympic village and Paralympic Family Hotels, as well as the media facilities. The Alpine speed events would take place in Jungbong, 30 minutes from the Village with Alpine technical events at YongPyong, 10 minutes from the Village. The ice sports (ice sledge hockey and wheelchair curling) would be staged in the Coastal zone, approximately 20 minutes from the Village.

## **Paralympic Games, Continued**

Korean legislation places a priority on accessibility ensuring that all transportation, pedestrian routes, facilities and services are accessible to people with disabilities. Further improvements are planned guaranteeing a barrier-free environment in all venue sites by 2018. The OCOG would work closely with the IPC and adhere to the IPC Accessibility Guide.

The Olympic ceremonies stadium (ski jumping arena) would also be used for the Paralympic Opening and Closing Ceremonies. Travel time to the Village would be less than ten minutes. The Commission identified some operational challenges in regard to the athlete staging area and parade route/entry into the stadium for the Paralympic Games. The medals plaza, the same site planned for the Olympic Games, is located near PyeongChang in the proposed "Olympic Town", less than ten minutes from the Village.

PyeongChang 2018 has committed to organising test events in all five Paralympic sports in 2017.

### **Games Services**

PyeongChang 2018 has guaranteed to provide the same levels of key services as the Olympic Games, scaled to the needs of the Paralympic Games.

Transportation at the Paralympic Games would rely on a dedicated bus network consisting of 200 low floor buses. Over thirty percent of T3 vehicles would be fully accessible. Paralympic dedicated lanes are planned. Free public transport to venues within the Alpensia and Coastal zones would be provided to ticket holders and accredited individuals.

All Paralympic athletes would be accommodated in a single village consisting of 20 buildings of 10 storeys each, using only 5 storeys in Paralympic mode. Accessibility requirements have been factored into the design guaranteeing 337 wheelchair-accessible rooms. The Paralympic Village would have an average grade of 4%. However, the Commission felt that there might be potentially higher percentage grades in the proposed residential zone. PyeongChang 2018 agreed to consult with the IPC in the design phase to maximize accessibility and operations.

All accommodation for NPC delegations, officials and the Paralympic Family would be located in the Alpensia zone. Paralympic Games officials would be accommodated in the Paralympic Village in a separate area from the athletes.

Hotel rates for the Paralympic period are guaranteed and do not include a premium.

## **Paralympic Games, Continued**

### **Media and communications**

The IBC/MPC in Alpensia would also be used for the Paralympic Games. A four star hotel, within walking distance of the IBC/MPC, would be used as the media village. During the Commission's visit, PyeongChang 2018 confirmed the availability of two and three star hotel rooms. Media accommodation would also be available in the Coastal zone.

The bid has committed to aligning Olympic and Paralympic communication using major TV channels to promote Paralympic messaging.

### **Additional comments**

Paralympic marks are protected under Korean trademark law.

Individuals bringing guide dogs into the country are required to submit the relevant health and rabies certificates.

The 1988 Paralympic Games in Seoul had a profound impact on Korea and inspired social change, and the bid committee believes that a 2018 Games in PyeongChang would have a similar impact on winter sport and tourism.



## Accommodation

### General

There are a total of 76,000 existing rooms within a 50 km radius of PyeongChang, providing sufficient accommodation possibilities for spectators and visitors.

The PyeongChang 2018 accommodation plan offers a total guaranteed room inventory of over 25,500 rooms, meeting IOC requirements, in 46 facilities.

Rooms would be divided between:

- 3,600 four to five star hotel rooms
- 11,400 rooms in four to five star apartment hotels offering hotel services
- 10,500 rooms in four to five star media villages.

Of the total guaranteed rooms, approximately 11,400 would be within a 10 km radius of the Games centre in PyeongChang and a further 8,300 within a 10 km radius of the Coastal zone, reflecting a very compact accommodation plan.

There would be no minimum stay requirement.

During the Commission's visit, PyeongChang 2018 confirmed that it would secure additional guarantees for 5,500 two to three star hotels at a cost of approximately USD 100 per night. A guarantee from the Minister of Culture, Sports and Tourism was provided.

For athletes' families, PyeongChang 2018 proposes "Home Host and Homestay Programmes".

### Room rates

For the Olympic Family, the following USD 2018 rates, including breakfast and taxes, would apply:

Single room	Double room
380	450

Two hotels in the Alpensia zone (450 rooms) and two hotels in the Coastal zone (600 rooms) would provide the capacity required by the IOC (950 rooms). The Commission believes that a higher number of rooms would need to be reserved in Alpensia.

## Accommodation, Continued

The USD 2018 maximum room rates for other client groups, including breakfast and taxes, would be:

	Single room	Double room
5 star	296	326
4 star	213	233

For the media villages, the following USD 2018 room rate, including breakfast and taxes, would apply:

	Single room	Double room
5 star	296	326
4 star	213	233

The OCOG would release guaranteed rooms three months prior to the Games.

PyeongChang 2018 confirmed that should hotel rates be higher than those stated in the Candidature File, the OCOG would pay the difference. Provision has been made for this in the budget.

### **Media Accommodation**

Media representatives would be accommodated in two media villages.

The Alpensia media village would be located within walking distance of the IBC/MPC with 5,250 rooms (90% single and 10% double). 1,100 of these rooms have already been constructed and are being used as a residential hotel. The remaining rooms will be completed by June 2017 as a five star residential hotel. These rooms would be rented to the OCOG one month prior to the Games and would revert to hotel use post-Games. A public entity (The Gangwondo Development Corporation) has guaranteed the financing and construction of the village.

The Coastal media village would provide 5,250 rooms (90% single and 10% double) in hotel-type apartment buildings. A public body (The Korean Land and Housing Corporation) has guaranteed the financing and construction of this village. In addition, three four and five star facilities in the Coastal zone would accommodate 650 media representatives.

The media would also be able to reserve lower priced accommodation in 5,500 two and three star rooms.

## **Accommodation, Continued**

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The overall accommodation plan is very compact and offers competitive rates. The room allocation for each client group has been carried out with regard to venue locations and according to client requirements. The low number of accommodation facilities would also facilitate Games operations.

In addition, the media villages would be conveniently located either close to the IBC/MPC in the Alpensia zone or near competition venues in the Coastal zone. The limited number of media accommodation facilities (ten) would greatly facilitate media transport operations.

## Transport

### Concept

A simple East-West almost linear transport concept would link both Games zones and all venues via three main services:

- Alpensia zone to Coastal zone: 30-35km by motorway and a new high speed rail line;
- Alpensia zone to Bokwang Phoenix Park (680m elevation): 40-45km by motorway and high speed rail;
- Alpensia zone to Jungbong (540m elevation): 40-45 km by motorway and an upgraded national road.

