

# OLYMPIC WINTER GAMES 2026 IOC WORKING GROUP REPORT



SEPTEMBER 2018



# CONTENTS

**INTRODUCTION..... 3**

**SECTION 1: FEASIBILITY REPORT**

- **Calgary ..... 19**
- **Erzurum ..... 33**
- **Milan / Cortina d’Ampezzo ..... 46**
- **Stockholm..... 60**

**SECTION 2: FACTS AND FIGURES**

- **Calgary ..... 74**
- **Erzurum ..... 111**
- **Milan / Cortina d’Ampezzo ..... 148**
- **Stockholm..... 187**

**COMPOSITION OF  
WORKING GROUP..... 226**





# INTRODUCTION



## NEW ERA, NEW APPROACH, NEW PHILOSOPHY



This report encompasses the Dialogue Stage of the Candidature Process for the XXV Olympic Winter Games. This is a new, game-changing process for Interested Cities borne out of the reforms of Olympic Agenda 2020 and the New Norm – transformative initiatives designed to reduce costs, create more flexibility and provide greater support from the Olympic Movement. The ultimate aim is to deliver Olympic and Paralympic Games that are fully aligned with a city's long-term development plans, make the Games more feasible, affordable and sustainable and leave many tangible legacies.

Thanks to Olympic Agenda 2020 and the New Norm, the IOC has ushered in a new era, a new approach and a whole new philosophy toward Olympic bidding and hosting. The reforms ensure maximum cooperation, savings and flexibility. The IOC is working with cities every step of the way to produce the best possible host for the Games.

The reforms are highlighted by a focus on partnership and dialogue that enables the cities and the Olympic Movement to share ideas, feedback and expertise, thereby allowing for a continual improvement of Games projects.



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*If there is one message that I would like everyone from the future Organising Committees and Interested Cities to remember, it is that this new approach has partnership and feasibility at its heart. Our goal is to make the Olympic Games best fit the long-term needs and goals of the host cities. With Olympic Agenda 2020, we have turned the page and are writing a new chapter in the way future Olympic Games are organised.”*

**IOC President Thomas Bach**

The reforms place emphasis on maximum use of existing, temporary and demountable venues. New flexibility allows the option to use venues outside of host cities or even host countries. New venues can be justified only if they have a clear operational post-Games legacy plan and business case. White elephants are not an option. Legacy is considered not an outcome of the Games, but a starting point.

The new procedure, which includes reduced requirements and guarantees, results in easier, more efficient, lower-cost candidatures and Games concepts better suited for the cities and the Olympic Movement.

All Interested Cities expressed their appreciation for the new process and cited it as a major factor in their decision to enter the Dialogue Stage.

However, the process does not stop here for the cities. They must continue to develop their plans, clearly communicate their story and vision and build passion and excitement around their projects.

The cities should take on board the opinions and recommendations of the IOC for maximising cost savings and operational efficiencies. They must continue to formulate robust legacy plans. And, above all, they must focus on creativity and flexibility to ensure a once-in-a-lifetime athlete experience.

The Olympic candidature and hosting model has evolved fundamentally by embracing the reforms of Olympic Agenda 2020 and the New Norm. Affordability, sustainability and legacy are absolute priorities embedded from the very start of the Olympic journey. Dialogue, consultation and collaboration underpin a new pathway from Interested City to Candidate City to Host City and beyond.

The reforms and new candidature process result in a win-win situation for the cities and the IOC. The two sides work collaboratively from the outset to develop the best possible project that fits a city's long-term ambitions and also meets the goals of the athletes.



# THE 2026 PROCESS: DIALOGUE & DEVELOPMENT

The new candidature process for the Olympic Winter Games 2026 was developed by an IOC Executive Board Working Group and approved in July 2017 by the IOC Session. It emphasizes a collaborative approach that reduces costs for cities and provides them and their NOCs with greater support and more flexibility to develop their projects.

As there is no “one size fits all” template for an Olympic Games, cities are advised to adapt their plans to their own unique situations and to develop projects matching their individual sporting, economic, social and environmental ambitions. The athlete experience remains core to planning and delivery.





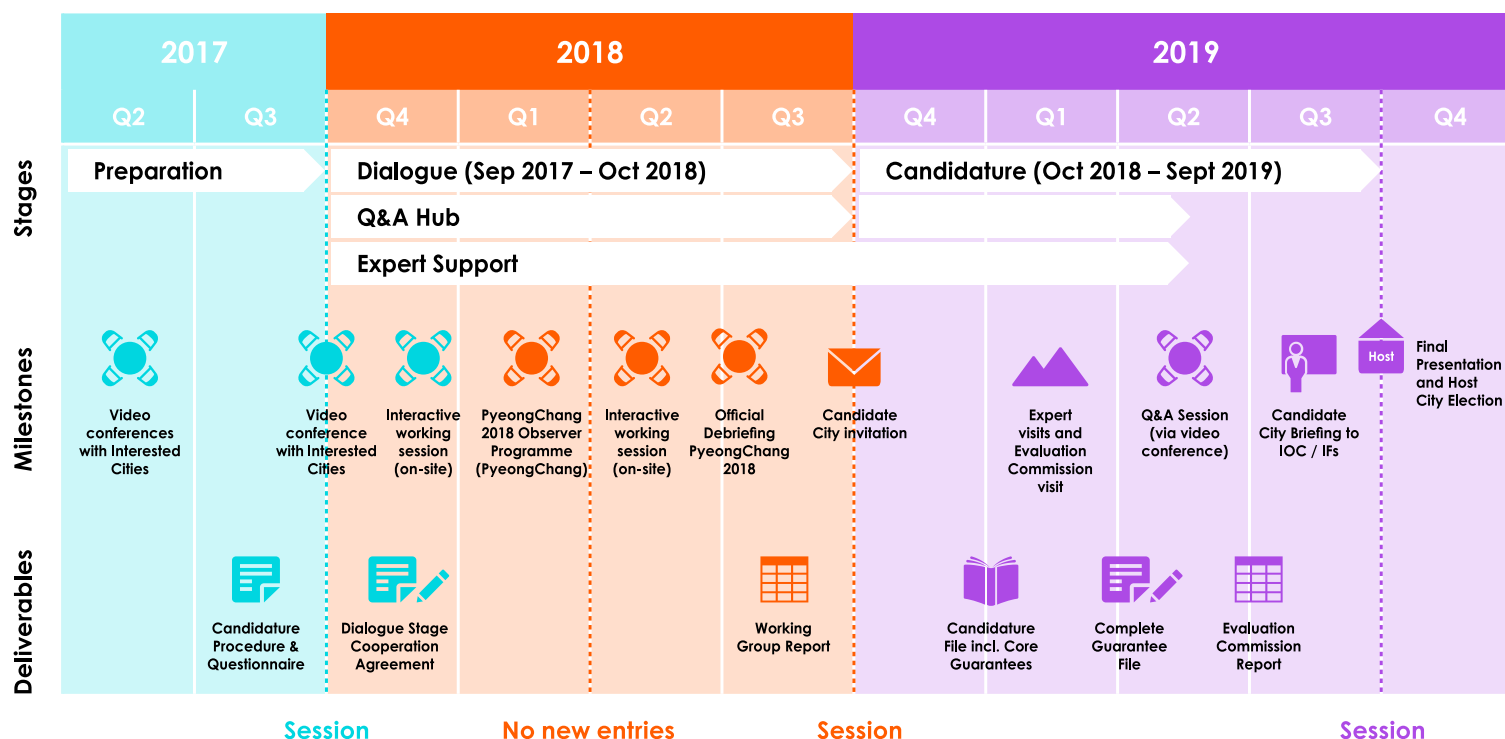
## THE 2026 PROCESS COMPRISES TWO SEPARATE STAGES:

### 1. THE DIALOGUE STAGE

- This is a one-year non-committal period allowing Interested Cities and NOCs to explore options, opportunities and challenges openly and in depth with the IOC and its stakeholders.
- The IOC provides expertise directly to each Interested City.
- Cities are not required to submit formal proposals or guarantees or make any formal presentations.

### 2. THE CANDIDATURE STAGE

- This is a shortened and streamlined phase that emphasises the way Games proposals should match up with local, regional and national development goals.
- Candidate Cities provide details regarding organisation and delivery of the Games.





The two-stage process is conducted in a spirit of ongoing dialogue and partnership between the cities and the IOC. This continuous two-way collaboration enables cities to best tailor their Games projects to their specific circumstances and needs.

Throughout the entire Dialogue Phase, the IOC has supplied meaningful assistance to the Interested Cities, including:

- Providing a team of experts to help cities develop and define their candidature projects. These experts all have technical expertise in bidding for and hosting the Olympic Games, including specialised knowledge in areas such as sports, venues, infrastructure, transport, accommodation, security, sustainability, legacy, finance and marketing.
- Covering the costs for all visits by experts and making the same group available to each city.
- Organising a series of interactive working sessions for the cities and taking part in various engagement activities with a wide group of stakeholders in each city.
- Conducting opinion polls that were shared with the Interested Cities.
- Conducting its own research to assess the general feasibility of Interested Cities to host the Games.

Specifically, the services provided by the IOC to the cities include interactive working sessions, individual expert working visits on Games Concept, Sustainability and Legacy, Finance, Marketing and Legal Matters and Games Governance and Operations, workshops on Communications and Engagement and Energy and Technology and roundtables and targeted communications with media in the Interested Cities and countries.

In addition, Interested Cities were invited to send delegations to the PyeongChang 2018 Observer Programme, the PyeongChang 2018 Debrief in Beijing and the Buenos Aires 2018 Youth Olympic Games.





# HOW DID WE GET HERE?

## OLYMPIC AGENDA 2020

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Following a year of consultation with Olympic stakeholders, as well as input from external experts and the public at large, [Olympic Agenda 2020](#) was unanimously approved at the 127<sup>th</sup> IOC Session in Monaco in December 2014. It comprises 40 detailed recommendations setting out a roadmap for the future of the Olympic Movement.

Enhancements to the candidature process – making it simpler, more flexible and more cost-effective - were at the core of the Olympic Agenda 2020 reforms.

The first recommendation was to reshape the candidature process as an invitation – “to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs.”

The IOC would “introduce an assistance phase during which cities considering a candidature will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.”

## OTHER KEY RECOMMENDATIONS INCLUDED:

- The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.
- The IOC to allow, for the Olympic Games, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability.
- The IOC to allow, for the Olympic Games, the organisation of entire sports or disciplines outside the host city or, in exceptional cases, outside the host country notably for reasons of geography and sustainability.
- The IOC to consider as positive aspects for a bid: the maximum use of existing facilities and the use of temporary and demountable venues where no long-term venue legacy need exists or can be justified.
- The IOC to clarify the elements for the two different budgets related to the organisation of the Olympic Games: long-term investment in infrastructure and return on such investment on the one hand, and the operational budget on the other hand.

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*With a new philosophy in the bidding procedure we are encouraging potential Candidate Cities to present to us a holistic concept of respect for the environment, feasibility and of development, to leave a lasting legacy. With these far-reaching changes we respect that there is no ‘one size fits all solution’ for the sustainability of Olympic Games. Candidate Cities strive for very different development goals and start from very different points of development. We embrace this diversity.”*

**Thomas Bach**





The positive impact of Olympic Agenda 2020 generated further reform initiatives. These included:

- Setting up the Olympic Winter Games Strategic Working Group, which presented 32 recommendations to the IOC Session in Rio de Janeiro in July 2016.
- Creation of an IOC Vice Presidents' Working Group to establish the Candidature Process for 2026, with the focus on reducing costs, simplifying procedures and providing more support to Interested Cities.
- Introduction of the New Norm with the aim of streamlining Games organisation and delivery and reducing Games-related capital investment, including eliminating minimum capacity requirements for competition venues.
- Adoption of a new IOC Legacy Strategic Approach at the end of 2017 which formally embeds positive legacy planning into every stage of Games candidature and preparation.

Legacy has been built into the process from the very beginning and carries through to the delivery of the Games and far beyond.

The New Norm offers reduced services and requirements leading to maximum savings of hundreds of millions of dollars in delivering the Olympic and Paralympic Games. These amount to potential saving of up to USD1 billion for Olympic Games and up to USD 500 million for Olympic Winter Games.

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*These are the biggest savings in the history of the Olympic Games. It is a fundamental rethinking of the organisation of future Games. This will lead to a new norm – from the candidature for and the delivery of the Games through to their legacy.”*

Thomas Bach

## THE NEW NORM

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Building on Olympic Agenda 2020, [the New Norm](#) was presented to the IOC membership at the 132<sup>nd</sup> Session in PyeongChang on 6 February 2018. This ground-breaking initiative comprises an ambitious set of 118 reforms covering the whole lifecycle of the Olympic Games, from the candidature stage to delivery and legacy.

The New Norm gives cities additional flexibility to design Games to fulfil their long-term development aims and provides further assistance from the IOC, International Federations and the wider Olympic family.



The New Norm was drawn up by the Olympic Games Delivery Executive Steering Committee, which comprised representatives of athletes, NOCs and IFs. The group worked closely with partners and industry experts and analysed every element of Games operations, including venues, broadcasting, accommodation, transport and technology.

More than 80 of the 118 reforms are designed to result in cost savings without compromising the Olympic experience. These include opportunities to reduce venue sizes, reconsider transport options, make optimum use of existing infrastructure and reuse competition sites for various sports.

The New Norm also introduces a “3+4” approach to organising the Games - the first three years focused on the vision, strategy and governance model for the Games, followed by four years dedicated to operational planning, readiness and delivery.

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*The modifications presented in “The New Norm” address many challenges associated with bidding for and hosting the Olympic Games. We examined if the right services and products were provided, if timing of delivery was optimal, and where we can provide additional expertise. What resulted is a robust plan that reduces complexity and costs, while maximising flexibility and partnership.”*

**John Coates, IOC member,  
Chair of Executive Steering Committee**

# POSITIVE RESULTS SO FAR

[The IOC's new philosophy](#) has already produced significant financial savings in Olympic host cities:

- **PyeongChang 2018** announced in June 2018 that the Olympic Winter Games 2018 had produced a multi-million-dollar surplus, in large part due to the Olympic Agenda 2020 reforms.
- A Joint Steering Forum involving the IOC, Tokyo organisers and the city and federal government has helped **Tokyo 2020** reduce its venue budget by USD 2.2 billion.
- **Beijing 2022** is the first host city to fully benefit from Olympic Agenda 2020, with 11 of the 12 competition and non-competition venues in the Beijing zone - including the iconic Bird's Nest and Water Cube - being reused from the Olympic Games 2008. Beijing 2022 is also redeveloping an abandoned steel plant in Shougang into a thriving recreational park and site for the Big Air competition in 2022.
- **Paris 2024** plans to utilise its world-renowned transit system for the Olympic Games, drastically reducing costs, and continues to adapt its plans in line with Olympic Agenda 2020 and the New Norm. Examples are the optimized design of the aquatics centre and the IBC to reduce costs, as well as the change to an event delivery approach. Paris is using the Games as a springboard for city development while keeping a focus on controlled budgets and deadlines.
- **The Olympic Winter Games 2026** will be the first Games where the entire suite of reforms is fully implemented. The positive impact of Olympic Agenda 2020 and the New Norm can already be clearly seen among the Interested Cities for 2026. On average, they plan to use 80% existing or temporary venues, compared to 60% among Candidate Cities for the Olympic Winter Games 2018 and 2022. The initial Games operating costs projected by the 2026 Interested Cities are on average 15% lower than those of the Candidate Cities for 2018 and 2022.





# WHERE WE ARE TODAY: INTERESTED CITIES FOR 2026

The Dialogue Stage for the Olympic Winter Games 2026 was officially launched on 29 September 2017 with an IOC invitation to all Interested Cities and National Olympic Committees (NOCs).

The following Interested Cities/NOCs are assessed in this report:

- Calgary / Canadian Olympic Committee
- Erzurum / Turkish Olympic Committee
- Milan/Cortina d'Ampezzo / Italian Olympic Committee
- Stockholm / Swedish Olympic Committee

Following a meeting on 17 September 2018 between the IOC President, the Japanese Olympic Committee (JOC) and the City of Sapporo, all three parties agreed that the IOC would not put Sapporo on the list of candidates for the Olympic Winter Games 2026 as recovery from the recent earthquake in the region should be the immediate principle focus. The City of Sapporo and the JOC made it clear that they remain strongly interested in a candidature for the Olympic Winter Games 2030.

During the non-committal Dialogue Stage, the Swiss and Austrian NOCs decided not to proceed with potential candidatures from Sion and Graz, respectively.

The IOC appointed the Olympic Winter Games Working Group 2026 to assess the feasibility of the Interested Cities' preliminary plans through the new lens of Olympic Agenda 2020 and the New Norm, with the goal of helping to identify cities which meet the new model for hosting the Games.

The Games must represent an economic, social and environmental opportunity for the city, region and country. The Games generate significant income and revenues and often produce a surplus. Olympic Agenda 2020 and the New Norm envision Games that are perfectly aligned with a city's development aims and produce economic and social benefits for generations to come.



The economics of the Games are based on the following approach and principles:

- Games organisation and long-term urban development costs are completely separate.
- New venues should not be constructed unless there is a defined long-term legacy and robust business plan. New capital investment is NOT required for the Games.
- The Games generate significant tax revenue that flows back to the public authorities and offsets at least partly the costs of government services (such as security and medical).
- Flexibility is built into financial commitments for successful delivery of the Games: There is no “blank check” guarantee requirement.
- The Games generate significant economic, social and environmental benefits

In addition, as specified in the Host City Contract, the IOC will contribute an estimated USD 925 million to the 2026 Host City based on broadcast and TOP sponsorship programme revenues, host broadcasting services and transfer of knowledge activities.



# AIM OF THE REPORT

This report is a feasibility study of the potential candidatures for the Olympic and Paralympic Winter Games 2026.

The aim of the report is to assist the IOC Executive Board in making recommendations to the IOC Session in Buenos Aires regarding which cities should be invited to the official Candidature Stage. The election of the 2026 Host City will take place in 2019 at the IOC Session.

This technical report – based on information gathered during expert visits and interactive working sessions - summarises and analyses the viability of each city's project, identifies the opportunities and highlights areas where further consideration is required.

The IOC puts the athletes' experience at the heart of the Olympic Games. The athletes are the lifeblood of the Games. Ensuring an exceptional experience and optimal conditions for the athletes remains the top priority.

The document takes into account the unique nature of each city's vision and concept and the different legacy opportunities offered by each, as well as how the project aligns with existing city and regional development plans. Previous experience in hosting international sports competitions is also a key factor.

This document is not an evaluation report. Each city is at a different stage of planning, and the cities cannot be fully compared to one another.

This report will not address in detail the financial plans of the Interested Cities as these are still at a preliminary stage. Funding and budget plans will be formulated and analysed during the Candidature Stage.

[The Host City Contract](#) also includes a separate section on protection and respect of human rights, an essential element for successful Olympic and Paralympic Games. Analysis of the human rights situation in each country, based on independent third-party experts, will take place during the Candidature Stage.

Telecommunication and Energy infrastructure have been deemed sufficient in all cities, unless specified otherwise.

The word "Games" in the document refers to both Olympic and Paralympic Games, unless specified otherwise. The IPC has been closely involved in the development of the new initiatives and shares their objectives and outcomes. Plans for the Paralympic Winter Games will be further assessed during the Candidature Phase.

Even if an Interested City decides not to proceed with a candidature at this time or is not invited to the Candidature Stage, participating in the Dialogue Stage will have been a hugely beneficial exercise for all parties. The process has allowed cities to assess and analyse their development aims in depth. The knowledge gained from the experience will prove invaluable in their consideration of future projects, including potential Olympic Candidatures.

The Working Group thanks all the Interested Cities for their hard work, commitment and collaboration, and wishes them the best of luck going forward, regardless of whether they progress to the Candidature Stage 2026 or aim for a future edition of the Olympic Winter Games.





# INTERESTED CITIES



# SECTION 1: FEASIBILITY REPORT

CALGARY

ERZURUM

MILAN / CORTINA D'AMPEZZO

STOCKHOLM





# CALGARY

## SECTION 1 – FEASIBILITY REPORT



# CONTENTS

- THE VISION
- LEGACY & IMPACT OF THE GAMES
- VENUE MASTER PLAN AND STRATEGIC ALIGNMENT
- STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING
- GAMES DELIVERY
- WHY CALGARY?





## THE VISION

Calgary's vision is to unite Canada and inspire the world through sport and culture, while delivering exemplary Olympic and Paralympic Winter Games that build on the highly successful legacy of the XV Olympic Winter Games in 1988. Calgary and Canada also embrace the opportunity to rekindle the flame and spirit of the XXI Olympic Winter Games held in Vancouver in 2010.

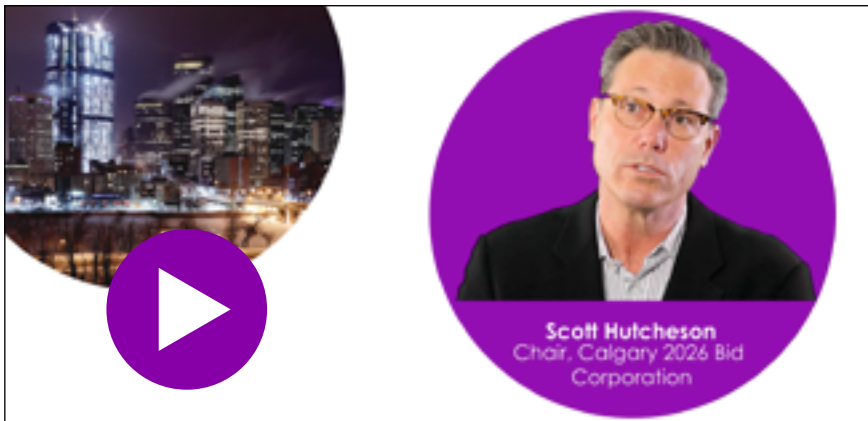
Calgary's vision is based on inclusivity and diversity, including the goal of fostering further reconciliation with Canada's Indigenous people.

The Games offer the opportunity to showcase Calgary's extensive experience in hosting winter sports and other major events and demonstrate the public's natural love for winter sports.

Calgary's vision is fully in line with Olympic Agenda 2020 / the New Norm, envisioning Games that act as a catalyst for the long-term social, economic and sporting ambitions of the city, region and country.

### Video clip

Scott Hutcheson, Chair of Calgary 2026 Bid Corporation, describes the vision and legacy objectives.





## LEGACY & IMPACT OF THE GAMES

Thirty years later, the Olympic Winter Games 1988 still play a vital role in the identity and landscape of Calgary, a cosmopolitan city on the edge of the Canadian Rockies that is steeped in western heritage culture. The 1988 legacy venues are a lifeblood of the region, providing world-class facilities that host many international competitions annually. These venues serve not only elite high-performance athletes but also introduce winter sports to thousands of Calgarians every year.

The 1988 Games also inspired a culture of volunteerism, a sense of civic and provincial pride and a spirit of optimism and enthusiasm – qualities that are still pervasive today and would be revitalized by hosting the Games again in 2026.

The 1988 Games produced a generation of Calgarians who embrace the Olympic spirit and have winter sports in their blood. Calgary and Alberta have passionate fans who love all winter sports.

Calgary 2026 has developed a Games vision and mission with a focus on communities, inclusion and youth. It has identified core legacy values such as diversity, healthy natural environment, physical and mental health, innovation and new business skills and integrity and transparency.

For Calgary, the 2026 Games can be a catalyst to renew the legacies of 1988, inspire Canada's youth and redefine the city's place in the world by delivering excellent Games.





Calgary envisions Games with a positive environmental, social, economic and sporting impact including:

- Diversifying the economy with a focus on innovation and new business development.
- Renewing the 1988 venues, not only for the Games but making investments required to continue hosting regular World Cup events, ensuring a significant annual economic impact for the region.
- Building on Canada's high-performance training system in Calgary and Alberta. (Of Canada's haul of 29 medals at the Olympic Winter Games PyeongChang 2018, 81% were won by athletes who trained or competed at facilities in Calgary and Canmore.)
- Building two new sports venues in line with development and legacy needs.
- Advancing social values of inclusivity and diversity and promoting unity among all of Canada's peoples.

Calgary also embraces measures to protect the positive legacy including:

- Focusing on reduction of greenhouse gas emissions.
- Ensuring there is no conflict of venue plans with protected areas or cultural heritage sites.
- Ensuring there is no displacement of residents or businesses.

## OPPORTUNITIES:

- Hosting the 2026 Olympic Winter Games offers an ideal opportunity for Calgary to renew venues and infrastructure from the 1988 Games.
- Calgary is a growing city with social inclusion, accessibility and economic growth among its priorities.
- Calgary's development plans provide the chance to leverage the Games for long-term legacy impact.

## FURTHER CONSIDERATION REQUIRED:

- Calgary must emphasise and further develop the impact and legacy opportunities and illustrate how the Games can be a catalyst for positive change.



# VENUE MASTER PLAN AND STRATEGIC ALIGNMENT



## STRATEGIC ALIGNMENT

Calgary's venue master plan embraces Olympic Agenda 2020 / the New Norm by making maximum use of existing infrastructure and facilities. Calgary would utilise many of the venues from the 1988 Games, some of which are owned and operated by WinSport, a not-for-profit organisation. An endowment fund was created after the 1988 Games to maintain the Olympic facilities. Hosting the 2026 Games presents the ideal timing for renewal and upgrading of the venues as part of the 30-40-year lifecycle.

From a strategic standpoint, Calgary's Games concept is in alignment with regional development goals, including promoting Calgary as a winter sports city, renewing sports venues, creating much-needed affordable housing and spurring economic development.

Of Calgary's proposed competition venues, 80% (8 out of 10) are existing or temporary. Even though most of the 1988 venues are in good condition and are used regularly to host World Cup events, substantial regular lifecycle upgrades are planned for many of the existing venues irrespective of the Games. Seven of the 10 proposed competition sites have hosted major events in the past decade.

## VENUE MASTERPLAN OVERVIEW

Calgary proposes four, potentially five, Olympic Villages. The main Village (2,900 beds) would be located in the city of Calgary, with smaller villages in Canmore (1,050), Nakiska (1,000) and Whistler (350). A fifth village may be needed if the curling events are hosted outside Calgary. Further details are provided below.





## CALGARY VENUES:

Calgary proposes three city-area venue clusters that make excellent use of existing facilities and also offer strong legacy opportunities.

The **WinSport Cluster** features legacy venues from the 1988 Games to be used for bobsleigh, luge and skeleton, as well as snowboard and freestyle skiing. Both venues host regular World Cup events. Some upgrades are planned irrespective of the Games. The snowboard/freestyle venue has some limitations in terms of space and finish areas but is considered feasible overall.

The **Foothills Cluster** includes the **University Olympic Oval** for speedskating and the **McMahon Stadium** for the Opening and Closing Ceremonies; both venues from the 1988 Games. Calgary also proposes two new legacy venues in this cluster: a **Mid-Sized Arena** for ice hockey (5,000 capacity) and the **Foothills Multi-Sport Complex** (10,000 temporary seats) to host figure skating and short track speed skating. Both new venues are planned with long-term post-Games use in mind:

- The **Mid-Sized Arena** would serve as the natural replacement for the Stampede Corral, a multi-purpose venue dating from 1950 that hosted figure skating and ice hockey competitions at the 1988 Games. Stampede officials announced plans in 2016 to demolish the aging venue to make way for expansion of the adjacent BMO Centre (existing conference centre). The new Mid-Sized Arena would serve as a much-needed multi-purpose ice arena for years to come.

- The **Multi-Sport Complex** would meet Calgary's long-time need for an indoor multi-sports facility. The facility, which has been part of city planning for many years, would include an indoor track, full-size soccer pitch and facilities for sports such as basketball, volleyball and tennis.

Opening and Closing Ceremonies would take place in the Foothills Cluster at Calgary's **McMahon Stadium**, which hosted both ceremonies in 1988. The venue has 29,000 permanent seats and it is proposed to add another 11,000 temporary seats.

The **Stampede Park Cluster** hosts the annual world-famous Calgary Stampede, a 10-day festival of exhibitions and competitions and one of the world's biggest rodeos. The Stampede attracts more than 100,000 visitors per day and the grounds would provide ideal opportunities for Games celebration sites. This cluster would include one competition venue and four non-competition venues.

The **Saddledome** - a 19,000-capacity stadium that is the home arena of the Calgary Flames (NHL) - would serve as the main ice hockey venue for the Games.

The Stampede Cluster also includes the Main Press Center (MPC), International Broadcast Center (IBC), medals plaza and site for the main Olympic Village.

The combined broadcast and media centre would be located in the existing **BMO Centre (IBC)** and **Big Four Conference Centre (MPC)**. The MPC was also located here during the 1988 Games. Use of these existing facilities would limit capital costs.

As the Calgary Stampede takes place in July, there would be a maximum six-month lead-in for access to the area for Olympic Broadcasting Services (OBS) to fit out the IBC. OBS believes this is a challenging but feasible timeline.



The proposed **Main Olympic Village**, with 2,900 beds, is part of a new high-rise development with a planned total of 760 units. This new housing is aligned with the city's long-term development plans and would fully serve the needs of the Olympic Games. Land for the Main Olympic Village is publicly owned, has a prime location between the river and city centre and offers an attractive location for a residential zone.

## VENUES OUTSIDE CALGARY:

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Venues outside Calgary include the **Nakiska Ski Area** for Alpine and the **Canmore Nordic Centre** for cross country and biathlon (both venues are about one hour from Calgary). These are also existing legacy venues that regularly host World Cup events. Nakiska is owned by the Province of Alberta as a legacy of the 1988 Games.

In addition to the Alpine speed and technical events, Nakiska would host snowboard cross, ski cross and snowboard parallel slalom. Nakiska's Alpine course would require earthworks and removal of some trees, though not in a protected area. Further evaluation of venue capacity should be carried out due to limited road access.

An Olympic Village development with 1,050 beds is proposed for Canmore, with Nakiska offering housing of 700 beds in existing facilities and 300 in temporary facilities.

Ski jumping and Nordic Combined would be held at the **Whistler Nordic Centre**, used for the Olympic Winter Games Vancouver 2010. This proposal conforms with Olympic Agenda 2020 / the New Norm – using an existing and operational venue in another part of the country rather than building a new one or spending heavily to renovate a disused facility. WinSport recently decided to decommission Calgary's 1988 ski jumps because they are past their life span and no longer financially viable to operate.

The Olympic Village in Whistler would consist of 350 beds in existing facilities.

The venue for curling is still to be confirmed. Three different options are considered and are fully costed in the budget estimates. A further village may be needed if the curling events are hosted outside Calgary.

## PARALYMPIC WINTER GAMES

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The Paralympic Winter Games would use the respective Olympic venues for most sports, while wheelchair curling would take place in the Multi-Sport Complex in the Foothills cluster.

Paralympic athletes would stay in two villages from the Olympic Winter Games: the Main Olympic Village in Calgary (approximately 3,300 beds) and the Canmore Mountain Athletes' Village (approximately 1,200 beds).

The Paralympic Games fit into Calgary's vision of becoming more inclusive, as well as more accessible for people with disabilities. Improved accessibility is considered a key legacy of the Games ("Better Together"), as is overall development of Para sport.



## ATHLETE EXPERIENCE:

Calgary offers excellent conditions for optimizing the athlete experience, which is crucial to the overall success of the Games.

The Main Olympic Village is located in downtown Calgary near the Bow River, adjacent to the Stampede Cluster and close to the WinSport and Foothills clusters. Athletes can walk from the village to venues such as the Saddledome, the medals plaza and live sites.

Athletes competing in Nakiska, Canmore and Whistler would be housed near their competition venues, minimizing travel times.

The love and tradition of snow and ice sports in Calgary, Alberta and Canada ensures a knowledgeable and passionate fan base, especially in ice hockey, curling, speed skating and figure skating. Athletes can expect to compete in front of large crowds and full stadia amid a great atmosphere.

Solutions need to be proposed to guarantee the best possible athlete experience in Whistler and other venues outside Calgary, ensuring possibilities for athletes to participate in some creative ways in the Opening and Closing Ceremonies.

## OPPORTUNITIES:

- Venue plans make maximum use (80%) of existing or temporary facilities.
- Most 1988 venues are in good condition and frequently host World Cup events, with capital investments needed for life-cycle upgrades that will ensure their use for decades to come
- The two new proposed competition venues appear to have a solid long-term legacy case.
- Village developments in Calgary and Canmore are part of both cities' long-term strategy.
- The Stampede Ground offers excellent opportunities for Games-time celebration sites.

## FURTHER CONSIDERATION REQUIRED:

- Negotiations are ongoing for the curling location, with three options currently being considered.
- Challenging but feasible lead-in time between the Calgary Stampede festival and access to the International Broadcast Centre for OBS
- Detailed funding and legacy plans are still needed for the two new sports venues.
- The best possible athlete experience must be ensured at Whistler and other venues outside Calgary/Alberta.



## ACCOMMODATION

### GAMES STAKEHOLDERS:

Calgary's accommodation plans rely on a mix of existing hotels and housing to meet the Games stakeholders' needs of 24,000 rooms.

This inventory consists of approximately 28,000 existing and planned hotel rooms, including 20,000 rooms within a 50km radius of Calgary and 8,000 rooms within 10km of other venue clusters.

The room inventory is suitable for stakeholder groups, with most hotel rooms located within 10km of the city centre and most rooms operated by large hotel chains.

### SPECTATORS/WORKFORCE:

Calgary offers approximately 2,500 existing rooms in student housing and rental homes. Further accommodation is available in bed and breakfast lodgings, hostels and AirBnB housing.

A total of 4,800 rooms are planned for workforce housing. This includes 1,200 rooms in existing student lodging, along with a further planned 2,150 rooms in student housing, 1,250 rooms in affordable housing and 200 rooms in senior housing – all with a post-Games legacy.

As nearly all available hotel accommodation would be needed for Games stakeholders, alternative housing would be required for spectators, especially in the mountain clusters.

## OPPORTUNITIES:

- Existing and planned hotel inventory meets stakeholders' needs.
- Most hotel rooms are located within 10km of the city centre.
- Most rooms are operated by large hotel chains.

## FURTHER CONSIDERATION REQUIRED:

- Overall Games accommodation plan depends on realization of social housing projects.
- Plans depend on securing 90% of rooms in most hotels.
- Spectator hotel accommodation may be tight, especially in mountain clusters. Alternative accommodation options need to be identified.



## TRANSPORT

For the athletes, all venues would be located within a 30-minute bus ride of their nearest accommodation.

Calgary has good existing transport infrastructure and capacity, including a high quality public transport network. Compact venue clusters in Calgary allow for convenient Games transport connections.

The backbone of the Games public transport plan in Calgary is the Light Rail Transit (LRT) for the city clusters and a cross-town Bus Rapid Transit (BRT) network, with limited car parking in the vicinity of the venues.

Completion of the LRT's "Green" line is scheduled before 2026 and would facilitate Games transport. This project is going ahead irrespective of the Games and is not required to host the Games.

The public transport system could face pressure especially during simultaneous events in high-seating venue clusters such as the Stampede Cluster.

In terms of road transport, completion of the Calgary Ring Road is scheduled before 2026. This is also going forward irrespective of the Games.

Traffic management measures would be needed for road travel in Calgary during peak hours, as well as regulating access to and from mountain venues.

Distances between downtown Calgary and the mountain venues are: up to 100km to Nakiska, 100km to Canmore and 919km to Whistler.

Calgary is served by Calgary International Airport (YYC), the international gateway to the Games. The airport has connections to 46 destinations in 14 countries and an annual capacity of 20 million passengers, which would meet Games' needs. YYC would also serve as an air hub to Whistler (via Vancouver airport). Vancouver is an 85-minute flight from Calgary.

### OPPORTUNITIES:

- Good existing road-based transport infrastructure and good inner city public transport network.
- Compact venue clusters in Calgary reduce the number of transport connections and ease Games transport.
- Opening of LRT's "Green Line" would further facilitate Games public transport.

### FURTHER CONSIDERATION REQUIRED:

- Venue clustering and high-seating capacities in Calgary would put pressure on transport system around these areas, especially for simultaneous events.
- Traffic management measures are required in Calgary for road-based Games transport during regular peak hours.
- High traffic demand with limited road transport alternatives for mountain venues at Nakiska and Canmore. Venue capacities need to be carefully planned accordingly.



# STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING

The Calgary 2026 Bid Corporation is leading the candidature. Other stakeholders include the cities of Calgary, Canmore, Nakiska and Whistler, as well as the Province of Alberta, the Federal Government and the National Olympic Committee (NOC).

While Calgary's plans enjoy broad stakeholder support, the prospective candidature is scheduled to face a decision by the City Council of Canmore on 6 November 2018 as well as a plebiscite on 13 November 2018 in the City of Calgary with the following question: "Are you for or against Calgary hosting the 2026 Olympic and Paralympic Winter Games?" Residents would choose between "I am for Calgary hosting" or "I am against Calgary hosting."

A multi-party agreement among the three levels of government regarding Games financing is expected to be signed in October 2018 in advance of the plebiscite.

## FINANCE STRATEGY

Calgary's financial strategy forecasts an Organising Committee operating budget of approximately 90% private funding.

The Olympic Village developments would be mostly privately funded.

Public sector support services - such as security, medical services, customs and immigration - are expected to amount to approximately USD 700 million.

The City of Calgary, Province of Alberta and National Government would define the split of financial responsibility and measures to mitigate any shortfall as part of a multi-party agreement to be signed in October 2018.

Canada has a highly developed and stable economy that would provide an attractive market for domestic sponsorship opportunities.





# GAMES DELIVERY

## SPORTS EXPERTISE

Canada boasts vast experience in hosting international winter sports events, having staged an Olympic Winter Games as well as World Championships or World Cups in 15 out of 15 sports/disciplines over the past 10 years. Seven of Calgary's 10 proposed competition venues have hosted major events in the respective sports since 2008/09.

Most of the venues from the 1988 Games are still being used and are professionally run and operated, thereby facilitating smooth and efficient operations during Games time.

Calgary and Alberta also benefit from the professional event management expertise and workforce of running NHL franchises (Calgary Flames and Edmonton Oilers), as well as Canadian Football League teams (Calgary Stampeders and Edmonton Eskimos).

Staging the annual Calgary Stampede provides invaluable experience and know-how in terms of organisation, security and volunteers.

Calgary has the ability to leverage this ample experience and expertise to enhance the quality of Games delivery and manage operating costs.

Based on the success of the Olympic Winter Games Vancouver 2010, Whistler has the experience and expertise to host events and support the 2026 Games in Calgary.

With its extensive hosting experience, love for winter sports and existing professional and volunteer workforce, Calgary can count on a solid platform for delivering successful Games in 2026.

## CLIMATE

Climate conditions – including temperatures and snow levels – are appropriate for the period of the Olympic and Paralympic Games. Sufficient snow-making capability can also be expected.

## SAFETY & SECURITY

Calgary has high levels of stability from a socio-economic perspective, including the economy, government, rule of law and security.

Police and military forces are professional and effective. Crime levels are generally low. Calgary is a safe city for residents and visitors.

Calgary can be expected to deliver safe, secure and peaceful Games.



## WHY CALGARY?

Calgary has all the ingredients for a robust candidature. The city breathes the legacy of the 1988 Games and can make optimal use of existing venues for 2026. Calgary boasts valuable experience and expertise in hosting winter sports competitions and other major events, such as the Calgary Stampede. The city, the province and its people have a deep love and affinity for winter sports. In dialogue and partnership with the IOC, Calgary has developed a Games concept and vision that fit the new era of Olympic Agenda 2020 / the New Norm and meet the city's long-term goals.







# ERZURUM



# CONTENTS

- THE VISION
- LEGACY & IMPACT OF THE GAMES
- VENUE MASTER PLAN AND STRATEGIC ALIGNMENT
- STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING
- GAMES DELIVERY
- WHY ERZURUM?





## THE VISION

Erzurum's vision is based on further developing winter sports in Turkey and increasing participation in both amateur and elite sports, particularly among young people. The goal is to foster health and social benefits, as well as national pride.

Erzurum, located 1,900 metres above sea level in eastern Turkey, is a university town with a youthful population. More than 80,000 students attend Ataturk University and Erzurum Technical University, nearly a fourth of Erzurum's population.

Erzurum seeks to bring Olympic values to Turkey and neighboring countries, promote peace in the region, contribute to cultural integration between East and West and help Turkey serve as a humanitarian bridge between continents.

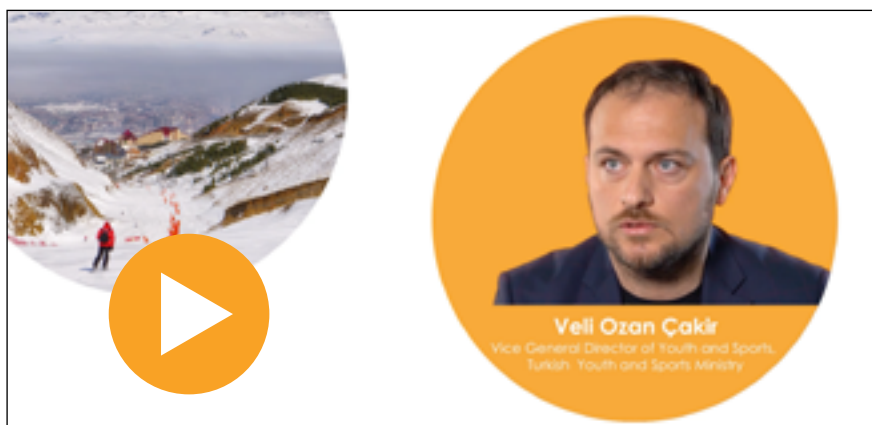
Erzurum envisions becoming a popular winter sports destination, as well as a high-altitude training centre for the region. It sees the Games as helping to boost the city's image and develop the area into a winter sports industry hub.

In January 2017, the Turkish Government designated Erzurum as a "developing city" and set up a fund to attract private investment with the goal of turning the city into the commercial, tourism and sporting hub of the wider region.

Erzurum's vision is in line with Olympic Agenda 2020 / the New Norm, using the Games to accelerate long-term regional and national development plans.

### Video clip

Veli Ozan Çakir, Deputy Director General of Sports for the Turkish Youth and Sports Ministry, describes the vision and legacy objectives.





## LEGACY & IMPACT OF THE GAMES

Erzurum has developed a legacy vision that aims to build on the success of the 2011 Winter Universiade and the 2017 European Youth Olympic Winter Festival, hoping to further develop winter sports in the country and the region as a whole.

Turkey provides a young generation for growing winter sports and the Olympic ideals: of the nation's population of 81 million, 23.5% are under the age of 14.

Erzurum's sports legacy from the Universiade and European Youth Olympic Festival includes the creation of local teams in several winter sports (ice hockey, curling and ski jumping).

A Sports Science Institute was created at Ataturk University following the Universiade and a Performance Evaluation Centre is to be created at the university by 2020.

Erzurum believes hosting the Olympic Winter Games would have a significant environmental, social, economic and sports impact.

Erzurum seeks to increase the number of elite athletes in Turkey and neighbouring countries and target medals at the Olympic Winter Games Beijing 2022. Turkey sent eight athletes to the PyeongChang Olympic Winter Games 2018.

Erzurum embraces the Games as a catalyst for "sport for all" projects that introduce winter sports to children, parents, disabled persons, low income residents, refugees and immigrants.

The Games can increase youth participation and gender equality in sports, upgrade sports facilities and student dormitories and

integrate refugees and immigrants from neighbouring countries such as Iraq and Syria.

The Games would boost the local economy in winter sports tourism, high performance sports and the winter sports equipment industry as a whole.

To ensure a positive environmental impact, Erzurum would introduce "green" building standards for venues and contribute to reforestation of mountain areas, with all trees protected.

Erzurum also seeks to promote the environmental legacy through the use of renewable energy sources and reduction of greenhouse gas emissions, waste and paper use.

### OPPORTUNITIES:

- Erzurum considers employment, social inclusion and sustainable transport among its priorities and the Games could help address some of these issues.
- As Erzurum is designated a "developing city" by the Turkish government, significant funding will be available to support legacy projects.

### FURTHER CONSIDERATION REQUIRED:

- Further engagement is needed with NGOs and other stakeholders to develop the legacy strategy.



# VENUE MASTER PLAN AND STRATEGIC ALIGNMENT



## STRATEGIC ALIGNMENT

Erzurum's venue masterplan aligns with Olympic Agenda 2020 / the New Norm by making maximum use of existing and temporary facilities. Of 10 proposed competition venues, 80% (8 venues) are existing or temporary.

Many existing venues were built for the 2011 Winter Universiade.

From a strategic point of view, Erzurum's Games concept is aligned with long-term regional and national development goals, especially in light of its designation as a "developing city" by the Turkish Government.

Erzurum is a young and growing city that seeks to capitalise on the energy and inspiration of its youthful demographic and university atmosphere.

Erzurum's vision may be ideally suited to hosting more youth-oriented events before taking on the responsibility of staging the Olympic Games.

## VENUE MASTERPLAN OVERVIEW

Erzurum proposes a city centre cluster consisting of four competition venues and three non-competition venues. The overall plans also include venues around Erzurum, as well as use of the existing speed skating oval and sliding centre in Sochi, Russia, that were used for the Olympic Winter Games 2014.