The Alpensia zone (750m elevation) would contain many of the competition and non competition venues attracting the most traffic: the venue for the Opening and Closing ceremonies, the Olympic Village, IOC hotels, the IBC/MPC, a media village, a medals plaza, the venues for biathlon, cross country, ski jumping and the sliding sports, as well as a new rail station for the high speed train, all of which would be less than a ten minute shuttle bus ride or within walking distance. The venue for the Alpine skiing technical events would be 10 minutes away.

### International, national and regional access

Seoul Incheon International Airport would be the gateway airport for the Games. This high capacity (30 million passengers per year) high performance airport is located 30 km west of Seoul and 240 km west of PyeongChang. It has ample capacity to host an event such as the Olympic Winter Games.

The travel time between the airport and the Olympic Villages would be:

	Seoul Airport
Alpensia Village	120 minutes
Coastal zone village	130 minutes

Yangyang International Airport, located on the coast approximately 70 km North-East of PyeongChang and approximately 45 km from the Coastal zone, would also be available. This airport is used for charter flights carrying the growing number of winter sport clients from surrounding Asian countries.

## Transport, Continued

### **Transport infrastructure developments**

Significant transport infrastructure developments are scheduled for completion by the end of 2017. These include:

National rail line: A new 113 km high speed line	USD 3,427 million
Improvements to three roads in the Alpensia zone	USD 153 million
Improvements to four roads in the Alpensia zone (Games dependent)	USD 128 million
Expansion/upgrades to three roads serving Bokwang Phoenix Park and Jungbong	USD 416 million
<b>Total transport infrastructure developments</b>	<b>USD 4,124 million</b>

With 83% for rail infrastructure, investments are oriented towards environmentally-friendly transport. The full transport investment package is guaranteed by government entities. Approximately USD 128 million (3.1%) of transport investments would be Games dependent.

By 2018 a new high-speed train will connect Seoul to the East Coast and Seoul International Airport with both Games zones. This will provide travel times of 68 minutes and 80 minutes between Seoul Incheon Airport and PyeongChang and Gangneung respectively and 50 minutes between Seoul and PyeongChang, easing the current weekend and holiday congestion on the Yeongdong Expressway.

Approximately 140 km of this line (from Seoul to Wonju) has already been completed and the USD 3.4 billion extension to connect Wonju to the East coast (113 km) will commence in September 2011. The high speed train would be used primarily to deliver spectators from Seoul to the Games area. The new section of the line will traverse mountainous terrain and should it not be possible to complete the entire line by the end of 2017, spectator transport efficiency could be impacted.

Four new rail stations would serve the PyeongChang Olympic area. One of these would be located at the heart of Alpensia resort and would be linked to an underground station 440 m below the resort by a 4 km long tunnel with a constant grade of 13%. Transport operation plans in regard to this station would need to be carefully studied to confirm proposed delivery capacities.

## **Transport, Continued**

### **Games transport operations and services**

During the Commission's visit it was clarified that all duly accredited persons arriving through Seoul Incheon International Airport would have three travel options to transfer to their accommodation:

- 1) Air shuttle from Incheon to Yangyang Airport and then by shuttle bus to their respective accommodation.
- 2) High speed rail from Incheon to either the Alpensia zone or the Coastal zone.
- 3) Shuttle bus from Incheon to either the Alpensia or the Coastal zone.

All three options would be free of charge for the Olympic Family and media.

### **Alpensia zone**

A shuttle bus service would connect all competition and non-competition venues. An expanded pedestrian network would also be available. Dedicated Olympic lanes would connect the new Alpensia ring road to two Yeongdong Expressway interchanges. No parking would be permitted at venues, with the exception of a limited number of resident permit holders. A total of 11,000 temporary park-and-ride spaces would provide spectator parking along the Yeongdong Expressway close to the existing interchange, as well as to the new Alpensia Olympic interchange and the Jinbu interchange.

Alpensia would also benefit from a second high speed rail station 8 km to the West at Jinbu which would be linked to Alpensia by a new two-lane mountain road reaching Alpensia near the IBC/MPC.

Substantial road investments are planned in and around Alpensia to ensure access to all Olympic venues without passing through the city of PyeongChang.

### **Coastal zone**

Venues in the Coastal zone would be located on three sites within a 5 km radius of the Olympic and media villages. A network of wide roads with Olympic lanes and intelligent traffic management systems would provide convenient access to all proposed Olympic sites. Shuttle bus services to the venues would be provided to all client groups. Approximately 8,000 mostly existing park-and-ride spaces would be made available in the Gangneung area.

### **Other venues**

Bokwang Phoenix Park and Jungbong would be largely served by shuttle bus networks connected to the Yeongdong Expressway and high speed rail stations.

## **Transport, Continued**

### **Olympic traffic operations**

Approximately 110 km of the four-lane Yeongdong Expressway, from Bokwang Phoenix Park to Gangneung, would operate as Olympic lanes managed by an intelligent traffic management system to allow maximum flexibility for different road users. Approximately 156 km of largely two-lane venue access roads would also be reserved for Olympic traffic using flexible traffic management.

Ticketed spectators would benefit from free public transport and shuttle services between Olympic sites.

The overall transport plan proposed by PyeongChang 2018 is well designed for the athletes and all client groups.

PyeongChang 2018's USD 74 million Games transport operations budget appears to be adequate taking into account the compact nature of the proposed Games concept and the concentration of venues in Alpensia, allowing client groups to walk between Olympic sites.

The Alpine speed and technical venues, as well as the venue for the Opening and Closing Ceremonies, could present transport access challenges.

Improvements to national, provincial and local mountain roads would substantially improve safety and access around PyeongChang.

The high speed rail line would be the most significant transport legacy of a PyeongChang 2018 Games, providing benefits to the whole of Gangwon Province and the central part of the East coast of Korea.

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With a very compact Olympic Games concept, the development of new roads and the extension of the high-speed rail line, the Commission believes all Olympic transport demands would be fully met and travel times would be very short.

## Media Operations

### MPC /IBC concept

PyeongChang 2018 proposes a two media centre concept with the Main Media Centre (MMC) to be located in the Alpensia zone and the Coastal media centre to be located in Gangneung.

The MMC would include a 40,000 m<sup>2</sup> International Broadcast Centre (IBC) with two stories (10 m ceiling height) and a 20,000 m<sup>2</sup>, two-storey Main Press Centre (MPC), both to be newly built. The IBC would be half permanent and half temporary. The MPC would be a permanent structure. The MMC would also include a 12,000 m<sup>2</sup> single storey, temporary service structure housing common services, a 5,000 m<sup>2</sup> broadcast compound and 1,000 parking spaces.

The MMC would be within a 10 minute travel time of the Alpensia media village and the main hotel area.

The 8,000 m<sup>2</sup> Coastal media centre would include temporary buildings served by a transport mall and media parking spaces. It would be located adjacent to the competition venues for figure skating/short track speed skating, curling and hockey I and within walking distance of the Coastal medals plaza. It would also be within a 10 minute travel time of the media village and the other ice venues in the Coastal zone.

IOC requirements for physical space and pre-Games access for both media centres would be met.

Funding and construction for the new buildings at the MMC would be provided by a public entity (the Gangwondo Development Corporation). The OCOG would be responsible for the funding and construction of the temporary services building at the MMC and the temporary buildings at the Coastal media centre.

Post Games, the permanent components of the Alpensia IBC would be utilized as a broadcasting academy, and the MPC as a medical and educational facility.

The MMC would be built to sustainable design standards and include on-site geothermal and solar renewable energy components. During the Commission's visit it was clarified that the geothermal and solar energy installations would remain in place to provide renewable energy for legacy use. The MMC would be built irrespective of the Games.

It was also clarified that, post-Games, 50% of the IBC portion of the MMC would be dismantled and moved to another site for use as an agricultural storage facility.

The Coastal media centre would be a rental structure and returned to the supplier/vendor.

PyeongChang 2018 confirmed that free WiFi would be provided at the MMC and in the media villages.



## Media Operations, Continued

### Media Transport

The media transport system would have two hubs with one at the MMC and one at the Coastal media centre. Direct transport would be provided from both Seoul and Yangyang airports directly to media accommodation. In addition to standard services there would be transport from the media villages directly to the competition venues.

Representative travel times from key media locations to various points in the media system are shown in the table below:

Origin	Destination	Travel Time
MMC	Alpensia media village	<10 minutes
MMC or Alpensia media village	Alpensia Nordic venues	<10 minutes
MMC or Alpensia media village	Jungbong Alpine skiing speed events or Bokwang Phoenix Park (freestyle and snowboard)	30 minutes
MMC	Coastal media centre	20 minutes
Coastal media centre	Coastal media village, ice venues or medals plaza	<10 minutes

Clean-to-clean transport would be offered from both media centres to/from Olympic venues.

Accredited media would have free access to public transport.

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The two media centres would be well located to serve media needs. Accommodation and transportation have been well thought-out and the small number (ten) and location of media accommodation would enable efficient operations and short travel times.

## Environment and Meteorology

PyeongChang 2018's Environmental Management Plan focuses on six areas of action: climate change (a carbon neutral Games and the generation of renewable energy), ecosystem protection, water conservation, achieving zero waste (recycling, and minimizing waste), sustainable regional development and the promotion of environmental awareness.

Games plans fit into a regional energy development plan, as well as into national, regional and local environmental protection plans, and there would be strong governmental involvement in the delivery of environmental actions.

There would be an innovative Games programme in regard to energy sustainability and efficiency. All new competition venues would be designed to achieve net-zero greenhouse gas emissions and PyeongChang 2018 aims to achieve LEED platinum level certification (a USA based system of energy and water conservation, waste stream management, along with utilizing sustainable materials and methods).

At some venues, sustainable building certification objectives of LEED platinum status could be difficult to achieve.

73% of electrical energy demands for the Games would be met by existing renewable energy facilities, and PyeongChang 2018's aim is that a planned additional wind generation plant would help to achieve 100% renewable energy for the Games. The "Special Act" to be passed for the Games includes provisions in regard to carbon-neutrality and renewable energy self-sufficiency. Existing competition venues will be upgraded to reduce their carbon emissions by more than 90%.

The bid committee stated that 94 hectares of forest, including 63 hectares of forest area for the Jungbong alpine ski venue, would be removed for the development of new venues. Tree planting would compensate for this, with planting of twice the area lost.

Although the development of the Jungbong venue is likely to have a significant site impact, the Commission received assurances that the forest preservation area would remain protected.

The Republic of Korea has signed the Kyoto Protocol.

Average weather conditions at the proposed locations at Games-time are satisfactory.

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Overall, the Commission believes that the environmental and sustainability plans for a PyeongChang 2018 Games are innovative and comprehensive. There would be significant impact on forest areas, but tree planting measures are planned. The programme in regard to energy sustainability and efficiency is particularly strong.

## Safety and Security

Based on the experience of past high level events organised in Korea and the information and guarantees provided in bid documentation, the Commission believes that PyeongChang 2018 has a good understanding of Games security needs.

The Korean Government has guaranteed that it would bear the full responsibility and cost of security, both during the preparation and staging of the Games. The government stated that the majority of costs would be factored into the annual budget of the different government agencies involved. In addition, the non-OCOG security budget includes USD 20 million and the OCOG budget USD 33 million for private security contractors, equipment, planning, coordination and training and logistics costs for law enforcement personnel.

The number of personnel would appear to be sufficient in comparison to past Games. Approximately half of these would come from outside PyeongChang and the venue cities. Accommodation has been secured in facilities owned by Gangwon Province. Korean security forces are well trained and equipped.

The Korean Government confirmed that throughout the planning phase a security team comprised of experienced personnel from all government security and safety agencies, as well as military forces and private security experts, would be fully integrated within the OCOG.

The Korean Government recognizes the importance of a single command structure which is possible under Korean legislation. To ensure a more efficient command structure for the Games, however, the "Special Act" would include a provision for the formation of a Games security committee, chaired by the Prime Minister and including all government agencies and the OCOG security department.

During its visit, the Commission raised questions regarding recent tensions between North and South Korea. The bid committee explained that tensions have existed on the Korean peninsula for 60 years during which time South Korea has hosted numerous major international events without incident such as the 1988 Olympic Games, the 2002 Busan Asian Games, the 2002 FIFA World Cup and the 2010 G20 summit. It was further added that sport has been an impetus for the two Koreas to join together in past international sports events.

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PyeongChang and the region can be regarded as a safe and low risk environment for the Games. The quality of the security agencies is high and proposals made to secure the Games should ensure a safe environment.

## Medical Services and Doping Control

The Commission is satisfied that PyeongChang and Gangwon Province would provide a high standard of healthcare to all visitors.

Each Olympic Village would offer the required medical services and team doctors would be permitted to provide medical services to their delegation.

PyeongChang 2018 confirmed that each competition venue would be equipped with high level emergency services, taking into account the specificities of each sport.

Free healthcare would be provided to the Olympic and Paralympic Family at Games time. PyeongChang 2018 has designated three hospitals with approximately 2,100 beds for athletes, IFs, NOCs/NPCs and the IOC/IPC, two of which are within 40 km of the Olympic Villages (1,300 beds) and one within 115 km (800 beds).

Spectators would receive first aid and emergency medical services at Games venues free of charge, as well as free transportation to the relevant hospital.

### **Doping Control**

The Republic of Korea has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against Doping in Sport. In 2007, Korea amended the National Sports Promotion Act to include anti-doping policies.

The Korea Anti-Doping Agency was created in 2006. Korea has a WADA-accredited laboratory based in Seoul. PyeongChang 2018 would create a permanent doping control laboratory in the Coastal zone.

Korean legislation would allow the appropriate authorities to cooperate and share information in relation to the fight against doping and drug trafficking.