Erzurum plans three Olympic Villages, including the Main Olympic Village located downtown on the university campus with 4,200 beds. Other villages would be located in Kars and Sochi. Further details are provided below.



## ERZURUM CITY VENUES:

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Erzurum's city centre cluster features the **Ski Jumping Towers**, a downtown venue that was built in 2010 and has hosted the 2012 FIS Nordic Junior and U23 Championships. The 10,000 capacity venue can host ski jumping at the Games without any major upgrades.

The city cluster also includes the **curling hall** that hosted curling at the 2011 Universiade and the 2012 World Mixed Doubles Curling Championships. The seating capacity of 1,000, plus 500 temporary seats, is limited but in line with the long-term needs of the community. Significant upgrades would be needed for the Games. A backup option for curling is the 2,000-capacity Yakutiye Ice Rink in Erzurum.

Alpine, freestyle and snowboard events would be held at Erzurum's **Palondoken Ski Centre**, 10 minutes from the city centre. Palondoken, which hosted the FIS Snowboard Cross World Cup in 2018, would require upgrades to meet FIS requirements in all snowboard and freestyle disciplines. The size of the finish area and the halfpipe would need to be increased.

The downhill course is currently not homologated by FIS. Moving the downhill to the FIS-homologated course at the nearby **Konakli Ski Resort** may be a preferred solution.

The existing **Erzurum Ice Rink** would host the figure skating and short track speedskating competitions. The 3,000-capacity venue hosted the 2011 Universiade and the 2012 IIHF World Championship Division III. The seating capacity is limited but fits the long-term needs of the community. The venue could host the Games with major upgrades, including an additional 1,000 seats. An engineering study would be needed to assess the scale of the necessary upgrades and the maximum temporary seats possible.

The main ice hockey venue would be the new 7,500-capacity **Indoor Sports Hall**, a planned multi-functional arena to be completed in 2020. The facility will be used as a sports and concert hall and could be used for future World or European Championships. Games requirements need to be taken into consideration during planning and construction.

Opening and Closing Ceremonies would take place at the existing **Kazim Karabekir football stadium**, which has a capacity of 25,000. No major works are required for the venue, which hosted ceremonies at the 2017 European Youth Olympics Festival.

The proposed main Olympic Village of 4,200 beds is located in downtown Erzurum on the **university campus**. The total capacity includes existing student accommodation of 3,200 beds used for the 2011 Universiade, plus two additional existing housing blocks with 500 beds. An additional 500 rooms are available within 500 metres of the Olympic Village.

The IBC would be housed at the existing **Recep Tayyip Erdogan Exhibition Center** in Erzurum. The venue, built in 2017, has five exhibition halls and a total indoor net space of 19,500 m<sup>2</sup>. Significant temporary extension of approximately 20,000 m<sup>2</sup> would be necessary to meet Games' needs.

The MPC is proposed to be located in downtown Erzurum in three different buildings of **Ataturk University**. The plans require further study, including considering a potential temporary expansion to meet Games' needs.

Approximately 35 kilometers west of Erzurum is the existing **Kandilli Ski Centre**, which would hold cross-country skiing, biathlon and Nordic Combined. A legacy from the 2011 Universiade, the venue has hosted Junior and U23 World Championships.

Kandilli has FIS and IBU homologated tracks and existing permanent seating of 700 for cross-country and 500 for biathlon, with potential for temporary upgrades.



## KARS VENUE:

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The Ice Hockey II arena would be the new **Kars Ice Rink**, located approximately 200 km northeast of Erzurum. The 3,500-capacity venue is already under construction and due for completion by the end of 2019.

A second Olympic Village would need to be created for hockey athletes in Kars as the venue is more than an hour from the main Olympic Village in Erzurum.

## SOCHI (RUSSIA) VENUES:

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It is proposed that speed skating and the sliding events would take place in **Sochi, Russia**, 650km from Erzurum, using the existing facilities from the Olympic Winter Games 2014. Sochi is reachable by flights from Istanbul. The plan is in line with Olympic Agenda 2020, which offers the flexibility to use venues outside the host country rather than build costly new ones. Discussions with the Russian NOC and the venue owners with regard to using the Sochi venues have not yet taken place.

Erzurum had initially proposed building a new sliding centre and speed skating oval but has decided against this following discussions with the IOC and local stakeholders. Sochi was confirmed as a feasible option outside Turkey for both competitions.

Speed skating would be held at the 8,000-capacity **Adler Arena** in Sochi's Olympic Park. The 8,000-capacity **Sanki Sliding Center** in the Krasnaya Polyana mountains would host the bobsleigh, luge and skeleton events.

Speed skating and sliding sports athletes would be housed in existing accommodation, with the number of beds still to be confirmed.

## PARALYMPIC GAMES:

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The Paralympic Games would use only Olympic venues, with no additional venues proposed.

Erzurum's Games legacy vision includes celebration of diversity and improving opportunities for participation in Para sport.





## ATHLETE EXPERIENCE:

Erzurum's city centre concept presents convenient conditions for the athletes.

The Main Olympic Village would be centrally located within walking distance of training and competition venues in Erzurum. The short distances between venues in Erzurum would significantly reduce travel times.

Erzurum has a young and dynamic demographic with a growing interest in winter sports, eager to welcome and embrace the world's athletes.

Solutions need to be proposed to ensure the best possible athlete experience in Sochi and in Kars, including possibilities for athletes to participate in some way in the Opening and Closing Ceremonies.

## OPPORTUNITIES:

- The concept relies on use of eight existing competition venues (80%) that could host the Games with some major upgrades.
- Publicly-owned venues facilitate negotiation of venue-use agreements.
- The Olympic Village makes use of existing University student housing.
- The existing conference centre for the IBC and existing university buildings for the MPC reduce the need for capital investment.

## FURTHER CONSIDERATION REQUIRED:

- Most of the ice venues need significant upgrades to host the Games.
- Temporary increase of seating in existing ice halls is limited, leaving small capacity (1,500 to 4,000 seats) for figure skating, short track, curling and ice hockey II.
- The Alpine speed courses need to be FIS homologated. Discussion is needed with FIS regarding the vertical drop of the Palandoken downhill course. Other options, including the nearby Konakli Ski Centre, may need to be explored.
- The best possible athlete experience must be ensured in Sochi and other venues outside Erzurum.
- Assessment is still needed of plans to use several university buildings for the MPC.
- Permanent halls for the IBC are too small, with significant temporary extension of approximately 20,000 m<sup>2</sup> necessary.





## ACCOMMODATION

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### GAMES STAKEHOLDERS:

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Accommodation is Erzurum's greatest challenge, with the total inventory of 11,500 existing and planned hotel rooms falling far short of Games' needs of 24,000 rooms:

- The total number of existing hotel rooms in the Erzurum area is 3,400.
- An additional 2,700 existing hotel rooms are available in Kars and Erzincan (approximately 200km from Erzurum).
- Another 5,400 hotel rooms are planned by the end of 2023.

A total of 19,200 rooms would be available in alternative accommodation - 18,300 existing rooms in university, high school and private dormitories, along with 900 planned rooms in university housing.

### SPECTATORS AND WORKFORCE:

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Limited accommodation options exist for workforce and spectators. Security personnel could be housed in military dormitories, while volunteers could use a home-stay programme. Currently, Airbnb is little used in Erzurum.

An additional 6,500 existing hotel rooms are available in Rize and Trabzon that are currently 3 to 4 hours from Erzurum. By 2026, this travel time would be reduced to under 2 hours.

### OPPORTUNITIES:

- Sufficient room inventory exists in Sochi for sliding and speed skating events.

### FURTHER CONSIDERATION REQUIRED:

- Significant shortage of hotel accommodation in and around Erzurum.
- Large portion of the proposed accommodation is in student dormitories.
- Proposed accommodation in Kars and Erzincan would be one hour away (approximately 200km) by high speed rail, to be in place by 2026, meaning significant commuting times for some Olympic stakeholders.
- Limited alternative accommodation for spectators and workforce.



## TRANSPORT

All venues in the Erzurum city region would be reachable within 45 minutes by bus from the Main Olympic Village. Due to limited existing public transport in Erzurum, the focus is on road/bus travel. However, significant investments will be made in the light rail transport system in Erzurum by 2026. Transport capacities are still to be confirmed.

Distances between Erzurum and the external venues range from approximately 200km to Kars (ice hockey II) to 650km to Sochi (speed skating and sliding sports). Kars will be connected by high-speed rail (1 hour travel time) by 2026. Sochi is connected by air via Istanbul.

The **Istanbul Airport (IST)** would be the main gateway to the Games with connections to 223 destinations in 107 countries and connecting flights to Erzurum, Trabzon and Kars. Istanbul has a current annual capacity of 63 million passengers which would meet Games' needs.

The **domestic airport in Erzurum (ERZ)** is reachable by a two-hour flight from Istanbul. It has a limited capacity, with several local airports needed for arrivals and departures. Erzurum city centre is a 15-minute drive from the local airport.

The **Trabzon airport** has connections with 13 destinations in eight countries. It is a two-hour flight from Istanbul. The highway between Erzurum and Trabzon is being upgraded, including four new tunnels planned by 2019. This would reduce travel time from the current 3 to 4 hours to 1 hour 40 minutes.

**Sochi airport**, with 11 destinations in 10 countries, is a two-hour flight from Istanbul. The distance from Sochi airport to the speed skating venue is 10km and 47km to the sliding centre.

### OPPORTUNITIES:

- Relatively short travel times in Erzurum, including some venues within walking distance.
- Significant investment in public transportation in Erzurum irrespective of the Games, including tramway lines and cable car to ski mountains.

### FURTHER CONSIDERATION REQUIRED:

- Limited existing public transport for venues in and around Erzurum.
- Road-based transport during peak hours would require traffic management measures in Erzurum.
- Arrival/departures to/from Erzurum would be challenging. Main gateway airport would be in Istanbul, with onward transfers to one of four regional airports. Regional airports have very limited capacities.



# STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING



Erzurum's candidature is a government-driven bid led by the Ministry of Youth and Sports. Other stakeholders include the Municipality of Erzurum, Erzurum Province and the National Olympic Committee (NOC).

The candidature has the support of all stakeholders.

## FINANCE STRATEGY

While no budget projections have yet been presented, funding for the Games and mitigation of any shortfall would be guaranteed by the Turkish government.

Turkey's existing Olympic Law would facilitate the funding of government subsidies for the Games Organisation budget. According to this law, about 75% of the budget would normally be financed by the central government and 25% by local government and sponsors.

Security costs would be covered by the national government.

Capital investments in two new venues (Ice Hockey I and II) and permanent upgrade works of existing venues would be publicly funded, mainly by the Ministry of Youth and Sport.

Turkey's economic stability is an issue. Already experiencing high inflation and significant currency depreciation in recent years, the economy plunged into crisis in 2018 amid the slide of the Turkish lira and financial sanctions imposed by the United States.



# GAMES DELIVERY

## SPORTS EXPERTISE

Whilst Erzurum hosted the XXV Winter Universiade in 2011 and the 2017 European Youth Olympic Winter Festival, Turkey and Erzurum have limited experience in staging major international winter sports events. Turkey has hosted World Championships or World Cups in three out of 15 winter sports/disciplines over the past 10 years.

Out of the 10 proposed competition venues, four (including Sochi) have hosted major events in their respective sports between 2008/09 and 2017/18.

While Turkey lacks international experience, it has a large young population that is eager to embrace and develop winter sports. Erzurum has the energy and determination to become a future winter sports hub and deliver a first Games to the country.

## CLIMATE

Climate conditions, including temperatures and snow levels, should be appropriate for the period of the Olympic and Paralympic Winter Games.

## ENERGY & TELECOMMUNICATIONS

While Turkey and Erzurum have sufficient energy resources to host the Games, the East to West flow of power creates instability problems due to overloading of lines. Significant investments are being made in hydropower around Erzurum.

Erzurum would require upgrades to the telecoms infrastructure to host the Games. Fixed telecoms services in Turkey are now liberalised, with a number of operators competing with Turk Telecom. The fixed market has faced delays in deploying a nationwide network of next generation access. Internet services have a penetration rate of approximately 60% in Turkey.

## SAFETY & SECURITY

Crime levels are generally low in Erzurum, which is a safe city for residents and visitors.

However, regional instability, socio-economic volatility and other geo-political issues raise security concerns for the Games.

Stability issues, especially related to the security environment, introduces risk for large-scale projects or major international events that require significant support from government, the public and the international community throughout the period required to plan/deliver.

The police and military personnel in Turkey are capable and effective.

Turkish security forces can, if given high priority, protect the Games in Erzurum.



## WHY ERZURUM?

Erzurum proposes an ambitious vision of bringing the Olympic Winter Games to a young and vibrant university city and developing the region into a winter sports centre. Erzurum can take advantage of national government plans and funding to develop the city into a major hub. Hosting the Games would offer Turkey and Erzurum the chance to promote winter sport to a youthful population.

However, the timing for 2026 is challenging. Existing general infrastructure such as accommodation, transport, energy and telecom have limited capacities and would need significant capital investment that would require a longer timeframe.

Turkey has limited experience in hosting major international winter sport events and would benefit from organising further World Cups, World Championships and the Youth Olympic Games.





# MILAN CORTINA





# CONTENTS

- THE VISION
- LEGACY & IMPACT OF THE GAMES
- VENUE MASTER PLAN AND STRATEGIC ALIGNMENT
- STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING
- GAMES DELIVERY
- WHY MILAN/CORTINA D'AMPEZZO?



**Note:** The following assessment is based on information gathered during a workshop on 19 September 2018, after confirmation of a combined Milan/Cortina candidature. No site visits by IOC experts or detailed analysis were possible at this late stage of the dialogue process.



# THE VISION

The vision of Milan and Cortina d'Ampezzo is to leverage the Olympic and Paralympic Winter Games 2026 to further develop the central and eastern region of Northern Italy into a world-class winter sports hub.

Italy seeks to use the Games as a catalyst for urban improvements and city brand empowerment, with the aim of creating an enduring legacy for future generations and showcasing the power of sport to unite people.

The Games offer the opportunity to put the Alpine region of Italy at the heart of sustainable development strategies.

For Milan and Cortina d'Ampezzo, the Games represent a platform to improve political, social and economic cooperation among the different communities in the wider Alpine region across Lombardy, Trentino-Alto Adige (South Tyrol) and Veneto.

Italy's vision is fully aligned with Olympic Agenda 2020 / the New Norm, positioning the Games as an impetus to fulfil the economic, social and sporting legacy goals of the two cities and the entire region.

## Video clip

Roberta Guaineri, Deputy Mayor of Milan and Luigi Alverà, Deputy Mayor of Cortina d'Ampezzo, describe the vision and legacy objectives.







## LEGACY & IMPACT OF THE GAMES

Milan, a major commercial metropolis in Lombardy, and Cortina d'Ampezzo, a popular resort in the heart of the Dolomites in Veneto, have joined together with a shared goal of creating a global winter sports centre and boosting the development of the cities and the regions.

Italy's project focuses on providing top-class venues, offering the best athlete experience and optimising the use of existing facilities.

The candidature seeks to build on the legacy of the 1956 Olympic Winter Games in Cortina, capitalizing on the town's experience in hosting those Games, as well as regular World Cup events and multiple World Championships.

Milan and Cortina envision significant economic, social and environmental benefits from hosting the Olympic and Paralympic Winter Games.

Hosting the Games would promote sport in a number of ways, including: refurbishment of school sports facilities; active participation and involvement of local communities; and creation of sport for all programmes to encourage healthy lifestyles and respect for Olympic values.

The Games would encourage more people, especially young people, to practice organised sports, enhance volunteerism and produce trained candidates for sports management roles within the sports industry.

The planned Olympic Village in Milan would be turned into student housing for several nearby universities.

The Games would also help Italy improve accessibility and awareness of para sport, and develop programmes that help socially excluded and disadvantaged people.

The Games would build on the environmental practices that the cities recently developed – Milan for the 2015 World Expo, and Cortina for the 2021 World Alpine Championships. A strategic environmental assessment would establish the sustainability objectives for the Games.





The project envisions the Games having transformative effects on Milan and Cortina in terms of the development/rehabilitation of sports facilities in line with their development plans. Complete, continuous and sustainable post-Olympic use of venues is a top priority.



### OPPORTUNITIES:

- Northern Italy can further boost its position as a major winter sports hub in the Alps.
- As Milan has a growing demand for university accommodation, the Olympic Village development aligns well with the objective of creating affordable housing for students.

### FURTHER CONSIDERATION REQUIRED:

- Additional work and further engagement with all stakeholders is required to fully align Games legacy ideas with the long-term vision of the cities, regions and national government.



# VENUE MASTER PLAN AND STRATEGIC ALIGNMENT

## STRATEGIC ALIGNMENT

Italy's venue master plan addresses Olympic Agenda 2020 / the New Norm by relying heavily on existing or temporary venues. Of 12 proposed competition venues, all but one are existing (10) or temporary (1). One new venue is foreseen - for ice hockey I in Milan.

Six of the proposed 12 competition venues have hosted major events in their respective sports in the past 10 years.

In addition to venue clusters in **Milan** and **Cortina**, the plan includes Nordic skiing and speed skating events in **Val di Fiemme**, men's Alpine speed events in Bormio and freestyle and snowboard in Livigno, both located in the **Valtellina Valley**.

The Games concept proposes making use of three venues from the 1956 Cortina Games - those for Alpine skiing, curling and the sliding events. The bobsleigh, luge and skeleton track has been closed since 2009 and would require major construction work.

The plans include a new sports and multi-purpose indoor arena in Milan and refurbished sports facilities in Milan and Cortina.

In addition to the Olympic Village in Milan being converted into university housing, temporary athletes' housing in Cortina and Valtellina would be used after the Games as temporary accommodation for Civil Defence purposes, as needed.

## VENUE MASTERPLAN OVERVIEW

Italy proposes a concept with Games venues located across three regions of northern Italy – Lombardy, Veneto and Trentino. The masterplan combines the big city of Milan and its indoor ice arenas with the mountain venues in Cortina and other Alpine clusters.

Italy proposes four Olympic Villages, including the Main Olympic Village in Milan with 1,300 beds. The other proposed villages would be located in Livigno (1,300 beds in existing and temporary facilities), Cortina (1,200 beds in temporary facilities) and Val di Fiemme (1,100 beds in existing hotels). Further details are provided below.

## MILAN VENUES

The Milan city cluster includes three competition venues: figure skating and short track, ice hockey I and ice hockey II.

Figure skating and short track would take place at the 12,300-capacity **Mediolanum Forum**, which hosted the 2018 ISU Figure Skating Championships and is also regularly used for hockey, basketball, tennis and concerts.

The ice hockey I competition would be held at a new 15,000-seat venue, the **Palaitalia in Santa Giulia**. The new multi-functional arena is already part of city planning irrespective of the Games. Private investors have committed to the project, considered a major legacy for the city.

The ice hockey II competition is proposed to take place at the **Palalido**, an existing 5,600-capacity venue which regularly hosts basketball and volleyball games.



The MPC/IBC would be located at the spacious **Fiera Milano**, the city's trade fair and exhibition centre.

Opening and Closing Ceremonies are planned at the 80,000-capacity **Giuseppe-Meazza Stadium**, also known as the San Siro, the home of AC Milan and Inter Milan football clubs.

The **Main Olympic Village** would be part of a planned new social housing development to be built near several universities on the site of a disused railway facility. The village, comprising more than 1,300 beds, would be converted to student housing after the Games.

## CORTINA VENUES

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The Cortina cluster includes the sliding centre for bobsleigh, luge and skeleton, the curling arena and the venue for most of the Alpine events.

All Alpine events except the men's downhill and super G would be held at the existing **Col Druscie venue**, a legacy from the 1956 Games. The venue has hosted numerous World Cup events and will stage the FIS Alpine World Ski Championships in 2021.

The **Eugenio Monti sliding track**, built for the 1956 Games, has been closed since 2009. Major construction work would be required to renew the venue for the Games. Existing venues, such as Innsbruck (Austria) and St. Moritz (Switzerland), should be considered.

Curling would be held at the **Olympic Ice Stadium**, which was built for the 1956 Games and hosted the Opening and Closing Ceremonies, the figure skating events and some ice hockey games. The venue has a current capacity of 2,600 permanent and 500 temporary seats.

An Olympic village consisting of 1,200 beds in temporary accommodation would be used for housing athletes in the Cortina cluster.

## VAL DI FIEMME

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Val di Fiemme, a valley in Trentino, would host three competition venues: cross country skiing, ski jumping/Nordic combined and speed skating.

The ski jumping and Nordic combined jumping events would take place at the existing **Giuseppe Dal Ben jumping centre**. This venue has hosted multiple Nordic Ski World Championships and Nordic Combined and Ski Jumping World Cups, as well as the Winter Universiade in 2013.

The cross-country events would be organised at the nearby course that has hosted World Cup and Nordic Ski World Championships.

Approximately 40 kilometres west of the cross-country venue is the **Ice Rink Piné**, the proposed venue for speed skating. As the respective IF requires an indoor track for Olympic Winter Games, a roof would need to be built to cover the existing outdoor oval. Further options should be considered.

The **Olympic Village in Val di Fiemme** would consist of 1,100 beds in existing hotels.

## VALTELLINA

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The men's downhill and super G would be hosted on the world renowned **Stelvio course in Bormio**, located in the Valtellina valley. Bormio hosted the 1985 and 2005 Alpine World Ski Championships



and has held annual World Cup men's downhill events since 1993. Splitting the Alpine skiing events between Cortina and Bormio would create operational challenges and impact the athlete experience. Further assessment would be required.

**Livigno** is the proposed venue for all of the freestyle and snowboard events. The number of finish areas would need to be further examined.

Athletes' accommodation would consist of 1,100 beds in temporary housing and 200 beds in permanent facilities.

**Note:** The venue for biathlon has yet to be determined. Several existing options are under consideration.

## PARALYMPIC GAMES

The masterplan for the 2026 Paralympic Winter Games has yet to be finalised.





## ATHLETE EXPERIENCE

The project can offer optimal conditions for athletes, providing both a lively city atmosphere in Milan and a traditional Alpine atmosphere in Cortina and other mountain areas.

Athletes would benefit from short travel distances, with all but one competition venue (speed skating) located less than 30 minutes by bus from the nearest Olympic Village.

Parading in front of a potential crowd of 80,000 spectators at the Opening and Closing Ceremonies at Milan's Giuseppe Meazza Stadium would be a unique and spectacular occasion for the world's best athletes.

Athletes competing in Milan would be able to enjoy one of Europe's most dynamic cities, a global capital of fashion and design that is also known for its restaurants, shops and artistic and cultural attractions.