## Legal Aspects, Games Governance and Delivery

### **Legislation**

PyeongChang 2018 stated that within two months of the election of the Host City, the National Assembly would pass a “Special Act” to assist the OCOG in implementing its plans. Having received a draft text, the Commission considers the act would be an additional and essential legal tool to provide the juridical framework necessary to fulfill IOC requirements.

The Commission is confident the Act would be passed, based on the implementation of similar special acts for the 1988 Seoul Olympic Games and the 2002 FIFA World Cup, as well as the cross-party and general public support for the Games.

### **Entry into the country**

Overall, bid documentation indicates a good understanding of IOC requirements and a clear commitment and capability to meeting them.

The commitment to appoint a joint customs, immigration and quarantine service team for the Games was evidence of a good understanding of IOC requirements and a well coordinated approach to these issues.

Entry into the country for all duly accredited Olympic and Paralympic delegations would be in line with IOC requirements.

With 137 countries listed as either visa free, or having a visa waiver to enter Korea, non-accredited personnel requiring a visa would obtain this through their closest Korean embassy. For test events, persons requiring entry visas would need to present a valid passport and a test event invitation (issued by the OCOG) to a Korean embassy or consulate.

### **Work permits**

Games-related personnel would be allowed to enter Korea up to one year prior to the Games. Permits would be issued within seven days of application, free of charge.

PyeongChang 2018 confirmed that all work permit requests would be coordinated by a centralised office within the OCOG staffed by officials from the relevant agencies, including the immigration office. During its visit the Commission was informed that a verifiable employment contract with the employing entity would be required before a permit could be issued.

### **Importation of goods**

Confirmation was obtained that all goods to be imported and exported for the Olympic Games and Paralympic Games would be exonerated from all customs duties. The same conditions would apply to test events.

## **Legal Aspects, Games Governance and Delivery, Continued**

### **Labour and taxes**

PyeongChang 2018 stated that Korean labour laws would not apply to foreign members of the media, broadcasters or OBS employees carrying out Games-related duties for a limited period of time within Korea.

The Korean Government would not impose direct or indirect taxes on those engaged in broadcasting sporting events within Korea nor would it impose taxes on income earned by those staying in Korea for a short period of time for purposes of the Olympic and Paralympic Games.

### **Games governance and delivery**

The OCOG would be incorporated as a foundation under the Korean Civil Code. The “Special Act” mentioned above clearly defines the roles and responsibilities of all of the different bodies involved in the delivery of the Games, some of which are already operational. Management of the delivery of general infrastructure (road and rail) would fall under the direct responsibility of the project owner (national, regional or local government).

An “Olympic venue development team” has been established by the government of Gangwon Province to manage the permanent works for the venues required for the Olympic Games. This team has been operational since 2003 and has already delivered four competition venues and worked on the development of the three planned venues. The team would also supervise the delivery of new venues under the responsibility of the relevant municipal governments.

Funding for the transition period from bid to OCOG, as well as to allow construction of competition venues to begin with no delay, has been guaranteed by the national government. A high proportion of OCOG staff would be seconded from government entities involved in the bid.

The measures described above should ensure a smooth transition from the bid to the OCOG and minimize the risk to Games delivery.

## Political Structure, Government and Public Support

The Republic of Korea has a population of approximately 51 million and is the fifteenth largest economy in the world. The population of Gangwon Province is 1.5 million, the city of PyeongChang 45,000 and the city of Gangneung 230,000.

South Korea is a democratic republic. The President is the Head of State and head of the government and appoints the Prime Minister and other government ministers. The President is directly elected for a single, five-year term.

At regional and local level, provincial governors and mayors are elected every four years by direct election.

The main responsibilities of the various levels of government for the delivery of the Games would include the following:

- The national government would finance rail and national road infrastructure, 50% of the competition venues required for the Games, as well as security, medical, customs and immigration, and other government-related services;
- Gangwon Province would cover 25% of construction costs for permanent competition venues and the construction costs of provincial roads;
- Gangwon Province has committed to underwrite all non-competition venues;
- PyeongChang and the venue cities of Gangneung and Jeongseon would cover 25% of the costs of permanent competition venues and the costs of expanding existing municipal roads;
- The Korean Government, Gangwon Province, PyeongChang and the venue cities have all pledged to provide legal, financial and administrative support to enable PyeongChang to thoroughly prepare for and successfully host the Games. The National and Provincial governments have also guaranteed to provide approximately 80% of the OCOG's workforce requirements.

The bid has the full support of the local, regional and national authorities across all political parties, as well as that of the private sector.

During its visit, the Commission met with the President of Korea and the Prime Minister who expressed their full support for the Games and re-affirmed that the government regarded hosting the 2018 Games as a national priority. Ministers responsible for Games-related functions participated in each briefing session.

National, regional and local support for the 2018 Games is high and there is no apparent opposition to the Games.

## **Political Structure, Government and Public Support,** Continued

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2018 Olympic Winter Games: 92% support in PyeongChang, 87% in Gangwon Province and 87% nationally.

Legislation would allow for a local referendum. Given the high levels of public support, the Commission feels that a referendum would be unlikely.



## Marketing

### Joint marketing programme

The Joint Marketing Programme Agreement (JMPA) has been signed by the City of PyeongChang and the Korean Olympic Committee and complies with IOC requirements.

A guarantee from the Korean Paralympic Committee (KPC) and PyeongChang 2018, confirming that the future OCOG and KPC would enter into a Paralympic JMPA before 31 July 2012, has been submitted in an acceptable form.

### Billboards and advertising

Pyeongchang 2018 has obtained the necessary guarantees from public authorities concerning advertising spaces in the relevant parts of the Games theatre. These guarantees include outdoor advertising space, space on public transportation and space in Incheon International and Yangyang airports. These guarantees would take effect from 1 January to 31 March 2018.

The rates provided by the relevant stakeholders are based on rates effective in 2010 plus an allowance for inflation.

### Rights protection

Korean legislation provides protection of Olympic intellectual property rights. The "Special Act" to be passed should PyeongChang be elected would include provisions to further enhance the ability to protect intellectual property rights.

### Ticketing

During the Commission's visit, PyeongChang 2018 reported that venue capacities for the Opening and Closing Ceremonies and the two Alpine skiing venues would be reduced in view of operational challenges. This has resulted in revised projected ticket sales from the figures reported in the Candidature File.

PyeongChang 2018 now forecasts total ticket revenue of USD 212 million, comprised of Olympic ticket revenue of USD 205 million and Paralympic ticket revenue of USD 7 million. These estimates are based on selling 1.6 million tickets for the Olympic Games and 312,000 tickets for the Paralympic Games, representing sell through rates of 81% and 75% respectively.

Ticket pricing is consistent with past Games and appears reasonable in the context of the Korean market. Ticket prices would range from USD 300 to USD 1,000 for the Opening Ceremonies, from USD 100 to USD 300 for prime events and from USD 30 to USD 150 for other events.

## **Marketing, Continued**

Strategies aimed at ensuring full stadia were presented to the Commission. An important element of the ticketing and transportation strategy is that public transit on buses and trains within the two zones and between venues would be included in the ticket price for the day of the event. This would not include transportation from Seoul to PyeongChang.

The bid committee has advised that it expects medals ceremonies in PyeongChang and Gangneung to be ticketed to control access, but free of charge.

The ticketing strategies proposed, combined with the strong economy and growing interest in winter sport in Korea should enable ticketing targets to be met, subject to venue capacities.

### **Local sponsorship and licensing**

PyeongChang 2018 projects that revenue from domestic sponsorship would be increased by USD 30 million, to now total USD 530 million, plus USD 9 million for the Paralympic Games. The overall level is less than recent Games and may reflect some room for improvement given the size and strength of Korea's economy and apparent support for sponsorship of sports events. This target appears to be achievable through an effective marketing programme. The programme anticipates 22 sponsors and official suppliers in a three tiered programme.

PyeongChang 2018 estimates that approximately 80% of domestic sponsorship revenue would come as VIK and 20% as cash. Projected VIK resources have been integrated into the expenditure budget. This is a higher VIK ratio than is typical which could represent a financial risk.

Licensed merchandise revenue is estimated at USD 35 million.

The National Government has guaranteed that a national lottery would deliver USD 15 million to the OCOG.

## Finance

The 2009 GDP of South Korea was approximately USD 830 billion with a GDP per capita of USD 17,000 (source: World Bank). PyeongChang 2018 states that the GDP for Gangwon Province was USD 25 billion in 2009. The Commission is confident that the Korean economy would be able to support the necessary infrastructure development needed for the delivery of a 2018 Games.

The Republic of Korea's average annual inflation rate over the last 10 years was stable between 2% and 5%.

### OCOG Budget

PyeongChang 2018 proposes a balanced OCOG budget, with revenue and expenditure at approximately USD 1.53 billion, based on 2010 USD estimates. A contingency of USD 36 million (2.4% of total expenditure) is included. The governments of Korea and of Gangwon Province are both closely involved with the bid and the proposed OCOG.

The bid committee projects that the inflation rate to 2018 would average 2.8% per annum. The USD budget has been converted from its Korean Won base at KRW 1,150 = USD 1.00, a rate consistent with that at the time of the Evaluation Commission review.

The PyeongChang 2018 Games budget is comprised of the following revenues:

Description	Million USD (2010)	% of total revenue
IOC contribution	353	23.0
IOC TOP Programme contribution	160	10.5
Domestic sponsorship	530	34.6
Ticketing	212	13.9
Licensing	35	2.3
Government subsidies	130	8.5
Other revenues	111	7.2
<b>Total</b>	<b>1,531</b>	<b>100.0</b>

## Finance, Continued

In accordance with IOC guidelines, no capital investment is included in the OCOG budget. PyeongChang 2018's expenditure budget is comprised of the following major elements:

Description	Million USD (2010)	% of total revenue
Technology	380	24.8
Games workforce	189	12.4
Venues, villages and other facilities	316	20.6
Ceremonies and culture	92	6.0
Transportation	74	4.8
Paralympic Games	61	4.0
Advertising and promotion	55	3.6
Administration and other	328	21.4
Contingency	36	2.4
<b>Total</b>	<b>1,531</b>	<b>100.0</b>

Development of the budget has been based on a bottom-up approach and validated by a top down review, comparing it to recent Games. Expenditure in certain categories may be lower than otherwise expected due to the extensive involvement of government partners in the delivery of the Games. The contingency, while low given the overall risks at this stage of financial planning, is supported by a government guarantee to fund any shortfalls. The result appears to be a reasonable assessment of the potential costs of hosting the Games which is based on the best information available now.

### **Non-OCOG Budget**

The non-OCOG capital investment budget amounts to USD 6.3 billion, including USD 3.4 billion for railways, USD 697 million for roads, USD 470 million for competition venues and USD 670 million for visitor accommodation. USD 710 million is estimated for the Olympic Villages and USD 335 million for media villages.

## **Finance, Continued**

USD 594 million of this total, primarily for competition venues and media villages, would be spent only if the Games were awarded to PyeongChang.

The total non-OCOG figure was corrected during the Commission's visit to include an additional USD 39 million for the IBC/MPC which is guaranteed by the Gangwondo Development Corporation.

67.5% of the non-OCOG budget is funded by the national government, 27.2% from public/private partnerships and 3.5% from the government of Gangwon Province, with the remainder coming from local governments. Most of the investment is already included within the long-term plans of the national and provincial governments. Games specific investments are supported by guarantees from government and non-government bodies.

The non-OCOG operations budget totals USD 123 million with the largest portion of these costs being for environmental protection.

The non-OCOG security budget appears to be on the low side. However, the bid committee stated that most security costs would be absorbed by the government in its regular budget.

### **Financial guarantees**

Following approval from the National Assembly and the Gangwon Provincial Council, the national and regional governments have provided a guarantee to cover any potential shortfall in the OCOG budget. Funds would be made available within three months of the OCOG informing the national government of a potential shortfall in the budget. The national and provincial governments would each be responsible for the full amount of any shortfall with no pre-determined allocation between them. This commitment was reinforced by the Prime Minister during the Commission's visit.

The government of Gangwon Province has also guaranteed to underwrite construction projects financed by private companies should they face any financial difficulties.

The national government has guaranteed to provide all security, medical, customs and immigration services and other government services not included in the OCOG budget to the OCOG free of charge. The National and Provincial governments have each guaranteed to dispatch appropriate government personnel to the OCOG at no cost. The provision of these resources is accounted for in the OCOG budget as a VIK government subsidy.

## **Finance, Continued**

The National Government confirmed that the “Special Act” would ensure that the tax relief provisions outlined in the Candidature File were met.

The government of Gangwon Province has guaranteed that the two Olympic Villages would be constructed as planned and to cover any eventual shortfall in the financing of those Villages.

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The OCOG budget is reasonably supported and demonstrates a comprehensive effort. It appears to be a fair assessment of the potential costs of hosting the Games, based on the best information available today. The Commission feels that the contingency is low but that any financial risk would be mitigated by government commitments.

The non-OCOG budget takes into account the strong financial commitment of the various levels of government to deliver the Games.

All financial guarantees were provided. An effective mechanism exists to access funding in the case of a potential shortfall or delivery difficulties during Games preparations.