At the same time, it would be important to ensure the best possible athlete experience in the venues outside Milan, including possibilities for participating in some way in the Opening and Closing Ceremonies.

All athletes would benefit from the tradition and experience of northern Italy in hosting winter sports events, as well as the region's established World Cup and professional team venues.

## OPPORTUNITIES:

- Venue plans make maximum use (92%) of existing or temporary facilities.
- Many existing venues are established World Cup and World Championship competition sites.
- Proposed new venue in Milan appears to have a strong legacy case.
- Existing Fiera Milano trade fair and exhibition centre offers prime location for combined IBC/MPC.

## FURTHER CONSIDERATION REQUIRED:

- Overall Games concept needs further development and stakeholder involvement (e.g. Biathlon location, possible merging of two Alpine venues)
- Detailed funding and legacy plans would need to be demonstrated for the new sports venue in Milan and the major construction works required for the Speed Skating Oval and the Sliding Centre.
- As it could be challenging and expensive to renovate and operate the venues for Speed Skating and Bob/Skeleton/Luge after the Games, alternative existing venues should be considered.
- The temporary villages in Cortina and Livigno, with a total of over 2,000 beds, would require further assessment with a specific focus on land availability, environmental impact, financial viability and legacy use.



## ACCOMMODATION

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### GAMES STAKEHOLDERS

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As prime European tourist destinations, Milan and Cortina can easily meet the requirement of 24,000 rooms for stakeholders. They offer a total inventory of approximately 50,000 existing and planned hotel rooms, as well as an additional 35,000 rooms in alternative accommodation.

The Milan city area alone has an inventory of 30,000 hotel rooms, with 8,000 rooms available in the Cortina area, 8,000 in Valtellina and 4,000 in Val di Fiemme.

Alternative accommodation, such as airbnb housing, bed & breakfasts and private lodgings, are plentiful. This includes 23,000 rooms in Cortina, 5,000 in Milan, 7,000 in Val di Fiemme and 2,000 in Valtellina.

### SPECTATORS AND WORKFORCE

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The large inventory of rooms provides sufficient accommodation options for spectators and the workforce.

### OPPORTUNITIES:

- Sufficient existing hotel room inventory in all clusters to meet Games' needs
- Sufficient accommodation for spectators
- Most hotel rooms within 10km of Milan
- Many high-capacity hotels would facilitate transport and other Games operations in Milan

### FURTHER CONSIDERATION REQUIRED:

- Spread of room inventory across four clusters requires careful operational planning (e.g. transport)
- February is high season in the mountain area. It may be challenging to convince many hotel operators to see the advantages of guaranteeing rooms for the Games



## TRANSPORT

The transport concept relies fully on existing or already planned transport infrastructure and allows for extensive use of mass transit in Milan, including its highly developed and efficient metro and rail services.

All Milan city venues are located within 1 kilometre of metro stops.

The proposed Games venues are located within a range of around 400 kilometres across four regional clusters along the Italian Alps.

The distances and road travel time between clusters: Milan-Cortina (415km, 5 hours); Milan-Valtellina (130km, 2 hours 30 minutes); Milan-Val di Fiemme (290km, 4 hours); Cortina-Val di Fiemme (330km, 5 hours 30 minutes).

Northern Italy has three major airports serving the area.

Milan's Malpensa (MXP), the international gateway and air hub in northern Italy, has an annual capacity of 30 million passengers. Milan's Linate served 9.5 million passengers in 2017. Orio al Serio airport, north of Milan near Bergamo, served 12 million passengers.

In addition, the Venice airport, which has an annual capacity of 9 million passengers, is located 148km from Cortina city centre. Treviso and Bolzano airports also serve the region.

Italy's master plan would allow multiple entry points into the country, thereby smoothing arrivals and departures.

High-speed railway and motorway networks connect the major cities in northern Italy, with mainly smaller roads connecting the mountain clusters.

Italy's concept for the Games includes close arrangements with the two main rail carriers to operate routes and direct connections between clusters.

### OPPORTUNITIES:

- Excellent existing airports and capacities for the Milan region.
- Good existing public transport infrastructure within the city of Milan.
- Dense road network allows for alternative connections to mountain venues (back-up options).

### FURTHER CONSIDERATION REQUIRED:

- Connections between the competition venues due to long distances, specifically between the Valtellina and Cortina clusters. This would be a particular challenge if the Alpine events are split between Bormio and Cortina and needs to be further assessed.
- Long distances between mountain venues and nearest railway station / nearest airport.
- High traffic demand with limited road transport capacities for access into and out of mountain venues in Valtellina, Val di Fiemme and Cortina. Venue capacities need to be carefully planned accordingly.





# STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING

The candidature is being led by the Italian Olympic Committee (CONI). Other stakeholders include the cities of Milan and Cortina, as well as the regions of Lombardy, Veneto and Trentino, and the national government.

CONI originally proposed a three-city candidature involving Milan, Turin and Cortina d'Ampezzo. After Turin decided on 15 September to withdraw from the project, the Lombardy and Veneto regions agreed on 18 September to continue with a joint candidature with the cities of Milan and Cortina.

The national government has indicated support for the project, although the extent of the support, including commitment to security costs and financial guarantees, has yet to be confirmed.

## FINANCE STRATEGY

The Italian candidature foresees a Games organising budget financed almost 100% by private sources.

Costs for public support services, such as security, medical services, customs and immigration, are not yet available.

The planned investment in venues, including funding for competition sites and the Olympic Village in Milan, matches up with the city's long-term strategy.

Funding for capital projects is expected to come from the respective regions, as well as from private investors.

While no specific costs have been provided for the Olympic Village development, funding is expected to be secured through a public-private partnership.





# GAMES DELIVERY

## SPORTS EXPERTISE

Italy has extensive experience in hosting international winter sports events, having organised World Cups or World Championships in 13 out of 15 sport disciplines over the past decade.

Six of the proposed 12 competition venues have hosted major events in their respective sports since 2008/09. Cortina's hosting of the 2021 FIS Alpine World Ski Championships also creates synergies for planning and organising the Olympic Winter Games.

Many proposed sites are established and iconic winter sports venues.

Italy is a country that loves sport. It has hosted two Olympic Winter Games (Cortina 1956 and Turin 2006) and one Olympic Games (Rome 1960) and has a long and successful record of Olympic participation.

Northern Italy has a knowledgeable and passionate fan base for winter sports.

Milan also has the experience and organisational expertise of running indoor venues that host professional sports teams. The Games could also benefit from Milan's experience of hosting the 2015 World Expo, as well as regular sports, business and cultural events.

Based on the enthusiasm and fervour for winter sports, the existing venues and the considerable hosting know-how, Milan, Cortina and the whole region offer a solid base for successful Olympic and Paralympic Winter Games in 2026.

## CLIMATE

Climate conditions – including temperatures and snow levels – are appropriate for the period of the Olympic and Paralympic Games.

## SAFETY & SECURITY

Milan and Cortina have medium to high levels of stability from a socio-economic perspective, including the economy, government, rule of law and security.

Italian Police and Military are capable and effective.

Crime levels are generally low, and it is a safe region for visitors and communities.

Milan / Cortina can be expected to deliver, secure and peaceful Games.



## WHY MILAN/ CORTINA D'AMPEZZO?



Milan and Cortina d'Ampezzo present an attractive project, combining the advantages of a big European city and those of a popular mountain resort region in the Italian Alps. The candidature benefits from the region's strong winter sports history, tradition and experience, as well as the Italians' love and passion for sports. The project can also leverage the economic strength and prosperity of the northern Italian region. While planning is still at an early stage, the project has the potential to achieve the long-term goals of the cities and the region in line with Olympic Agenda 2020 / the New Norm.



# STOCKHOLM

## SECTION 1 – FEASIBILITY REPORT



# CONTENTS

- THE VISION
- LEGACY & IMPACT OF THE GAMES
- VENUE MASTER PLAN AND STRATEGIC ALIGNMENT
- STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING
- GAMES DELIVERY
- WHY STOCKHOLM?





## THE VISION

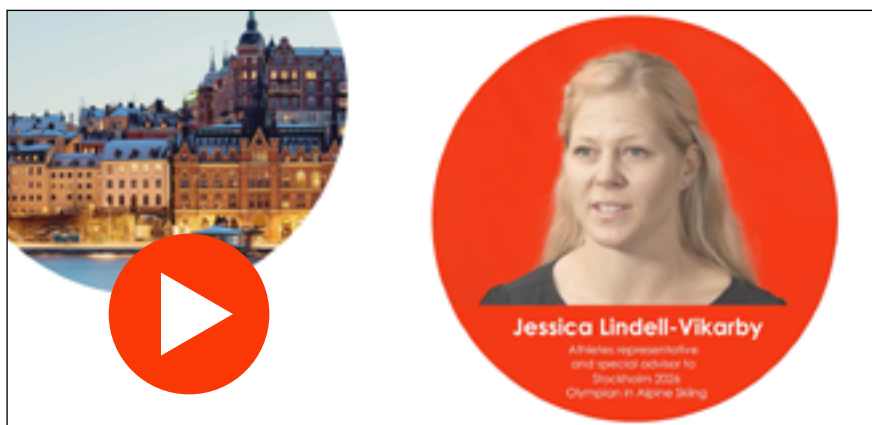
Stockholm's vision is based on several pillars: to promote Sweden as a tourist and business destination; to be the world leader in sustainability and health; to unite people from different backgrounds through sport; to develop a more integrated and inclusive society; and to promote sport and the Olympic Movement to a new generation.

With their love and passion for winter sports and strong experience in hosting international competitions, Stockholm and Sweden view the Games as an opportunity to achieve a legacy that will improve the lives of all of its citizens.

Stockholm's vision is fully in line with Olympic Agenda 2020 / the New Norm, using the Games as a positive tool for the long-term social, economic and sporting aims of the city, region and country.

### Video clip

Jessica Lindell-Vikarby, Athletes' representative, special advisor to Stockholm 2026 and Olympian in Alpine skiing, describes the vision and legacy objectives.





## LEGACY & IMPACT OF THE GAMES

Stockholm has presented broad legacy themes that include: Sweden and Stockholm as a brand and destination for visitors; sports and health development; platform for innovation and excellence; Sweden United; and contribution to the Olympic Movement and the world.

Further concrete legacy objectives and programmes are still to be developed.

Stockholm views the Games as delivering a positive environmental, social, economic and sports impact.

Stockholm considers social inclusion and integration as key elements of hosting the Games (Sweden has received a large number of migrants and refugees in recent years). Stockholm envisions the Games as advancing efforts to include and integrate all people and to improve education, literacy, skills and employment for its citizens.

Stockholm also believes the Games can help achieve the goal of Swedes being the healthiest people in the world.

Sweden is considered a world leader in sustainability (according to a 2018 United Nations report, Sweden ranks number 1 in [the Sustainable Development Goals index](#)) and Stockholm has the ambition to host the most sustainable Games ever. No major conflict of venues with protected areas has been identified.

The Hamra site in the Stockholm area for cross-country and biathlon could serve as an excellent example of regenerating an industrial site for recreational and ecological benefit.

From an economic perspective, Stockholm sees the Games as boosting tourism, foreign investment and trade and promoting the “Stockholm” brand.

Stockholm envisions Games that will develop elite sport, produce more medals and inspire sport for all, including meeting the goal of “a sport for every child”.

### OPPORTUNITIES:

- Stockholm can build on its strong sustainability platform and become a true world leader in sustainability
- As Sweden has received a large number of migrants and refugees in recent years, the Games align well with objectives of social development and inclusion/integration.

### FURTHER CONSIDERATION REQUIRED:

- Additional work and further engagement with all stakeholders is required to fully align Games legacy ideas with the long-term vision of the City of Stockholm and national government.



# VENUE MASTER PLAN AND STRATEGIC ALIGNMENT

## STRATEGIC ALIGNMENT

Stockholm's venue master plan is aligned with Olympic Agenda 2020 / the New Norm as it maximizes the use of existing competition and non-competition venues, while proposing new venues which match existing long-term development goals.

Of Stockholm's planned competition venues, 75% (9 out of 12) are existing or temporary. Four of the existing venues have hosted major events in the respective sports in the past 10 years.

Stockholm's Games concept seems well positioned in terms of long-term development plans, including close alignment of the Olympic Village project with the city's housing development ambitions until 2030.

## VENUE MASTERPLAN OVERVIEW

Stockholm proposes Games venues conveniently located within and around the capital city, as well as mountain venues in Åre and Falun and the existing sliding centre in Sigulda, Latvia.

Stockholm proposes four Olympic Villages, including the Main Olympic Village with up to 3,000 beds in the city centre. Further villages are planned in Åre (2,000 beds), Falun (350) and Sigulda (700). Further details are provided below.

## STOCKHOLM VENUES:

With its historic city centre and existing and planned venues, Stockholm would provide a dynamic and vibrant hub for the Games. Athletes would be located close to their competition venues, while fans, residents and stakeholders would be able to congregate at live sites and popular gathering spots in the city centre to create a colourful and festive Games-time atmosphere.

Stockholm's **City Centre Cluster** features the 15,000-capacity **Ericsson Globe** arena as the main ice hockey venue. The stadium is the home of two professional hockey clubs and has hosted multiple Ice Hockey World Championships. Major renovations are planned for the arena by 2021 but these are irrespective of and not required for the Games.

Within the same cluster is the **TELE 2 Arena**, a 15,000 to 20,000 capacity venue that would be used for figure skating and short track speed skating. The venue would be reconfigured for the Games from an indoor football arena to an ice rink.

The inner-city cluster also includes the **Hammarbybacken** ski area, a city centre landmark that is the proposed venue for the Alpine team event. With a view overlooking the city, Hammarbybacken hosts an annual FIS World Cup Alpine night-time parallel slalom event that has become a Stockholm winter tradition and regularly attracts a sell-out crowd of 10,000 fans. Holding the Olympic team event here in the heart of Stockholm would ensure an electric atmosphere.

In order to reduce the total number of Games venues from 12 to 11 and lower venue operations costs, the Alpine team event could potentially be moved from Hammarbybacken to the Alpine venue in Åre. However, such a move would take away a compelling inner-city Games attraction from Stockholm.





Stockholm's historic **Olympic Stadium**, built for the 1912 Games, would host the snowboard Big Air events with a temporary in-run and landing hill and seating capacity of up to 20,000. This would provide another captivating city centre location for a spectacular snow sport competition.

The Opening Ceremony would take place at the 51,000-capacity **Friends Arena**, five km from the city centre. The Closing Ceremony is planned at multiple inner-city locations.

The combined MPC/IBC is proposed to be housed at the **Stockholmsmässan Convention Centre**, with total floor space of 56,500 m<sup>2</sup> that would meet Games' needs. A second option for a new MPC/IBC facility closer to the airport in the north of the city is still being considered to identify the most cost-efficient solution. However, this alternative would make media transport planning more challenging due to its peripheral location.

A new 4,000 capacity speed skating oval would be located in **Barkarby**. The arena would serve as a multi-purpose ice venue after the Games, addressing a major need in the Stockholm area. A business case for the venue needs to be demonstrated.

Barkarby is also the preferred location of the main Olympic Village, with up to 3,000 beds. As Stockholm has a growing city population with high housing demand, the village location is the best fit with the city's development plans. The village is phase three of a planned four phase housing development programme to be completed by 2030, the largest project of its kind in the west of Stockholm City. The village development also dovetails with the city's transport plans, with a new metro line connecting the site in 2024.

Already under construction in **Gubbängen** is a 3,500-capacity venue to be used for curling at the Games. This venue was planned irrespective of the Games, with construction due to be completed in 2019. After the Games, the rink will be used as a venue for the popular Swedish sport of bandy.

An existing ice rink in **Södertälje**, 30km southwest of Stockholm city centre, would serve as the ice hockey II arena with a capacity of 6,200.

Cross-country skiing and biathlon events would take place at a proposed new venue in **Hamra**. The 35,000 capacity venue would be developed from an existing quarry that is being reclaimed for recreational use. The facility has a strong legacy case, as there is currently no cross-country venue with artificial snowmaking within two hours of Stockholm.

## VENUES OUTSIDE STOCKHOLM:

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### ÅRE MOUNTAIN VENUES:

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All Alpine events, except the team event proposed for Stockholm, are planned in **Åre**, the established ski resort 525km northwest of Stockholm. Åre is a regular stop on the World Cup circuit and will host the FIS World Championships in 2019.

All snowboard and freestyle events, except for snowboard Big Air in Stockholm, are also planned in Åre, approximately 10km from the Alpine venue. Development of slopes has already begun.

Athletes in Åre would be housed in existing and planned apartments, with a total of 2,000 beds.

### FALUN VENUES:

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The ski jumping and Nordic Combined competitions would take place at the existing 20,000 capacity venue in **Falun**, 200km northwest of Stockholm. Falun is a regular World Cup venue and hosted the FIS Nordic World Ski Championships in 2015.

Accommodation for athletes in Falun would consist of 350 beds in existing hotels.



### SIGULDA (LATVIA) SLIDING CENTRE:

As Sweden has no existing track for bobsleigh, luge and skeleton, the sliding events would be held at the existing venue in **Sigulda**, Latvia, 460km southeast from Stockholm across the Baltic Sea. Stockholm signed a memorandum of understanding with the Latvian NOC on 23 June 2018 for use of the Sigulda track as part of its Olympic project.

This is perfectly in line with Olympic Agenda 2020 / the New Norm, which allows the flexibility to use venues outside the host country for reasons of sustainability and cost reduction. The Sigulda track hosts regular World Cup events but would require some upgrades for the Games and future events.

Athletes in Sigulda would stay in a new housing development (700 beds) which is aligned with local housing needs.

## PARALYMPIC GAMES

The Paralympic Games would use Olympic venues only, so no additional competition venues are proposed.

Stockholm 2026 is in discussions with the IPC to potentially use an existing hotel near to the Globe Arena instead of the Olympic Village in Barkarby and to determine the best option for the Paralympic Opening and Closing Ceremonies.

Inclusion and accessibility are core elements of Stockholm's concept. The city aims to improve accessibility by hosting the Paralympic Games. It also seeks to increase participation in Para sport and promote Para sport role models through hosting the Games.

Sweden has strong experience in hosting Para snow and ice sports, including Alpine skiing, snowboard, Nordic skiing and ice hockey. The 2023 World Championships in Paralympic snow sports would be held in Åre and Östersund.





## ATHLETE EXPERIENCE

Stockholm offers excellent conditions for optimizing the athlete experience, which is crucial to the overall success of any Games.

Stockholm would provide a lively downtown atmosphere and historic and cultural backdrop for the Games. Athletes would be able to compete in Alpine skiing in the heart of the city, as well as Big Air in the 1912 Olympic Stadium. This inner-city concept represents a strong appeal, creating the opportunity for buoyant crowds and an absorbing atmosphere at venues and across the city.

Athletes would benefit from Sweden's experience in hosting winter sports, as well as the country's established World Cup and professional team venues and knowledgeable fan base, especially in all Nordic disciplines and ice hockey.

The athletes' accommodation in Åre, Falun and Sigulda would minimize travel distance to the competition venues.

Solutions need to be proposed to ensure the best possible athlete experience in Åre, Falun and Sigulda, ensuring possibilities for athletes to participate in some way in the Opening and Closing Ceremonies.

## OPPORTUNITIES:

- Venue plans make maximum use (75%) of existing or temporary facilities.
- Many existing venues are established World Cup and World Championship competition sites.
- Proposed new venues appear to have strong legacy cases.
- Central Stockholm provides excellent Games hub and dynamic inner-city atmosphere in the historic heart of the city.
- Main Olympic Village is part of Stockholm's long-term housing development plans which are going ahead irrespective of the Games.
- Existing Stockholmsmässan Conference Centre offers prime location for combined MPC/IBC.

## FURTHER CONSIDERATION REQUIRED:

- Detailed funding and legacy plans are still needed for two new sports venues.
- Tracks and snowmaking need to be developed out of existing quarry for new Nordic area in Hamra. Further assessment is required of environmental issues and water for snowmaking.
- Best possible athlete experience must be ensured at venues outside Stockholm in Åre, Falun and Sigulda.



## ACCOMMODATION

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### GAMES STAKEHOLDERS

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Stockholm relies on 100% existing hotels to easily meet the Games needs of 24,000 rooms. The total inventory consists of more than 40,000 existing hotel rooms, including more than 35,000 rooms within a 50 kilometre radius of Stockholm.

Approximately 5,000 rooms are available at the other venue clusters. This includes housing for athletes within a 10 kilometre radius of Åre, Falun and Sigulda.

### SPECTATORS AND WORKFORCE

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As the existing hotel room inventory exceeds the requirements for Games stakeholders, a significant number of hotel rooms is available for spectators in Stockholm. Private room rentals, including options such as AirBnB, are very popular.

In addition, more than 10,000 existing rooms are available in alternative accommodation. Private housing and private room/lodge rentals are common in the Åre and Falun areas.

As no international hotel star rating system is currently in place in Stockholm, an equivalent classification of hotel rooms should be considered during the Candidature Stage.

Other accommodation options include approximately 5,000 rooms on cruise ships.

### OPPORTUNITIES:

- Sufficient existing hotel room inventory within Stockholm to meet Games' needs.
- Sufficient accommodation for spectators in Stockholm.
- Most hotel rooms within 10km of Stockholm.
- Many high-capacity hotels would facilitate transport and other Games operations.

### FURTHER CONSIDERATION REQUIRED:

- A large number of rooms in Åre and Falun would be used for athletes, leaving limited capacity for other stakeholders.



## TRANSPORT

All venues in Stockholm are located within 45 minutes by bus of the Olympic Village.

Stockholm has excellent existing transport infrastructure and capacity, including one of the best public transport systems in the world. Stockholm offers the opportunity to hold truly “Public Transport Games” in 2026.

Stockholm’s concept relies on existing transport infrastructure and extensive use of mass transit/rail service. “Smart Mobility” is a key component of Stockholm’s legacy planning for sustainable city development.

The public transport system includes a metro system, suburban rail, light rail and multiple bus routes. Stockholm offers a flat fare for a city-wide public transport ticket.

All Games venues have nearby rail access of 1 km or less, except for Falun (2 km) and Sodertalje (3.5 km).

The distances and travel times between downtown Stockholm and the other venue clusters: Åre (623 km – 60 minutes’ flight plus 80 minutes’ drive); Falun (223 km – 2 hours, 45 minutes’ drive) and Sigulda (571 km – 70 minutes’ flight plus 80 minutes’ drive).

Stockholm City’s 2030 strategic plan includes two major road projects that are planned irrespective of the Games. This includes construction of a regional western bypass, a link that would significantly improve connections between the Olympic Village and south and southwestern venues. The project is due to be completed in 2027 but it is understood that this could be accelerated to 2026.

For air travel, Stockholm is served by Arlanda Airport (ARN), with an annual capacity of 35 million passengers that would meet Games’ needs. The airport has excellent national and good international connections, including 146 destinations in 53 countries. Stockholm city center is reachable from the airport by express train in 20 minutes.

### OPPORTUNITIES:

- Excellent existing transport infrastructure and capabilities in Stockholm.
- Superior public transport system.
- Focus on public transport for all client groups, offering opportunity for “Public Transport Games”.
- Alternative transport modes to connect Stockholm and remote venues: Falun (road and hourly trains), Åre (road / trains and air travel / road), Sigulda (road / ferry and air travel / road).

### FURTHER CONSIDERATION REQUIRED:

- Peripheral location of Olympic Village requires traffic management measures to keep travel time reasonable for athletes.
- High traffic demand with limited road transport alternatives for access into and out of mountain venues in Åre and Falun. Venue capacities need to be carefully planned accordingly.



# STAKEHOLDER INVOLVEMENT & COMMITMENT TO PARTNERING



The candidature is being led by the NOC of Sweden. Other stakeholders include the cities of Stockholm, Åre, Falun and Sigulda, as well as the national government.

The potential Stockholm candidature is contingent on national and local political support. Following elections on 9 September 2018, this will now depend on the formation of government coalitions on the city and national level.

## FINANCE STRATEGY

Stockholm anticipates a Games Organisation budget that is 100% privately funded.

Costs for public sector services such as security, medical services, customs and immigration, are expected to be mostly covered by the national government.

Capital investment in competition and non-competition venues is aligned with the city's long-term plans and would be funded by the relevant local municipalities and private investors.

Funding for the Olympic Village project is expected to come from a private developer.

The split of financial responsibilities for the Games and measures to mitigate any shortfall are still to be agreed between the different public authorities.

As six major venues are owned by just two private owners, venue use agreements should be secured as soon as possible.

Sweden has a highly developed and stable economy that would provide an attractive market for domestic sponsorship opportunities.



# GAMES DELIVERY

## SPORTS EXPERTISE

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Sweden has extensive experience in hosting international winter sports competitions, having staged major events in nine out of 15 sports/disciplines over the past decade.

Four of the 12 proposed competition venues for the Games have hosted World Cups or World Championships in their respective sports since 2008/09.

The Ericsson Globe arena in Stockholm is the home of two professional hockey clubs and has hosted multiple Ice Hockey World Championships.

The Åre ski resort will host the FIS Alpine World Championships in 2019. It previously hosted the World Championships in 1954 and 2007 and has held numerous World Cup events.

Falun hosted the FIS Nordic World Ski Championships in 2015.

Swedes love snow and ice sports and winter sports are part of their DNA. Not only do Stockholm and Sweden possess the event management and workforce experience in hosting winter sports competitions, they also have knowledgeable and passionate fans who can create a celebratory atmosphere for the Games.

Stockholm can make use of existing World Championship, World Cup and professional club venues.

By harnessing this winter sports culture and experience, together with Sweden's legacy goals of inclusion, health and sustainability, Stockholm presents crucial ingredients for delivering successful Games.

## CLIMATE

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Climate conditions – including temperatures and snow levels – should be appropriate for the period of the Olympic and Paralympic Games. Sufficient snow-making capability can also be expected.

## SAFETY & SECURITY

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Stockholm and Sweden enjoy high levels of socio-economic stability, including the economy, government, rule of law and security.

Police and military forces are professional and effective.

Crime levels are generally low and Stockholm is a safe city for residents and visitors

Stockholm can be expected to deliver safe, secure and peaceful Games.



## WHY STOCKHOLM?

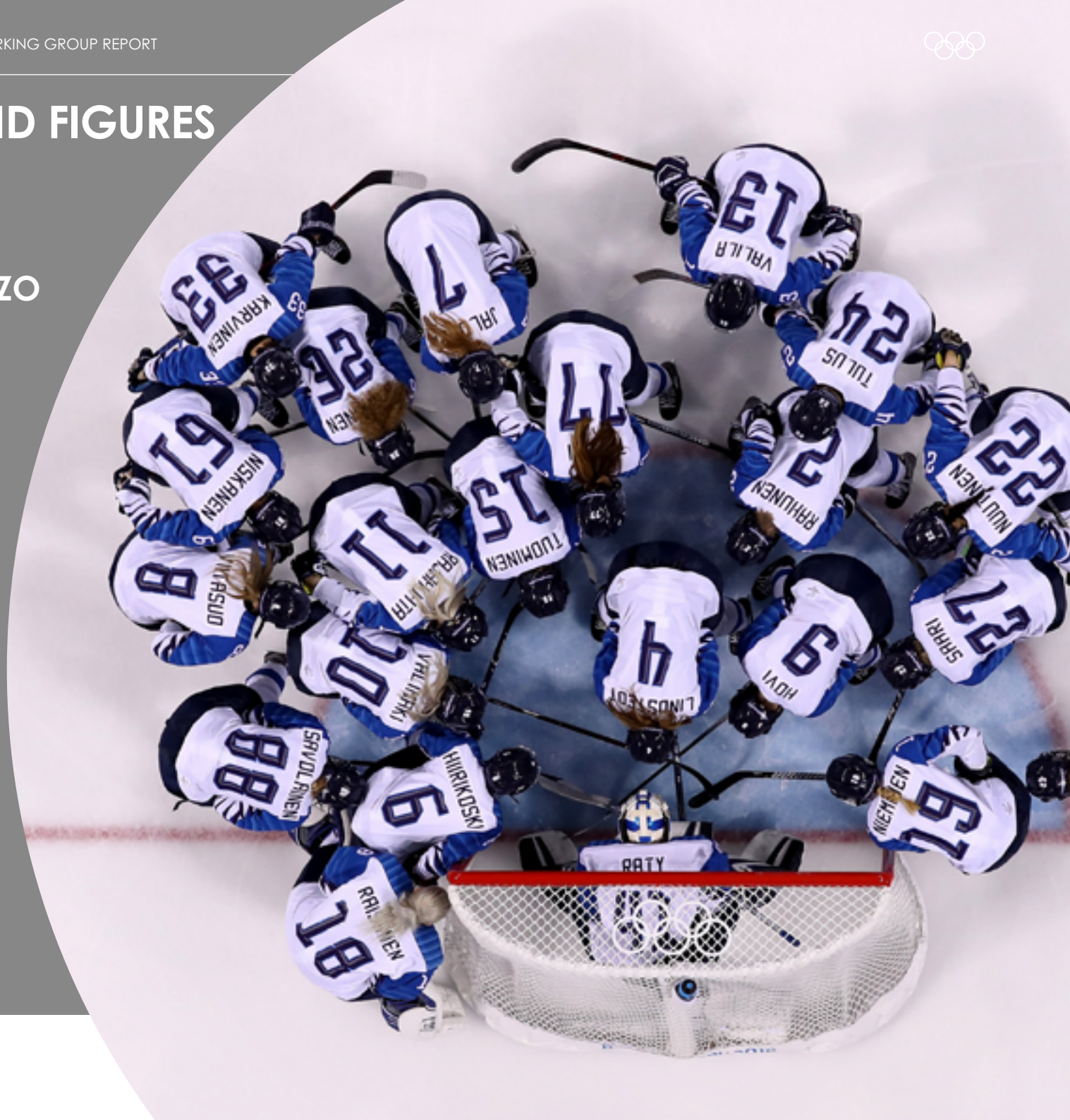
Stockholm presents an appealing candidature for hosting the 2026 Olympic Winter Games. A modern global capital with a historic city centre, Stockholm proposes venues in the heart of the city that would elevate and energise the Games experience. Sweden has the hosting experience, love for winter sports and established World Cup venues necessary for delivering the Games. In line with Olympic Agenda 2020 / the New Norm, Stockholm has developed a Games concept that addresses the city's future needs and aims to improve the lives of all its citizens.





## SECTION 2: FACTS AND FIGURES

CALGARY  
ERZURUM  
MILAN / CORTINA D'AMPEZZO  
STOCKHOLM





# CALGARY

## SECTION 2 – FACTS AND FIGURES



# CONTENTS

<b>1. Legacy and Impact of the Games</b> .....	<b>76</b>
<b>2. Venue Masterplan and Strategic Alignment</b> .....	<b>79</b>
<b>3. Stakeholder Involvement and Commitment to Partnering</b> .....	<b>101</b>
<b>4. Games Delivery</b> .....	<b>106</b>

# 1. LEGACY AND IMPACT OF THE GAMES

## 1.1 Legacies

## 1.2 Impact of the Games





## 1.1 LEGACIES

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- Much stakeholder dialogue has already been conducted and this has led to the development of the vision, mission and values. These have strong focus on communities, inclusion and youth.
- The following core values have been identified which will be the basis for the legacy strategy:
  - **BETTER TOGETHER** – strength in inclusion and diversity
  - **RESPECT THE LAND** – healthy natural environment and quality of life
  - **BEING WELL** – physical, mental, spiritual and cultural health
  - **DREAM BIG** – innovation and entrepreneurialism
  - **STAY TRUE** – integrity, transparency and accountability



## 1.2 IMPACT OF THE GAMES

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### ENVIRONMENTAL IMPACT

- Focus on reduction of greenhouse gas emissions.
  - No major conflict of the venue plans with protected areas has been identified.
- 

### SOCIAL IMPACT

- Social Impact as focus area of the Calgary 2026 Games and core values (diversity, health, quality of life, health, innovation, integrity, etc.).
  - No displacement of residents or businesses.
  - No venues impacting cultural heritage sites.
- 

### ECONOMIC IMPACT

- Diversification of economy with focus on innovation and new business development.
- 

### SPORTS IMPACT

- Renovate Calgary 1988 venues and build on Calgary / Alberta's role in Canada's high performance system (over half of Canada's Winter Olympians train there).
- Two new venue developments in line with long-term needs.

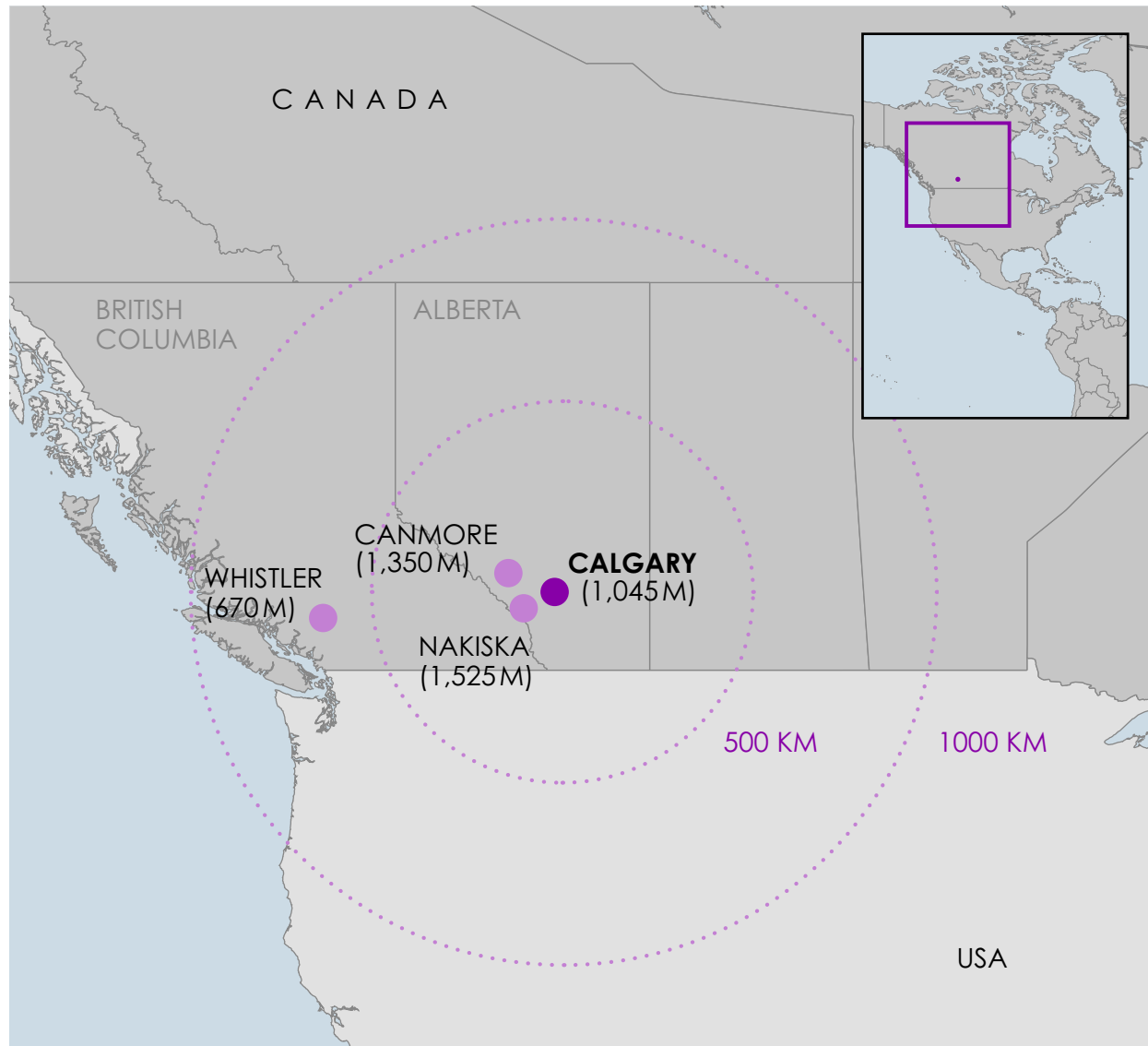
## 2. VENUE MASTERPLAN AND STRATEGIC ALIGNMENT

- 2.1 Country Overview
- 2.2 Venue Masterplan
- 2.3 Venue Masterplan Paralympic Games
- 2.4 Strategic Alignment
- 2.5 Accommodation Concept
- 2.6 Transport Concept





# 2.1 COUNTRY OVERVIEW



## POPULATION

**Canada**  
36.9 million  
**Province of Alberta**  
4.3 million  
**Calgary**  
1.39 million

## TIME ZONE

UTC -7

## ECONOMY

GDP of USD 1,800 bn (nominal)  
GDP per capita ranks 15<sup>th</sup> worldwide

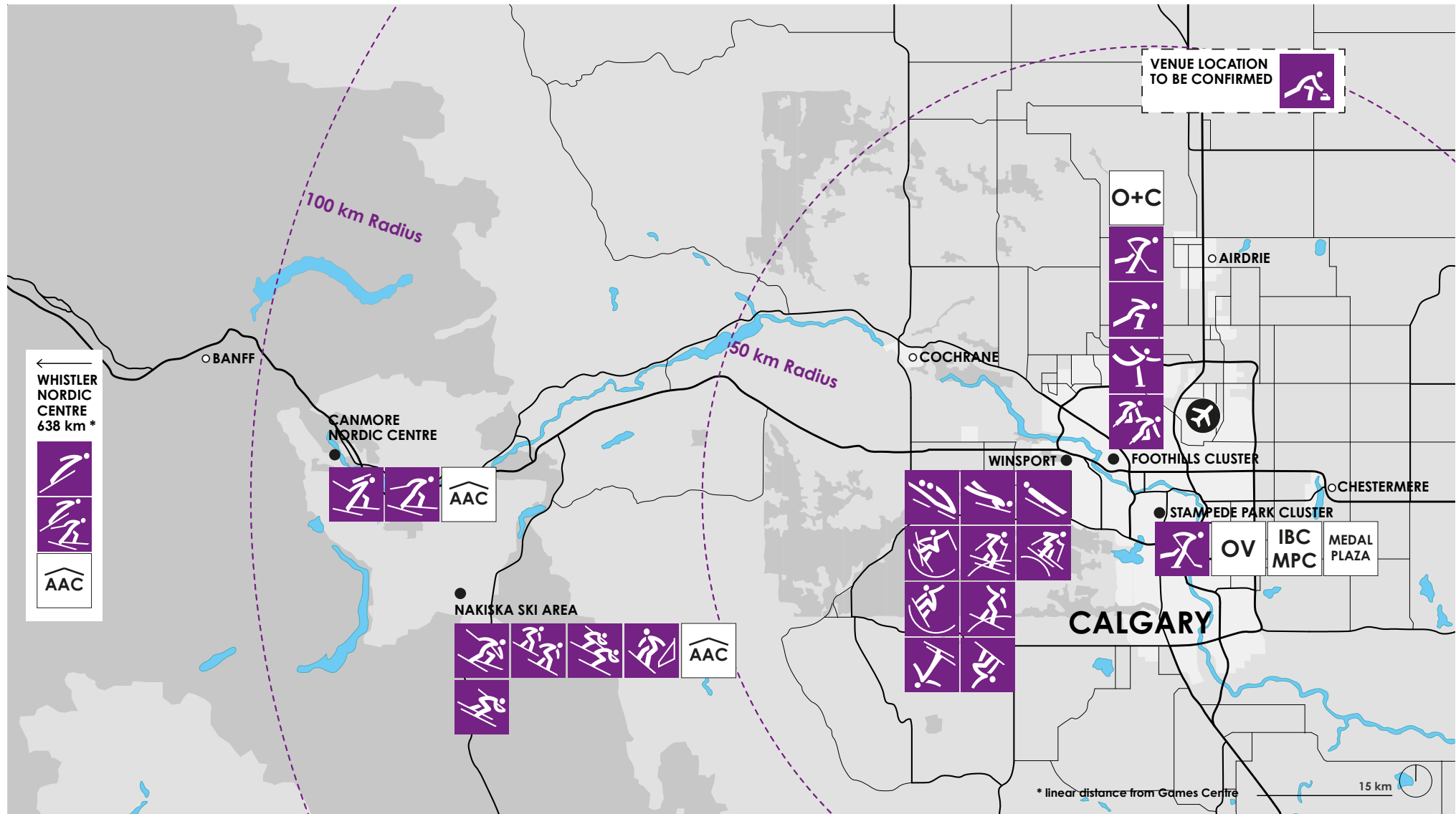
## PREVIOUS OLYMPIC GAMES

- Vancouver 2010 (Winter)
- Calgary 1988 (Winter)
- Montreal 1976



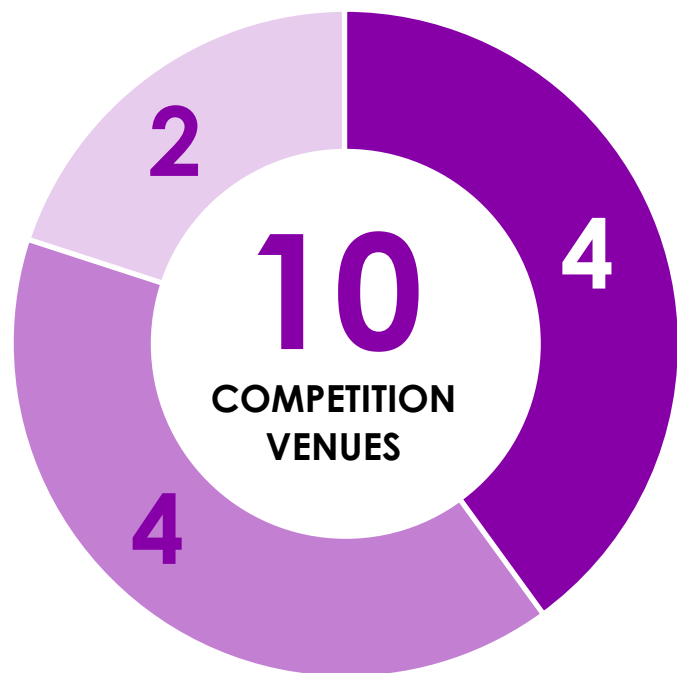


## 2.2 VENUE MASTERPLAN





## 2.2 VENUE MASTERPLAN



**80%** OF COMPETITION VENUES EXISTING OR TEMPORARY

- EXISTING**
- EXISTING** (permanent works required)
- NEW**



**5**  
**20%**

### OLYMPIC VILLAGES

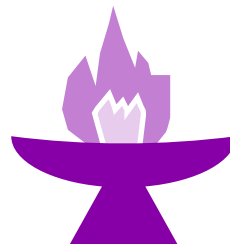
**OF BEDS IN EXISTING FACILITIES**  
2 planned villages in line with long-term development plans



### IBC/MPC

#### AT THE STAMPEDE CLUSTER

IBC at existing BMO Centre (+1 new hall)  
MPC at existing Big Four Conference Centre



### OPENING & CLOSING

#### EXISTING MCMAHON STADIUM

with a capacity of 29,000 (+11,000 temporary)



## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
<b>BIATHLON</b>	<b>Biathlon</b>	Canmore Nordic Centre	Existing	5,000
<b>CROSS COUNTRY</b>	<b>Cross Country</b>			
<b>BOBSLEIGH</b>	<b>Bobsleigh</b>	WinSport Sliding Track	Existing (permanent works)	4,500
	<b>Skeleton</b>			
<b>LUGE</b>	<b>Luge</b>			
<b>CURLING</b>	<b>Curling</b>	To be confirmed	Existing	tbc
<b>ICE HOCKEY</b>	<b>Ice Hockey 1</b>	Saddledome	Existing	19,000
	<b>Ice Hockey 2</b>	Mid-Sized Arena (Foothills)	New	5,000
<b>SKATING</b>	<b>Short Track</b>	Calgary Multi-Sport Complex (Foothills)	New	10,000 (temporary seating)
	<b>Figure Skating</b>			
	<b>Speed Skating</b>	University Olympic Oval	Existing (permanent works)	3,400-3,700



## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
<b>ALPINE SKIING</b>	<b>Downhill</b>	Nakiska Ski Area	Existing (permanent works)	3,750
	<b>Super G</b>			2,500
	<b>Super Combined</b>			
	<b>Slalom</b>			
	<b>Giant Slalom</b>			
	<b>Team Event</b>			
<b>SNOWBOARD (SB) / FREESTYLE (FS)</b>	<b>FS / SB Cross</b>			
	<b>SB PGS</b>			
<b>SKI JUMPING / NORDIC COMBINED</b>	<b>Ski Jumping NH/LH</b>	Whistler Olympic Park	Existing	7,500
<b>SNOWBOARD (SB) / FREESTYLE (FS)</b>	<b>FS Aerials</b>	WinSport	Existing (permanent works)	6,000
	<b>FS Moguls</b>	WinSport	Existing (permanent works)	6,000
	<b>SB Big Air</b>			
	<b>FS / SB Half-pipe</b>			
	<b>FS / SB Slopestyle</b>			