## 4 → Annexes

- A. Composition of the Commission
- B. Summary of IOC Opinion Poll Results
- C. Abbreviations
- D. Maps

## Annex A – Composition of the Commission

<b>Chair</b>	Ms Gunilla LINDBERG
<b>IOC Olympic Games Executive Director</b>	Mr Gilbert FELLI
<b>Members</b>	Ms Angela RUGGIERO Mr Barry MAISTER Mr Dwight BELL Mr Tsunekazu TAKEDA Ms Ann CODY
<b>Advisors</b>	Mr Simon BALDERSTONE Prof. Philippe BOVY Mr John McLAUGHLIN Mr Grant THOMAS
<b>IOC Administration</b>	Ms Jacqueline BARRETT Mr Mattias KAESTNER Ms Helen STEWART



## Annex B – Summary of IOC Opinion Poll Results

The IOC commissioned IFM Sports Marketing Surveys to conduct public opinion polling in the three Candidate Cities and their respective regions and countries regarding support for hosting the 2018 Olympic Winter Games. All three polls were carried out from 6 December to 24 December 2010.

In answer to the specific question:

“To what extent would you support or oppose [CITY] hosting the Olympic Winter Games in 2018?”

The results were as follows:

	Support strongly	Support	No opinion / Neutral	Oppose	Oppose strongly
<b>Munich</b>	26%	34%	25%	9%	6%
<b>Bavaria (excl. Munich)</b>	19%	34%	34%	8%	5%
<b>Germany (excl. Bavaria)</b>	15%	41%	36%	6%	3%
<b>France</b>					
<b>Annecy</b>	21%	30%	18%	22%	10%
<b>Rhône-Alpes (excl. Annecy)</b>	29%	34%	25%	7%	5%
<b>France (excl. Rhône-Alpes)</b>	25%	37%	35%	3%	1%
<b>South Korea</b>					
<b>PyeongChang</b>	69%	23%	7%	1%	1%
<b>Gangwon Province (excl. PyeongChang)</b>	57%	30%	10%	2%	1%
<b>South Korea (excl. Gangwon Province)</b>	47%	40%	12%	2%	0%

All figures are expressed in percentage terms. Where they do not add up to 100%, this is due to rounding.

## Annex C – Abbreviations

The following abbreviations have been used in the report:

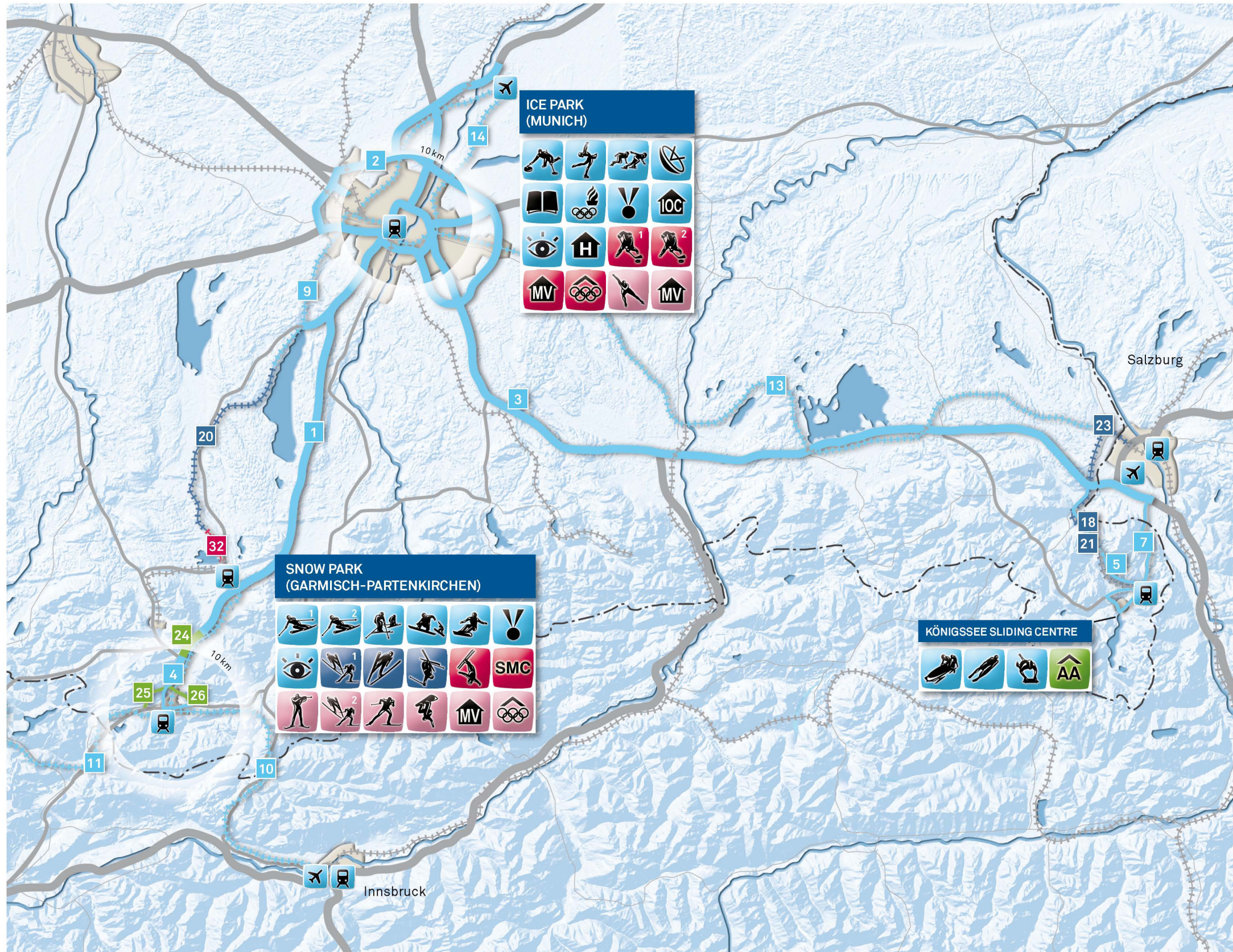
CAS	Court of Arbitration for Sport
CHF	Swiss Franc
CPI	Consumer Price Index
EU	European Union
EUR	Euro
GDP	Gross Domestic Product
IBC	International Broadcast Centre
IOC	International Olympic Committee
IPC	International Paralympic Committee
IF	International Federation
JMPA	Joint Marketing Programme Agreement
KRW	Korean Won
LEED	Leadership in Energy and Environmental Design
MPC	Main Press Centre
MMC	Main Media Centre
NGO	Non-Governmental Organisation
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBS	Olympic Broadcast Services
OCOG	Organising Committee for the Olympic Games
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USD	United States Dollar

## **Annex C – Abbreviations, Continued**

VIK	Value In Kind
WADA	World Anti Doping Agency
WIFI	Wireless Fidelity
WHO	World Health Organisation