## 2.2 VENUE MASTERPLAN

### NAKISKA CLUSTER

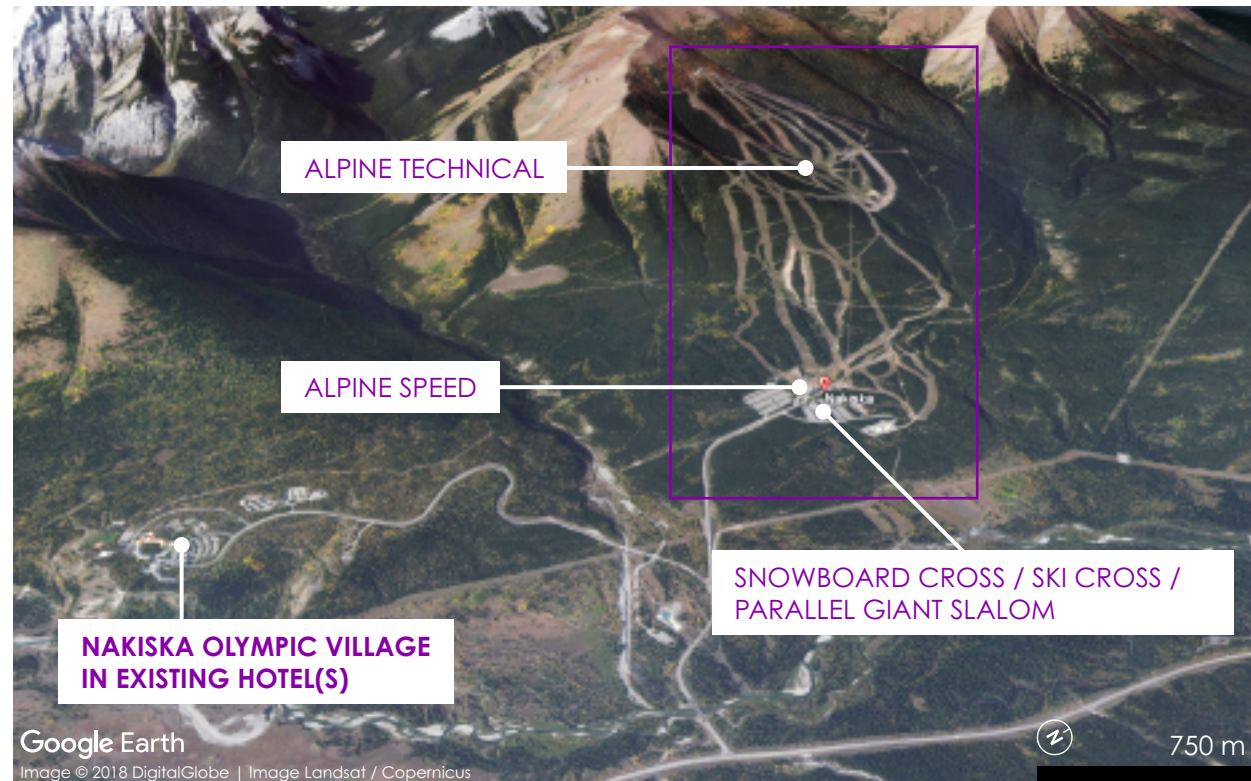
- 1 competition venue
- 3 finish areas (3 stadia)

#### BASE ELEVATION

- 1,480m

#### HIGHEST ELEVATION

- 2,258m





## 2.2 VENUE MASTERPLAN



ALPINE (SPEED AND TECHNICAL)



FREESTYLE / SNOWBOARD

### NAKISKA SKI AREA

STATUS	Existing (permanent works) Calgary 1988 legacy venue
FUTURE WORKS	Access of finish area for alpine events Course reconfiguration and modelling (earthworks and tree cutting)
FINISH AREAS	2
CAPACITY	3,750 / 2,500
OWNER	Province of Alberta
OPERATOR	RCR (private)
EXPERIENCE	None

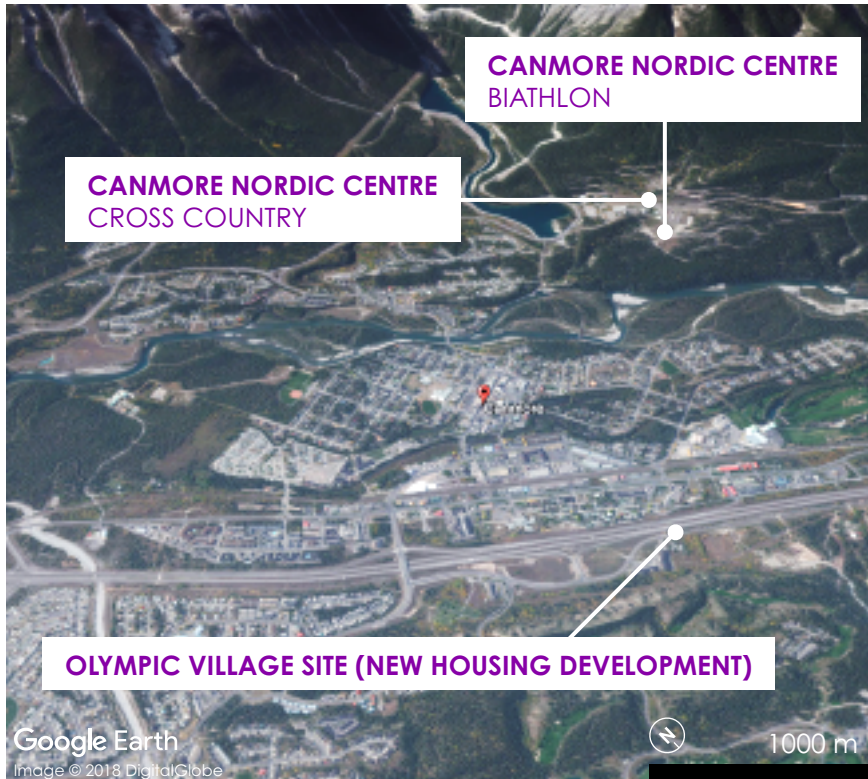
### NAKISKA SKI AREA

STATUS	Existing (permanent works) Calgary 1988 legacy venue
FUTURE WORKS	Reconfiguration of cross course. Course reconfiguration and modelling (earthworks)
FINISH AREAS	1
CAPACITY	2,500
OWNER	Province of Alberta
OPERATOR	RCR (private)
EXPERIENCE	Freestyle / Snowboard World Cup venue



## 2.2 VENUE MASTERPLAN

### CANMORE



BIATHLON / CROSS COUNTRY



#### CANMORE NORDIC CENTRE

STATUS	Existing / Calgary 1988 legacy venue
FUTURE WORKS	<ul style="list-style-type: none"> <li>• Competition and service facility developments</li> <li>• Regular lifecycle upgrades</li> </ul>
FINISH AREAS	2
CAPACITY	5,000 (each)
OWNER	Alberta Parks
OPERATOR	Alberta Parks
EXPERIENCE	Biathlon and Cross Country World Cup venue

- 1 competition venue
- 2 finish areas
- 2 stadia

#### ELEVATIONS

- Canmore: 1,308m
- Canmore Nordic Centre: 1,350m



## 2.2 VENUE MASTERPLAN

### WINSPORT CLUSTER

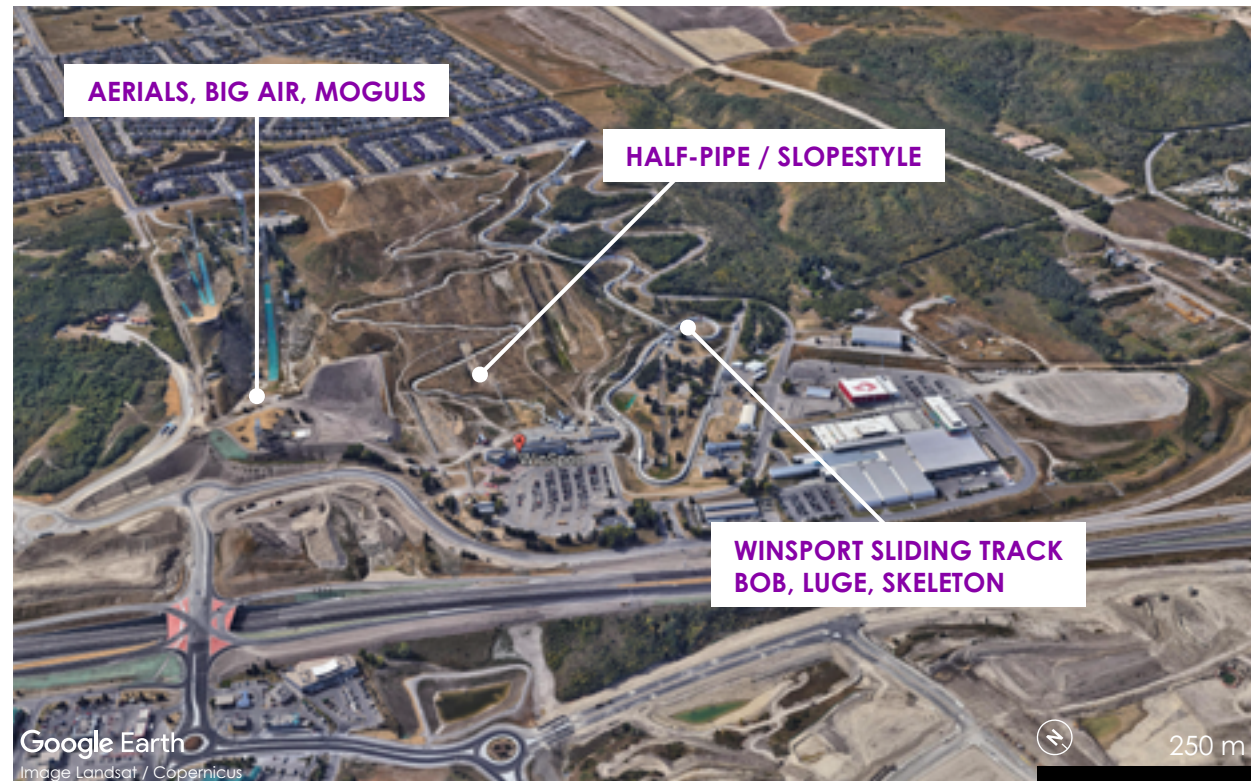
- 2 competition venues
- 3 finish areas
- 3 stadia

#### BASE ELEVATION

- approximately 1,130m

#### HIGHEST ELEVATION

- 1,274m







## 2.2 VENUE MASTERPLAN



**FREESTYLE\*/SNOWBOARD\*\***

\* AERIALS, HALFPIPE, SLOPESTYLE, MOGULS  
 \*\* BIG AIR, HALFPIPE, SLOPESTYLE



**BOB / LUGE / SKELETON**

### WINSPORT

<b>STATUS</b>	Existing (permanent works) Calgary 1988 legacy venue
<b>FUTURE WORKS</b>	Upgrades planned: <ul style="list-style-type: none"> <li>• Increase length and top elevation for Moguls and Slopestyle</li> <li>• Regular lifecycle upgrades</li> </ul>
<b>FINISH AREAS</b>	2
<b>CAPACITY</b>	6,000 (each)
<b>OWNER</b>	WinSport
<b>OPERATOR</b>	(non-profit that inherited the venue after Calgary 1988)
<b>EXPERIENCE</b>	World Cup Venue

### WINSPORT SLIDING TRACK

<b>STATUS</b>	Existing (permanent works) Calgary 1988 legacy venue
<b>CONSTRUCTION</b>	1988
<b>FUTURE WORKS</b>	Upgrades planned: <ul style="list-style-type: none"> <li>• Refrigeration upgrades</li> <li>• Completion of shading system</li> <li>• Regular lifecycle upgrades</li> </ul>
<b>CAPACITY</b>	4,500
<b>OWNER</b>	WinSport
<b>OPERATOR</b>	(non-profit that inherited the venue after Calgary 1988)
<b>EXPERIENCE</b>	World Cup venue



## 2.2 VENUE MASTERPLAN

### STAMPEDE PARK CLUSTER



ICE HOCKEY I



### SADDLEDOME

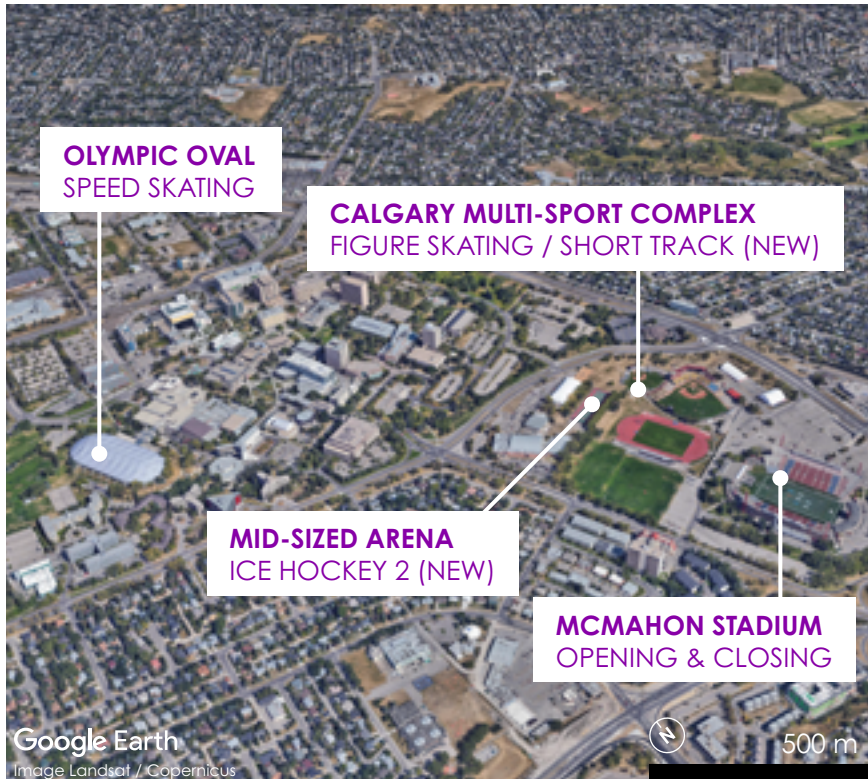
STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1983 (1995, 2013)
FUTURE WORKS	Regular lifecycle upgrade works irrespective of the Games.
CAPACITY	19,000
OWNER	City of Calgary
OPERATOR	Calgary Sports and Entertainment Cooperation
EXPERIENCE	NHL venue

- 1 competition venue
- 4 non-competition venues



## 2.2 VENUE MASTERPLAN

### FOOTHILLS CLUSTER



SPEED SKATING



### OLYMPIC OVAL AT THE UNIVERSITY OF CALGARY

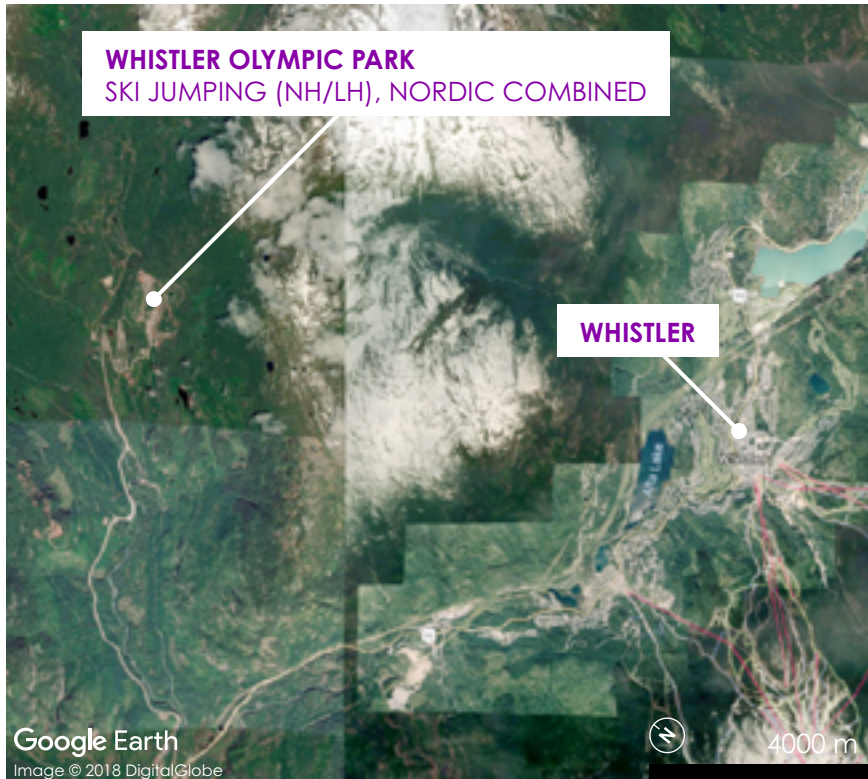
<b>STATUS</b>	Existing / Calgary 1988 legacy venue
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1987
<b>FUTURE WORKS</b>	Upgrades planned: <ul style="list-style-type: none"> <li>• Roof renovation</li> <li>• Ice plant refurbishment</li> <li>• Tunnel widening</li> <li>• Replacement of ice</li> <li>• Regular lifecycle upgrades</li> </ul>
<b>CAPACITY</b>	3,400 – 3,700
<b>OWNER</b>	University of Calgary
<b>OPERATOR</b>	University of Calgary
<b>EXPERIENCE</b>	Established World Cup Venue

- 3 competition venues
- 1 non-competition venues



## 2.2 VENUE MASTERPLAN

### WHISTLER



SKI JUMPING / NORDIC COMBINED

### WHISTLER NORDIC CENTRE

STATUS	Existing / 2010 Vancouver Legacy venue
CONSTRUCTION	2007
FUTURE WORKS	Regular lifecycle upgrades
CAPACITY	7,500 (3,500 seated)
OWNER	Whistler Sport Legacy Society
OPERATOR	
EXPERIENCE	World Cup / Olympic Venue 2010

**1** competition venue

- Approximately 635km west of Calgary
- Approximately 100km north of Vancouver



## 2.2 VENUE MASTERPLAN

### 5 OLYMPIC VILLAGES



<b>VILLAGE 1</b>	<b>CALGARY – 2,900 BEDS</b> New development; Planned mix of market and non-market “attainable” homes in line with long-term development plans. Total of 760 units anticipated (600 market and 160 non-market units). Yearly demand for attainable/affordable housing is 2,000 units. High-rise buildings (16-26 floors).
<b>VILLAGE 2</b>	<b>CANMORE – 1,050 BEDS</b> Additional Olympic Village development proposed; overall number of units to be used for the Games is anticipated at 310 units. Planned non-market housing development - affordable and employee housing in line with long-term development plans.
<b>VILLAGE 3</b>	<b>NAKISKA – 1,000 BEDS</b> 700 beds in existing facilities + 300 beds in temporary facilities
<b>VILLAGE 4</b>	<b>WHISTLER – 350 BEDS</b> Existing facilities
<b>VILLAGE 5</b>	Curling - tbc



## 2.2 VENUE MASTERPLAN



**INTERNATIONAL BROADCAST CENTRE**



**MAIN PRESS CENTRE**

### IBC

BMO CENTRE	
STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1988 (not known)
FUTURE WORKS	5 halls existing 1 new hall to be constructed by 2025 (irrespective of the Games)
TOTAL FLOOR AREA	27,000m <sup>2</sup> (potential use of Agriculture building with 5,000m <sup>2</sup> )
SITE AREA	Sufficient for overlay and potential temporary expansion
OWNER	Calgary Stampede
OPERATOR	Calgary Stampede

### MPC

BIG FOUR CONFERENCE CENTRE	
STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1988 (not known)
FUTURE WORKS	Regular Lifecycle
TOTAL FLOOR AREA	Media workspace: 5,500m <sup>2</sup> Office and storage: 4,500m <sup>2</sup> Flexible space: 3,000m <sup>2</sup>
SITE AREA	Sufficient for overlay and potential temporary expansion
OWNER	Calgary Stampede
OPERATOR	Calgary Stampede
EXPERIENCE	MPC for Calgary 1988



## 2.2 VENUE MASTERPLAN



### CEREMONIES

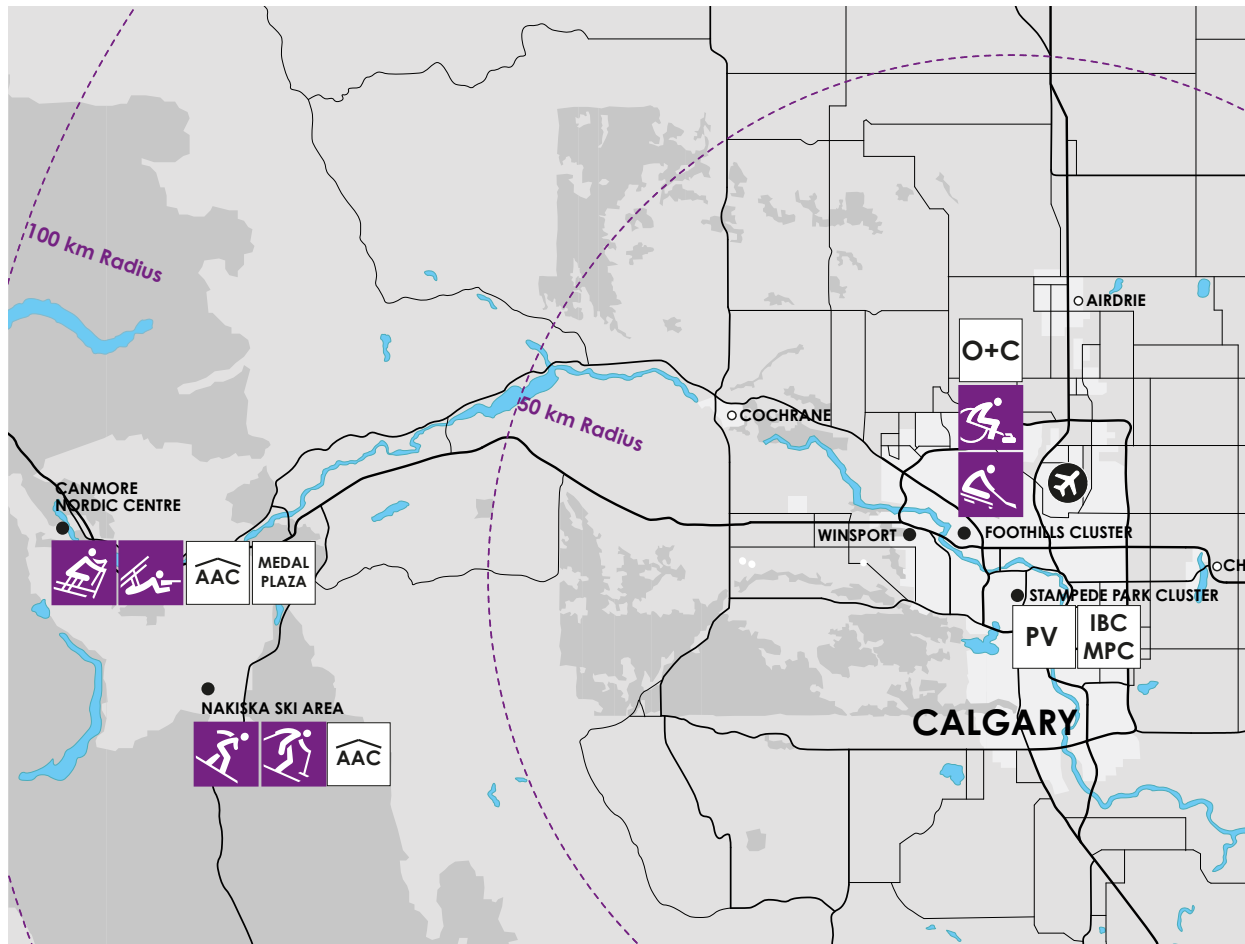
OPENING / CLOSING

#### MCMAHON STADIUM

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1960 (not known)
<b>FUTURE WORKS</b>	Lifecycle upgrades
<b>CAPACITY</b>	29,000 permanent / 11,000 temporary
<b>OWNER</b>	University of Calgary
<b>OPERATOR</b>	University of Calgary
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Opening and Closing Ceremony Calgary 1988</li> <li>• Regular national events</li> </ul>



## 2.3 VENUE MASTERPLAN PARALYMPIC GAMES



### USE OF OLYMPIC VENUES

- Para Ice Hockey
- Para Alpine Skiing
- Para Biathlon
- Para Cross Country Skiing
- Para Snowboard
- Wheelchair Curling (Multi-Sport Complex)





## 2.4 STRATEGIC ALIGNMENT

### **ALIGNMENT OF GAMES CONCEPT WITH REGIONAL DEVELOPMENT GOALS:**

- Develop Calgary as a winter sport city (promotion of winter sport tourism).
- Promotion of summer sport (Multi-Sport Complex as a legacy venue).
- Upgrade provincially owned assets in the mountains (renovate sports venues).
- Affordable housing supply as a strategic priority (Olympic Village development aligned with River District Master Plan and additional affordable housing in Calgary and Canmore).
- Calgary Economic Development: “Building on our Energy”, the 10-year Economic Strategy for Calgary, updated in 2015 (Games as a catalyst for diversification of economy from a fossil fuel based economy).