## **Annex D – Maps**

## 9.6.1



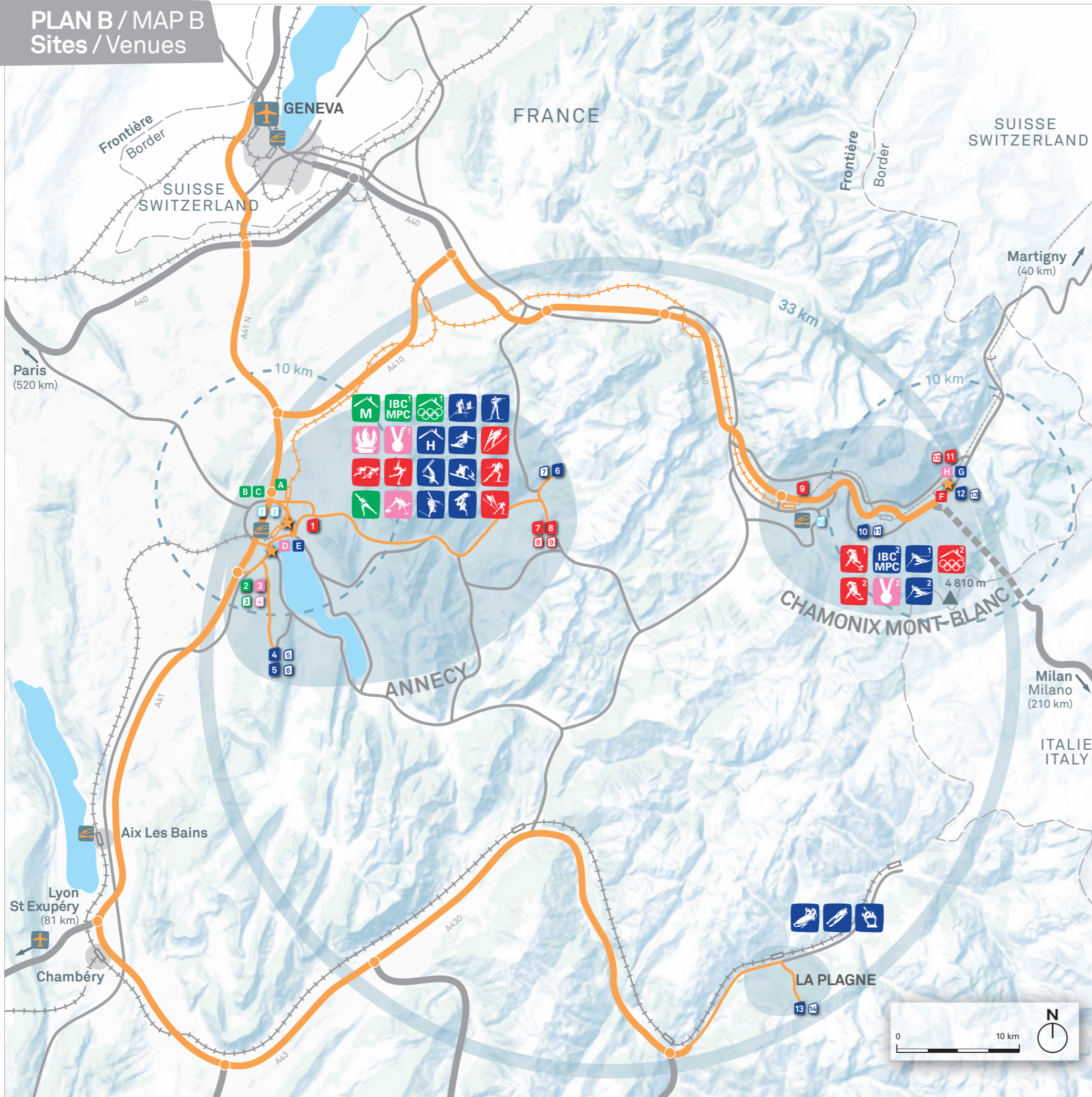
- Infrastructure existante, pas de constructions permanentes nécessaires  
*Existing infrastructure, no permanent works required*
- Infrastructure existante, constructions permanentes nécessaires  
*Existing infrastructure, permanent works required*
- Infrastructure permanente prévue (indépendamment des Jeux Olympiques)  
*Planned permanent infrastructure (irrespective of the Games)*
- Infrastructure permanente supplémentaire (liée aux Jeux Olympiques)  
*Additional permanent infrastructure (Games dependent)*
- Sites temporaires requis pour l'accueil des Jeux Olympiques d'hiver  
*Temporary venues required for the Olympic Winter Games*

- Autoroute  
*Autobahn*
- Réseau des Routes Principales  
*Major Road Network*
- Chemin de fer / Train de banlieue  
*National/Suburban Rail*
- Frontière  
*Border*
- # Voir tableau 15.6  
*See Table 15.6*

- |                                                                          |                                                                                        |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Biathlon<br><i>Biathlon</i>                                              | Snowboard HP (half-pipe)<br><i>Snowboard HP (Halfpipe)</i>                             |
| Bobsleigh<br><i>Bobsleigh</i>                                            | Snowboard PGS (stalom géant parallèle)<br><i>Snowboard PGS (Parallel Giant Slalom)</i> |
| Combiné nordique<br><i>Nordic Combined</i>                               | Snowboard SBX (snowboard-cross)<br><i>Snowboard SBX (Snowboard Cross)</i>              |
| Curling<br><i>Curling</i>                                                | Aéroport<br><i>Airport</i>                                                             |
| Hockey sur glace<br><i>Ice Hockey</i>                                    | Centre des médias du parc de neige<br><i>Snow Park Media Centre</i>                    |
| Luge<br><i>Luge</i>                                                      | Centre int. de radio-télévision (CIRTV)<br><i>Int. Broadcast Centre (IBC)</i>          |
| Patinage artistique<br><i>Figure Skating</i>                             | Centre principal de presse (CPP)<br><i>Main Press Centre (MPC)</i>                     |
| Patinage de vitesse<br><i>Speed Skating</i>                              | Cérémonies d'ouverture et de clôture<br><i>Opening &amp; Closing Ceremonies</i>        |
| Patinage de vitesse sur piste courte<br><i>Short Track Speed Skating</i> | Cérémonies de remise des médailles<br><i>Medal Ceremonies</i>                          |
| Saut à ski<br><i>Ski Jumping</i>                                         | Gare centrale<br><i>Central Railway Station</i>                                        |
| Skeleton<br><i>Skeleton</i>                                              | Hôtel de la famille olympique<br><i>Olympic Family Hotel</i>                           |
| Ski acrobatique (bosses)<br><i>Freestyle (Moguls)</i>                    | Königssee - Hébergement des Athlètes<br><i>Königssee - Athletes Accommodation</i>      |
| Ski acrobatique (sauts)<br><i>Freestyle (Aerials)</i>                    | Sites au milieu ouvert<br><i>Live Sites</i>                                            |
| Ski acrobatique (ski-cross)<br><i>Freestyle (Ski Cross)</i>              | Village des médias<br><i>Media Village</i>                                             |
| Ski alpin<br><i>Alpine Skiing</i>                                        | Village olympique<br><i>Olympic Village</i>                                            |
| Ski de fond<br><i>Cross Country Skiing</i>                               | Zone hôtelière principale<br><i>Main Hotel Area</i>                                    |