## 2.5 ACCOMMODATION

### GAMES NEEDS: 24,000 ROOMS FOR GAMES STAKEHOLDERS

ACCOMMODATION	EXISTING AND PLANNED INVENTORY		
Hotel Rooms (Calgary area)	20,000 rooms		
Hotel Rooms (Other venue clusters)	8,000 rooms		
<b>TOTAL</b>	<b>28,000 rooms</b>		
Alternative Accommodation	2,500 rooms		
Workforce Villages	4,800 rooms	<b>EXISTING</b> Student Housing 1,200	<b>PLANNED</b> Affordable housing 1,250 rooms Student housing 2,150 rooms Senior housing 200 rooms



## 2.6 TRANSPORT

### TRANSPORT CONCEPT

#### DISTANCES AND TRAVEL TIMES

- All venues are located within 30 mins of the nearest athletes' accommodation (off-peak bus travel).
- Distances between downtown Calgary and other venue clusters:
  - **NAKISKA** 100km 1h
  - **CANMORE** 105km 1h10
  - **WHISTLER** 900km 85min flight + 2h drive

#### GENERAL STRATEGY

- Transport will comprise of existing public transit plus enhanced Games service (approximately 1,000 buses).
- Municipal Transportation Plan 2026 with a strong focus on sustainability: reducing car travel and fostering green modes (walking/cycling from 14% to 20-25%, transit from 9% to 15-20%, car from 77% to 55-65%).
- Backbone of the Games Transport Plan is a primary transit network (LRT for the city clusters and a cross-town BRT network) and limited car parking in the vicinity of venues.



## 2.6 TRANSPORT

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### AIRPORT

- **CALGARY AIRPORT (YYC)** is the international gateway and air hub to the remote venue in Whistler (via Vancouver airport).
    - **CAPACITY:**  
20m per year; 50,000 per day; average annual utilization rate 2017: 82%
    - **CONNECTIVITY:**  
46 (7 non-American) destinations in 14 (6 non-American) countries + 38 domestic destinations.
    - YYC is connected by a motorway towards Calgary and Calgary Ring Road and serviced by bus.
- 

- **VANCOUVER AIRPORT**  
(24.2 m per year; 117 destinations in 18 countries + Canada);  
85 min flight from YYC; 134km to Whistler Village.
- 

### PLANNED INFRASTRUCTURE (IRRESPECTIVE OF THE GAMES)

- Completion of the Calgary Ring Road (Stoney Trail & Tsuu T'ina Trail) before 2026.
- Completion of "Green" LRT line (South to Stampede Park) before 2026.

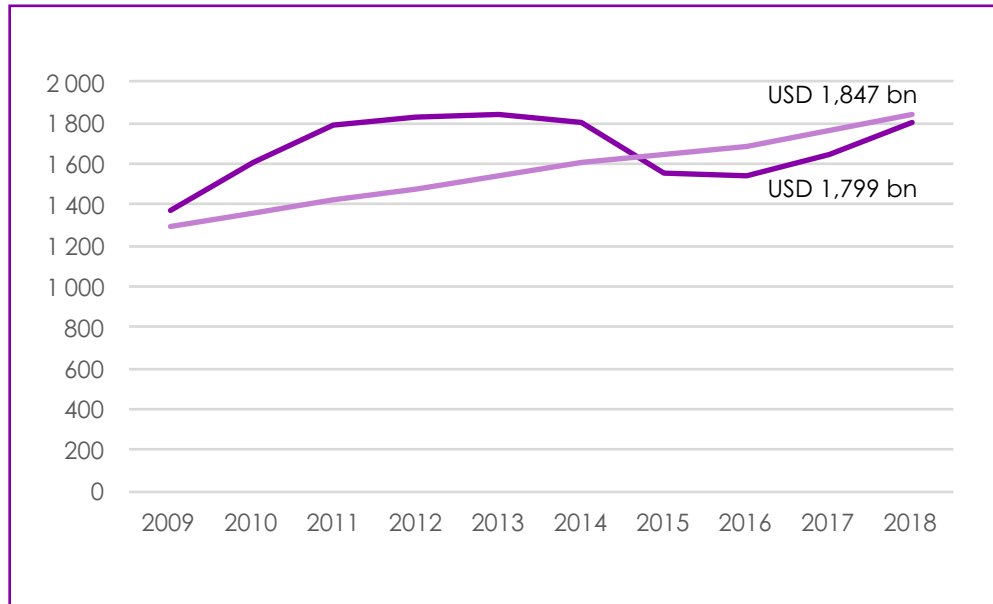
### **3. STAKEHOLDER INVOLVEMENT AND COMMITMENT TO PARTNERING**

- 3.1 Economic Situation  
and Finance Strategy**
- 3.2 Roles and Responsibilities  
of Main Actors**
- 3.3 Public Support**





# 3.1 ECONOMIC SITUATION



- GDP (nominal)
- GDP (ppp-based)

## OBSERVATIONS \*

- GDP of USD 1,799 bn (nominal) and USD 1,847 bn (ppp-based)
- GDP per capita of USD 48,466 (nominal) ranking 15<sup>th</sup> worldwide
- Human Development Index of 0.920, ranking 10<sup>th</sup> worldwide
- 4<sup>th</sup> most livable city in the world (Economist Intelligence Unit, August 2018)
- Average yearly inflation of 1.3% over the last 10 years
- Coface Country Rating: A3
- Calgary City Budget: USD 2.8 billion (2018)

\* As of 1<sup>st</sup> September 2018



## 3.1 FINANCE STRATEGY

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### **GAMES ORGANISATION BUDGET**

- It is currently foreseen to finance the Games Organisation Budget with approximately 90% private funding.
- 

### **GOVERNMENT SUPPORT SERVICES**

- It is expected that public support services (security, medical services, customs and immigration, etc.) would amount to approximately USD 700m.
- 

### **LONG-TERM CAPITAL INVESTMENTS**

- The investment in venues includes funding for competition and non-competition venues and villages (public contribution only) and is aligned with city long-term plans.
- The split of financial responsibility between the City of Calgary, the Province of Alberta and the National Government is to be agreed in a Multi-Party Agreement.
- The Olympic Village developments are to be mostly privately funded.



## 3.2 ROLES AND RESPONSIBILITIES OF MAIN ACTORS

### THE CANDIDATURE IS BEING LED BY CALGARY 2026 BID CORPORATION

Other stakeholders are the Cities of Calgary, Canmore, Nakiska and Whistler, as well as the Province of Alberta, the National Government and the NOC.

<b>CITY OF CALGARY</b>	Contributes to the candidature budget with approximately CAD 9.5m. Hosts 6 competition venues. Government services required. Responsible for percentage of capital investments to be agreed.
<b>NOC/NPC</b>	Guiding role of the candidature. No financial responsibility.
<b>NATIONAL GOVERNMENT</b>	Contributes to the candidature budget with approximately CAD 10.5m. Responsible for security and a percentage of capital investments to be agreed.
<b>ALBERTA PROVINCE</b>	Contributes to the candidature budget with approximately CAD 10m. Responsible for a percentage of capital investments to be agreed.
<b>HOST CITIES</b>	<b>CANMORE:</b> Hosts one competition venue. Government services required. <b>NAKISKA:</b> Hosts one competition venue. Government services required. <b>WHISTLER:</b> Hosts one competition venue. Government services required.





### 3.3 PUBLIC SUPPORT

**% OF POPULATION THAT AGREES (STRONGLY AGREES + AGREES) WITH THE STATEMENT:  
“I AM IN FAVOUR OF CALGARY HOSTING THE OLYMPIC WINTER GAMES IN 2026”**

PEOPLE FROM	IN FAVOUR	NEUTRAL	NOT IN FAVOUR
CITY OF CALGARY	54%	19%	28%
PROVINCE OF ALBERTA	61%	26%	13%
CANADA	61%	23%	17%

Source: Publicis Media – April 2018

City of Calgary: n=604 / Elsewhere in Alberta: n=615 / Canada: n=1834

## 4. GAMES DELIVERY

4.1 Sport Delivery Expertise

4.2 Meteorology

4.3 Energy and Telecom





## 4.1 SPORT DELIVERY EXPERTISE

### 160 MAJOR (WINTER SPORTS) EVENTS IN CANADA OVER THE PAST TEN YEARS

1 Olympic Winter Games

24 World Championships

135 World Cups

15 Canada has hosted World Championships or World Cups in **15 out of 15** sports over the past 10 years

7 **7 out of the 10** proposed competition venues have hosted major event in the respective sports between 2008/09 and 2017/18



# 4.1 SPORT DELIVERY EXPERTISE

## WORLD CUPS / WORLD CHAMPIONSHIPS IN OLYMPIC WINTER SPORTS IN THE SEASONS 2008/09-17/18:

	BORISLEIGH, SKELETON, LUGE	ALPINE SKIING	FREESTYLE SKIING	BIATHLON	CROSS COUNTRY SKIING	NORDIC COMBINED, SKI JUMPING	ICE HOCKEY*	FIGURE SKATING	SPEED SKATING	SHORT TRACK SPEED SKATING	CURLING*	SNOWBOARD
2008-09	B: WHISTLER S: WHISTLER L: CALGARY, WHISTLER	LAKE LOUISE 2X	MONT GABRIEL, CYPRESS MOUNTAIN	VANCOUVER-WHISTLER	VANCOUVER	NC: VANCOUVER SJ: WHISTLER	—	OTTAWA VANCOUVER	WCH SINGLE SPEED SKATING VANCOUVER	VANCOUVER	WCH MEN MONCTON	CYPRESS MOUNTAIN, STONEHAM
2009-10	L: CALGARY	LAKE LOUISE 2X	CALGARY, BLUE MOUNTAIN, MONT GABRIEL	—	CANMORE	—	—	—	CALGARY	MONTREAL	WCH WOMEN SWIFT CURRENT	STONEHAM, CALGARY, QUEBEC
2010-11	B: WHISTLER, CALGARY S: WHISTLER, CALGARY L: CALGARY	LAKE LOUISE 2X	CALGARY, BLUE MOUNTAIN, MONT GABRIEL	—	—	—	—	KINGSTON	WCH ALLROUND SPEED SKATING CALGARY	MONTREAL, QUEBEC CITY	WCH MEN REGINA	STONEHAM, CALGARY
2011-12	B: WHISTLER, CALGARY S: WHISTLER, CALGARY L: WHISTLER, CALGARY	LAKE LOUISE 2X	CALGARY, MONT GABRIEL	—	—	—	—	MISSISSAUGA, QUEBEC CITY	WCH SPRINT SPEED SKATING CALGARY	SAGUENAY	WCH WOMEN LETHBRIDGE	STONEHAM, BLUE MOUNTAIN
2012-13	B: WHISTLER S: WHISTLER L: WCH WHISTLER	LAKE LOUISE 2X	NAKISKA, VAL SAINT COME, CALGARY	—	CANMORE, QUEBEC	—	IIHF WORLD WOMEN'S CH OTTAWA	WINDSOR, WCH LONDON	CALGARY	CALGARY, MONTREAL	WCH MEN VICTORIA WCH MIXED DOUBLE FREDERICTON	BLUE MOUNTAIN, WCH STONEHAM-ET-TEWKESBUR
2013-14	B: CALGARY S: CALGARY L: WHISTLER	LAKE LOUISE 2X	NAKISKA, VAL SAINT COME, CALGARY	—	—	—	—	ST. JOHN	CALGARY	WCH MONTREAL	WCH WOMEN SAINT JOHN	LAKE LOUISE, STONEHAM
2014-15	B: CALGARY S: CALGARY L: CALGARY	LAKE LOUISE 2X	NAKISKA, VAL SAINT COME, CALGARY	—	—	—	—	KELOWNA	WCH ALLROUND SPEED SKATING CALGARY	MONTREAL	WCH HALIFAX	STONEHAM
2015-16	B: WHISTLER S: WHISTLER L: WHISTLER	LAKE LOUISE 2X	NAKISKA, VAL SAINT COME, CALGARY	CANMORE	TOUR CANADA OVERALL (INCL. CANMORE)	—	IIHF WORLD WOMEN'S CH KAMLOOPS	LETHBRIDGE	CALGARY	MONTREAL, TORONTO	WCH WOMEN SWIFT CURRENT	QUEBEC CITY
2016-17	B: WHISTLER L: WHISTLER	LAKE LOUISE 2X	BLUE MOUNTAIN, VAL SAINT COME, CALGARY, QUEBEC	—	QUEBEC	—	—	MISSISSAUGA	WCH SPRINT SPEED SKATING	CALGARY	WCH MEN EDMONTON WCH MIXED DOUBLE LETHBRIDGE	QUEBEC CITY
2017-18	B: WHISTLER S: WHISTLER L: CALGARY	LAKE LOUISE 2X	MONT-TREMBLANT, CALGARY, NAKISKA, STONEHAM	—	—	—	—	REGINA	CALGARY	MONTREAL	WCH WOMEN NORTH BAY	STONEHAM / QUEBEC CITY
<b>TOTAL EVENTS</b>	<b>33</b>	<b>20</b>	<b>30</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>12</b>	<b>10</b>	<b>13</b>	<b>12</b>	<b>17</b>

\* World Championships only



## 4.2 METEOROLOGY

<b>CALGARY *</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily minimum temperature (°C)	-15.1	-12.0	-7.8
Mean daily maximum temperature (°C)	-2.8	-0.1	4.0
Mean total monthly precipitation (mm)	11.6	8.8	17.4
Mean number of precipitation days	9.0	6.9	9.3
<b>CANMORE **</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily minimum temperature (°C)	-9.0	-8.0	-4.0
Mean daily maximum temperature (°C)	-2.0	0.0	3.0
Mean total monthly precipitation (mm)	22.0	22.0	38.0
Mean number of precipitation days	11.0	9.5	14.3

Sources: \* World Meteorological Organisation (30-year period) / \*\* Meteoblue



## 4.3 ENERGY AND TELECOM

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### ENERGY

- The Province of Alberta is the major energy production area in Canada with substantial coal and gas reserves.
  - As of 2008, Alberta's electricity sector was the most carbon-intensive of all Canadian provinces and territories, while the new Renewable Energy Act sets out a requirement that by 2030 at least 30% of the electric energy produced in Alberta must be from renewable sources.
  - Small (0.9% per year) load growths for the next 20 years.
- 

### TELECOM

- Legislation and policy for spectrum management has been set down for a number of years and the market has significant competition in both fixed and mobile telecoms markets.
- In the mobile market there are 16 mobile network operators of varying size.
- Internet penetration is high (89.8%) in Canada and this is reflected in the quantity and geographic spread of 16 Internet Exchange Points across the country.



# ERZURUM

## SECTION 2 – FACTS AND FIGURES



# CONTENTS

<b>1. Legacy and Impact of the Games</b> .....	<b>113</b>
<b>2. Venue Masterplan and Strategic Alignment</b> .....	<b>116</b>
<b>3. Stakeholder Involvement and Commitment to Partnering</b> .....	<b>138</b>
<b>4. Games Delivery</b> .....	<b>143</b>



# 1. LEGACY AND IMPACT OF THE GAMES

1.1 Legacies

1.2 Impact of the Games





## 1.1 LEGACIES

---

- Building on the successful legacy of the 2011 Winter Universiade, Erzurum aims to further develop winter sports in the region, especially sports that are less well known in Turkey.
- 

### VENUES

- Erzurum Indoor Sports Hall: could also be used for World and European Championships.
  - Introducing green building construction philosophy to sports venues.
- 

### ELITE PROGRAMMES

- Increasing the numbers of elite athletes in Turkey and neighbouring countries.
  - Aim to have Olympic medallists in Beijing 2022.
- 

### SPORTS FOR ALL PROGRAMMES

- Projects for children, parents, disabled persons, low income people, refugees and immigrants to be introduced to winter sports.
-



## 1.2 IMPACT OF THE GAMES

---

### ENVIRONMENTAL IMPACT

- Minimising the Games environmental impact (no interference with protected areas, promotion of green building standards, reduction of greenhouse gas emissions and use of renewable energy, reduction of waste and paper use).
- Reforestation of mountain areas.

### SOCIAL IMPACT

- Foster youth participation and gender equality in sports;
- Upgrade of winter sports facilities and student dormitories;
- Integration of refugees and immigrants from neighbouring countries like Iran, Iraq and Syria.

### ECONOMIC IMPACT

- Strengthen local economy in the areas of winter sports tourism, high performance sports, winter sports equipment industry, events industry and consulting services.

### SPORTS IMPACT

- Promotion and increase of participation in winter sports in Turkey.

## 2. VENUE MASTERPLAN AND STRATEGIC ALIGNMENT

- 2.1 Country Overview
- 2.2 Venue Masterplan
- 2.3 Venue Masterplan Paralympic Games
- 2.4 Strategic Alignment
- 2.5 Accommodation Concept
- 2.6 Transport Concept





# 2.1 COUNTRY OVERVIEW



## POPULATION

### Turkey

82 million

### Province of Erzurum

760,000

### Erzurum

390,000

## TIME ZONE

UTC +3

## ECONOMY

GDP of USD 910 bn  
(nominal)

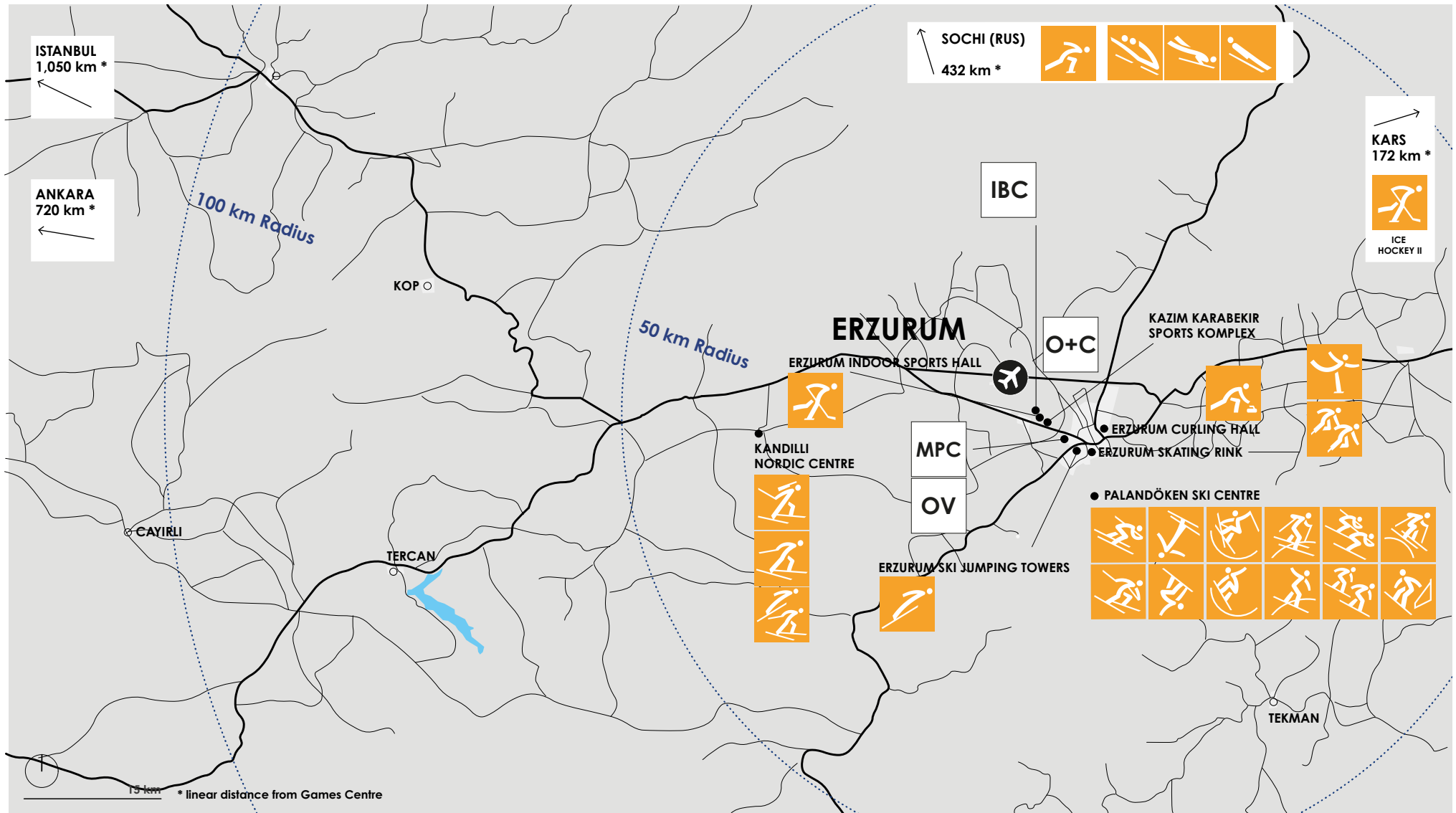
GDP per capita ranks  
60<sup>th</sup> worldwide

## PREVIOUS OLYMPIC GAMES

none



## 2.2 VENUE MASTERPLAN





## 2.2 VENUE MASTERPLAN



**80%** OF COMPETITION VENUES EXISTING

- **EXISTING**
- **EXISTING** (permanent works required)
- **NEW**



**3**  
**90%**

### OLYMPIC VILLAGES

#### OF BEDS IN EXISTING ROOMS

10% in additional housing blocks in line with long-term development plans.