**PLAN B / MAP B**  
Sites / Venues



**ANNECY**

- |     |                                                                             |     |                                                                  |
|-----|-----------------------------------------------------------------------------|-----|------------------------------------------------------------------|
| 1 1 | <b>Patinage artistique</b><br>Figure Skating                                | 8 7 | <b>Ski de fond</b><br>Cross Country Skiing                       |
| 2   | <b>Piste courte</b><br>Short Track                                          | 9 8 | <b>Combiné nordique</b><br>Nordic Combined                       |
| 3 2 | <b>Patinage de vitesse</b><br>Speed Skating                                 | 9 8 | <b>Saut à ski</b><br>Ski Jumping                                 |
| 4 3 | <b>Curling</b><br>Curling                                                   | 9   | <b>Combiné nordique</b><br>Nordic Combined                       |
| 5 4 | <b>Ski acrobatique - Sauts</b><br>Freestyle - Aerials                       | A   | <b>Village olympique d'Annecy</b><br>Annecy Olympic Village      |
| 5   | <b>Ski acrobatique - Bosses</b><br>Freestyle - Moguls                       | B   | <b>Centre des médias d'Annecy</b><br>Main Media Centre           |
| 6 5 | <b>Surf des neiges - Halfpipe</b><br>Snowboard - Halfpipe                   | C   | <b>Village des médias</b><br>Media Village                       |
| 6   | <b>Surf des neiges - Cross</b><br>Snowboard - Cross                         | D   | <b>Théâtre des cérémonies</b><br>Ceremonies Theatre              |
| 6   | <b>Surf des neiges - Slalom géant parallèle</b><br>Snowboard - Giant Slalom |     | <b>Cérémonie des médailles à Annecy</b><br>Annecy Medal Ceremony |
| 6   | <b>Ski acrobatique - Ski cross</b><br>Freestyle Ski Cross                   | E   | <b>Zone principale d'hôtels</b><br>Main Hotel Area               |
| 7 6 | <b>Biathlon</b><br>Biathlon                                                 |     |                                                                  |

**CHAMONIX MONT-BLANC**

- |       |                                       |   |                                                                      |
|-------|---------------------------------------|---|----------------------------------------------------------------------|
| 10 9  | <b>Hockey sur glace</b><br>Ice Hockey | F | <b>Village olympique de Chamonix</b><br>Chamonix Olympic Village     |
| 11 10 | <b>Ski Alpin</b><br>Alpine Skiing     | G | <b>Centre des médias en montagne</b><br>Chamonix Media Centre        |
| 12 11 | <b>Hockey sur glace</b><br>Ice Hockey | H | <b>Cérémonie des médailles à Chamonix</b><br>Chamonix Medal Ceremony |
| 13 12 | <b>Ski Alpin</b><br>Alpine Skiing     |   |                                                                      |

**LA PLAGNE**

- |       |                               |  |                             |  |                     |
|-------|-------------------------------|--|-----------------------------|--|---------------------|
| 14 13 | <b>Bobsleigh</b><br>Bobsleigh |  | <b>Skeleton</b><br>Skeleton |  | <b>Luge</b><br>Luge |
|-------|-------------------------------|--|-----------------------------|--|---------------------|

- |  |                                                |  |                                                                         |
|--|------------------------------------------------|--|-------------------------------------------------------------------------|
|  | <b>Aéroport de Genève</b><br>Geneva Airport    |  | <b>Aéroport de Lyon - Saint Exupéry</b><br>Lyon - Saint Exupéry Airport |
|  | <b>Scène olympique</b><br>Olympic Live Site    |  | <b>Site de compétition</b><br>Competition venues                        |
|  | <b>Site d'entraînement</b><br>Training venues  |  | <b>Autoroutes</b><br>Motorways                                          |
|  | <b>Gare principale</b><br>Main rail station    |  | <b>Réseau des routes principales</b><br>Main road network               |
|  | <b>Réseau ferré principal</b><br>Mainline rail |  | <b>Réseau ferré secondaire</b><br>Secondary line rail                   |

- |  |                                                                                   |  |                                                                         |  |                                                         |
|--|-----------------------------------------------------------------------------------|--|-------------------------------------------------------------------------|--|---------------------------------------------------------|
|  | <b>Existant, pas de constructions permanentes</b><br>Existing, no permanent works |  | <b>Existant, constructions permanentes</b><br>Existing, permanent works |  | <b>Supplémentaire permanent</b><br>Additional permanent |
|  | <b>Prévu permanent</b><br>Planned permanent                                       |  | <b>Temporaire</b><br>Temporary                                          |  |                                                         |

## 09

## 09-6

## Emplacement des sites / Venue Location - Plan B / Map B

## Pôle d'Alpensia / Alpensia Cluster

- Biathlon
- Ski de fond
- Cross Country Skiing
- Saut à ski
- Ski Jumping
- Combiné nordique
- Nordic Combined
- Ski alpin [Technique]
- Alpine Skiing [Technical]
- Stade olympique
- Olympic Stadium
- Hôtel du CIO
- IOC Hotel
- Village des médias
- Media Village
- Village olympique d'Alpensia
- Alpensia Olympic Village
- Luge
- Luge
- Bobsleigh
- Bobsleigh
- Skeleton
- Skeleton
- CIRTV/PPP
- IBC/MPC

## Jungbong / Jungbong

- Ski alpin [vitesse]
- Alpine skiing [Speed]

## Parc Phoenix Bokwang / Bokwang Phoenix Park

- Ski acrobatique [bosses, sauts, ski cross]
- Freestyle skiing [Mogul, Aerial, Ski cross]
- Snowboard [PGS, HP, SBX]
- Snowboard [PGS, HP, SBX]

## Pôle côtier / Coastal Cluster

- Curling
- Curling
- Patinage artistique
- Figure Skating
- Short-track
- Short Track Speed Skating
- Village olympique côtier
- Coastal Olympic Village
- Village des médias
- Media Village
- Patinage de vitesse
- Speed Skating
- Hockey sur glace II
- Ice Hockey II
- Hockey sur glace I
- Ice Hockey I

## Infrastructure de transport / Transport Infrastructure

- Autoroute [à 4 voies]
- Expressway [4 lanes]
- Route locale
- Local Road
- Chemin de fer
- Railroad
- Gare
- Railroad Station
- Echangeur
- Interchange
- Site de compétition / Patinoire d'entraînement
- Competition Site / Training Rink

## Code couleur / Colour Coding

- Existant, pas de constructions permanentes
- Existing, no permanent works
- Existant, constructions permanentes
- Existing, permanent works
- Prévu
- Planned
- Supplémentaire
- Additional
- Temporaire
- Temporary
- Ligne de démarcation
- Secure perimeter