### IBC/MPC

#### IN EXISTING FACILITIES WITH LARGE TEMPORARY EXTENSIONS

IBC in Recep Tayyip Erdogan Exhibition Centre  
MPC in 3 different facilities of Atatürk University (10-15 min. walking distance).



### OPENING & CLOSING

#### EXISTING FOOTBALL STADIUM (KÂZIM KARABEKİR STADYUMU)

with a capacity of 25,000



## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
BIATHLON	<b>Biathlon</b>	Kandilli Ski Centre	Existing	500 (Temporary tbd)
	<b>Cross Country</b>			700 (Temporary tbd)
BOBSLEIGH	<b>Bobsleigh</b>	Sanki Sliding Centre Sochi (Russia)	Existing	500 seating (+500 temporary) 10,000 standing
	<b>Skeleton</b>			
LUGE	<b>Luge</b>			
CURLING	<b>Curling</b>	Erzurum Curling Hall	Existing (permanent works)	1,000 (+500 temporary)
ICE HOCKEY	<b>Ice Hockey 1</b>	Indoor Sports Hall (New multifunctional arena)	New	7,500
	<b>Ice Hockey 2</b>	Kars Ice Rink (200km from Erzurum)	New (under construction)	3,500 (Temporary tbd)
SKATING	<b>Short Track</b>	Erzurum Ice Rink	Existing (permanent works)	3,000 (+1000 temporary expansion)
	<b>Figure Skating</b>			
	<b>Speed Skating</b>	Adler Arena Skating Center Sochi (Russia)*	Existing	8,000

\*Venue use agreements still to be negotiated.





## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
ALPINE SKIING	Downhill	Palandöken Ski Centre	Existing (permanent works)	tbc
	Super G			
	Giant Slalom			
	Slalom			
	Super Combined			
	Team Event			
SKI JUMPING / NORDIC COMBINED	Ski Jumping NH/LH	Erzurum Ski Jumping Tower	Existing	10,000
SNOWBOARD (SB) / FREESTYLE (FS)	FS Aerials	Palandöken Ski Centre	Existing (permanent works)	tbc
	FS Moguls			
	SB Big Air			
	FS / SB Half-pipe			
	FS / SB Cross			
	SB PGS			
	FS / SB Slopestyle			



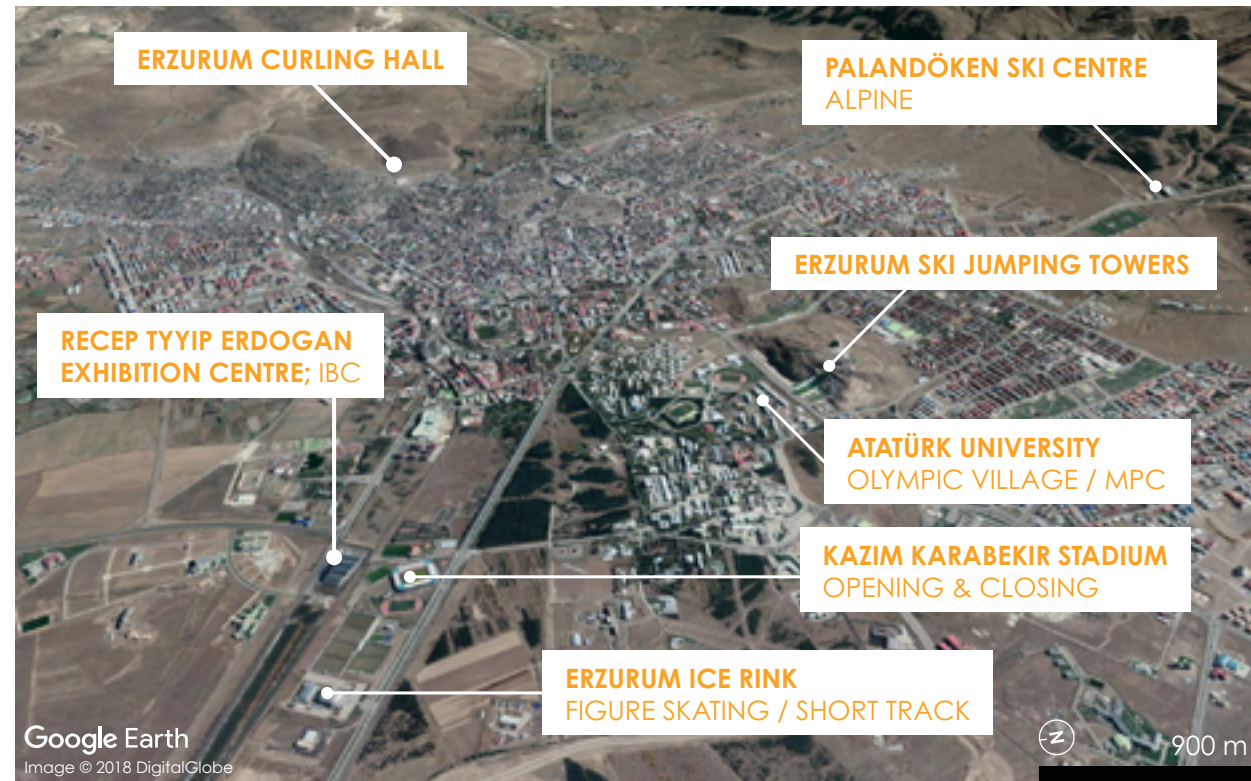
## 2.2 VENUE MASTERPLAN

### ERZURUM CITY CENTRE

- 3 competition venues
- 4 non-competition venues

#### ELEVATION

- 1,900m





## 2.2 VENUE MASTERPLAN



CURLING

### ERZURUM CURLING HALL

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> (LAST MAJOR RENOVATION)	2010
<b>FUTURE WORKS</b>	tbc
<b>CAPACITY</b>	1,000 (+ 500 temporary seats)
<b>OWNER</b>	Publicly owned
<b>OPERATOR</b>	Provincial Directorate of Youth Services and Sports
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• 2012 World Mixed Doubles Curling Championships and European Curling Championships</li> <li>• Winter Universiade 2011</li> <li>• European Youth Olympic Festival 2017</li> </ul>



FIGURE SKATING / SHORT TRACK

### ERZURUM ICE RINK

<b>STATUS</b>	Existing (permanent works)
<b>CONSTRUCTION</b> (LAST MAJOR RENOVATION)	Approximately 2010 (tbc)
<b>FUTURE WORKS</b>	Venue could host the Games with major temporary upgrades
<b>CAPACITY</b>	3,000 (+1,000 temporary seats)
<b>OWNER</b>	Publicly owned
<b>OPERATOR</b>	Provincial Directorate of Youth Services and Sports
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Turkish Ice Hockey League Competitions</li> <li>• 2012 IIHF Ice Hockey World Championship Dev. III</li> <li>• Winter Universiade 2011</li> <li>• European Youth Olympic Festival 2017</li> </ul>



## 2.2 VENUE MASTERPLAN



SKI JUMPING



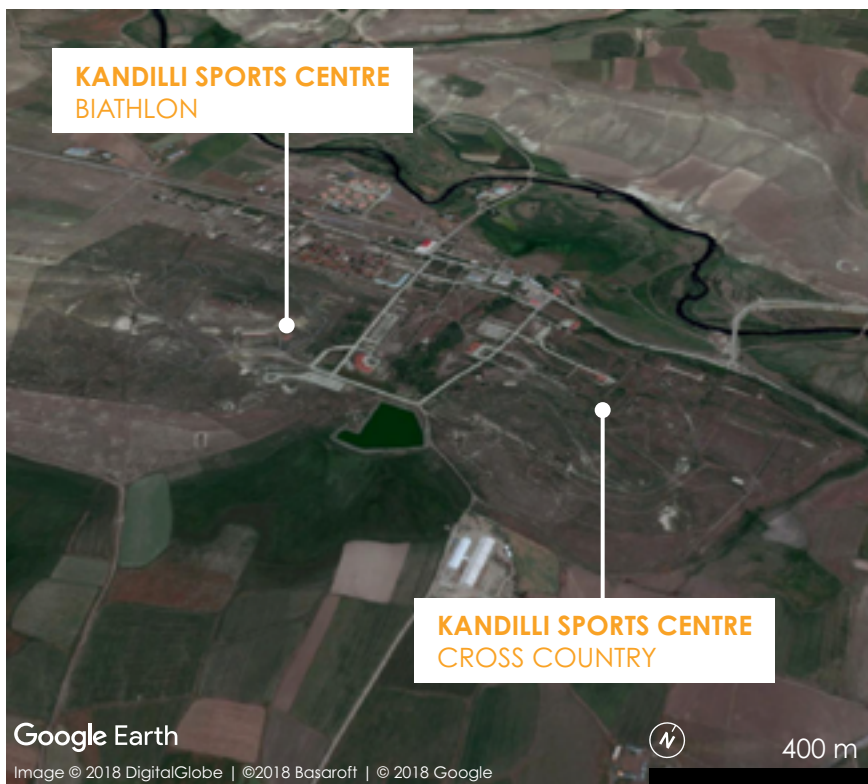
### ERZURUM SKI JUMPING TOWERS

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	2010
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>CAPACITY</b>	10,000
<b>OWNER</b>	Publicly owned
<b>OPERATOR</b>	Provincial Directorate of Youth Services and Sports
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• 2012 FIS Nordic Junior Championships, U23 World Ski Championships and regional and continental cup events</li> <li>• Winter Universiade 2011</li> <li>• European Youth Olympic Festival 2017</li> </ul>



## 2.2 VENUE MASTERPLAN

### KANDILLI SPORTS CENTRE



NORDIC COMBINED / CROSS COUNTRY / BIATHLON

### KANDILLI SKI CENTRE

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	2010
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>CAPACITY</b>	Permanent stands for 700 + 500 people with potential temporary upgrades
<b>OWNER</b>	Publicly owned
<b>OPERATOR</b>	Provincial Directorate of Youth Services and Sports
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Junior and U23 World Championships; Candidate for World Cup events</li> <li>• Winter Universiade 2011</li> <li>• European Youth Olympic Festival 2017</li> </ul>

- 1 competition venue (venue precinct)
- 2 finish areas / stadia



## 2.2 VENUE MASTERPLAN

### PALANDÖKEN SKI CENTER

- 2 competition venues (tbc)
- Number of finish areas / stadia (tbc)

#### BASE ELEVATION

- 2,150 m

#### HIGHEST ELEVATION OF PALANDÖKEN SKI CENTRE

- 3,140 m





## 2.2 VENUE MASTERPLAN



ALPINE (SPEED AND TECHNICAL)



FREESTYLE / SNOWBOARD

### PALANDÖKEN SKI CENTRE

<b>STATUS</b>	Existing (permanent works)
<b>FUTURE WORKS</b>	<ul style="list-style-type: none"> <li>• Downhill and Super-G course upgrades</li> <li>• To be homologated by FIS</li> </ul>
<b>FINISH AREAS</b>	tbc
<b>CAPACITY</b>	tbc
<b>OWNER</b>	Publicly owned
<b>OPERATOR</b>	Ejder 3200 (Erzurum Municipality-owned company)
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Winter Universiade 2011</li> <li>• European Youth Olympic Festival 2017</li> </ul>

### PALANDÖKEN SKI CENTRE

<b>STATUS</b>	Existing (permanent works)
<b>FUTURE WORKS</b>	<ul style="list-style-type: none"> <li>• Some upgrades to meet FIS requirements</li> <li>• Size of finish area and halfpipe would need to be increased</li> </ul>
<b>FINISH AREAS</b>	tbc
<b>CAPACITY</b>	tbc
<b>OWNER</b>	Publicly owned
<b>OPERATOR</b>	Ejder 3200 (Erzurum Municipality-owned company)
<b>EXPERIENCE</b>	FIS Snowboard Cross WC



## 2.2 VENUE MASTERPLAN

### SOCHI OLYMPIC PARK (RUSSIA)



SPEED SKATING



#### ADLER ARENA (SOCHI)

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	2012
<b>FUTURE WORKS</b>	Lifecycle upgrades and renovation
<b>CAPACITY</b>	8,000
<b>OWNER</b>	tbc
<b>OPERATOR</b>	tbc
<b>EXPERIENCE</b>	2014 Olympic Venue

1 competition venue





## 2.2 VENUE MASTERPLAN

### SOCHI / KRASNAYA POLYANA



BOB / LUGE / SKELETON



#### SANKI SLIDING CENTRE (SOCHI)

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	2009
FUTURE WORKS	Lifecycle upgrades and renovation
CAPACITY	tbc
OWNER	tbc
OPERATOR	tbc
EXPERIENCE	2014 Olympic Venue

1 competition venue



## 2.2 VENUE MASTERPLAN

### 3 OLYMPIC VILLAGES



<b>VILLAGE 1</b>	<b>ERZURUM – 4,200 BEDS</b> Located downtown of Erzurum on the University campus. It is proposed to use the existing student accommodation with a current capacity of 3,200 beds which was built for the 2011 Winter Universiade. 2 additional existing housing blocks planned with 500 beds. An additional 500 rooms are available 500m from the Olympic Village.
<b>VILLAGE 2</b>	<b>KARS – NUMBER OF BEDS TBC</b> Additional Olympic Village in existing accommodation in Kars for hockey athletes. (> 1 hour from Erzurum main Olympic Village)
<b>VILLAGE 3</b>	<b>SOCHI – NUMBER OF BEDS TBC</b> Additional Olympic Village in existing accommodation in Sochi for sliding athletes and speed skating athletes. To be confirmed if two villages.



## 2.2 VENUE MASTERPLAN



**INTERNATIONAL BROADCAST CENTRE**

### IBC

#### RECEP TAYYIP ERDOGAN EXHIBITION CENTRE

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	2017
<b>FUTURE WORKS</b>	Temporary expansion needed (+ approximately 20,000m <sup>2</sup> temporary structure)
<b>TOTAL INDOOR FLOOR AREA</b>	19,500 m <sup>2</sup> permanent
<b>SITE AREA</b>	25,000 m <sup>2</sup>
<b>OWNER</b>	Municipality of Erzurum
<b>OPERATOR</b>	tbc



**MAIN PRESS CENTRE**

### MPC

#### ATATÜRK UNIVERSITY

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	2017
<b>FUTURE WORKS</b>	Potential temporary expansion (detailed study required)
<b>TOTAL FLOOR AREA</b>	tbc
<b>SITE AREA</b>	tbc
<b>OWNER</b>	Atatürk University (public university)
<b>OPERATOR</b>	Atatürk University (public university)



## 2.2 VENUE MASTERPLAN



### CEREMONIES

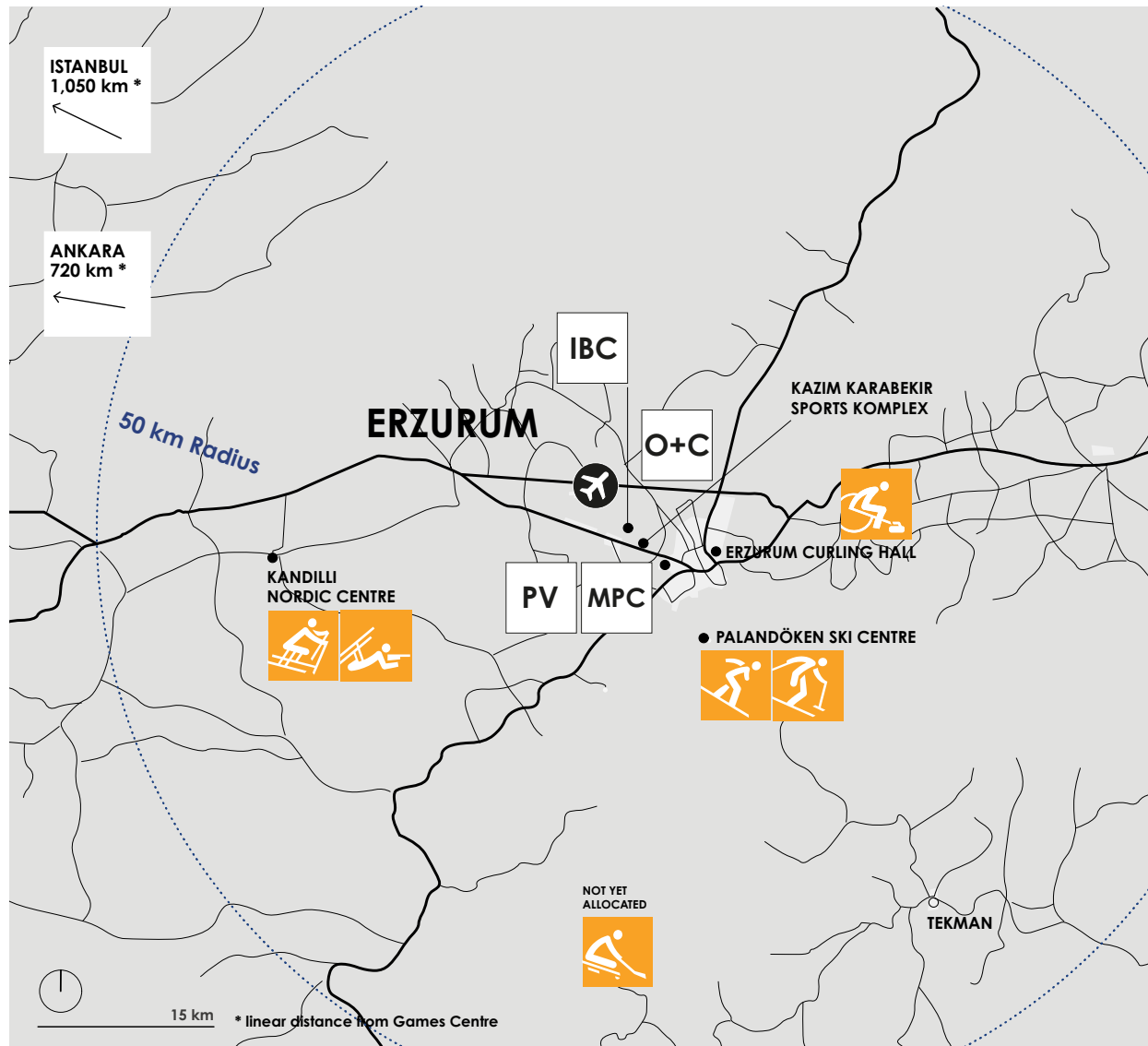
OPENING / CLOSING

#### FOOTBALL STADIUM (KÂZIM KARABEKIR STADIUM)

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1968 (2010)
FUTURE WORKS	No major works required
CAPACITY	25,000
OWNER	Provincial Directorate of Youth Services and Sports
OPERATOR	Erzurumspor (football club)
EXPERIENCE	<ul style="list-style-type: none"> <li>• Host of the 2017 European Youth Olympic Festival ceremonies</li> <li>• Winter Universiade 2011</li> </ul>



## 2.3 VENUE MASTERPLAN PARALYMPIC GAMES



### USE OF OLYMPIC VENUES ONLY

(no additional venues proposed)



## 2.4 STRATEGIC ALIGNMENT

### THE GAMES CONCEPT IS ALIGNED WITH THE LONG-TERM REGIONAL AND NATIONAL DEVELOPMENT PLANS

- Erzurum Metropolitan Municipality's Strategic Plan for Infrastructure, Winter Tourism and Employment (2013 – 2030).
- Regional Plan for North-east Anatolia (Winter Tourism Corridor East Anatolian Region) (2017-2027).
- National Youth and Sports Policy – Ministry of Youth and Sport (2018 - 2022).
- Regional Investment Policies (2013 – 2023).
- Turkish Olympic Committee's Strategic Development Plan (2014 – 2026).
- Republic of Turkey's Vision 2023 (100 year anniversary of Turkey).

- In January 2017 the National Government designated Erzurum as a developing city and allocated a government fund to attract private investment and become the commercial, tourism and sports hub of the wider region.
- Erzurum has developed a solid sports and social legacy from the 2011 Winter Universiade. Hosting the Olympic Winter Games in 2026 is presented as the next step to position the region as the main winter sports destination in Turkey.



## 2.5 ACCOMMODATION

### GAMES NEEDS: 24,000 ROOMS FOR GAMES STAKEHOLDERS

ACCOMMODATION	EXISTING AND PLANNED INVENTORY	
<b>Hotel Rooms</b> (Erzurum area)	3,400 rooms	
<b>Hotel Rooms</b> (Kars and Erzincan – 1 hour by high speed rail)	2,700 rooms	10km radius (existing): <ul style="list-style-type: none"> <li>• Kars: 1,800 rooms</li> <li>• Erzincan: 900 rooms</li> </ul>
<b>Planned hotel rooms</b>	5,400 rooms	
<b>TOTAL</b>	<b>11,500 rooms</b>	
<b>Alternative Accommodation</b>	19,200 rooms	18,300 existing rooms in University, High School and private dormitories; 900 planned rooms in University dormitories



## 2.6 TRANSPORT

### TRANSPORT CONCEPT

---

#### DISTANCES AND TRAVEL TIMES

- All venues in the Erzurum region are located within 45 mins of Erzurum Olympic Village (bus travel time).
  - Distances between downtown Erzurum and the other venue clusters:
    - **KARS:** 215km (Ice Hockey 2)  
Kars will be connected by high speed rail in 2026 (1 hour travel time)
    - **SOCHI:** 680km (Sliding Sports / Speed Skating Oval)  
Sochi would be connected by air travel (via Istanbul)
- 

#### GENERAL STRATEGY

- Compact concept in Erzurum with a focus on road transport due to limited public transport infrastructure.
  - Main Gateway airport would be Istanbul with air connection via 3 neighbouring airports (Erzurum, Trabzon and Kars), taking advantage of planned high-speed rail.
- 

#### INFRASTRUCTURE

- Extension of “Ankara – Sivas” high speed railway towards Erzincan, Erzurum and Kars (completion planned by 2023).
- Upgrade of highway connection Erzurum – Trabzon / Rize including 4 tunnels (planned for 2019) would reduce current travel time of 3-4 hours to 1h40.
- Light rail transport system in Erzurum to be constructed by 2026.





## 2.6 TRANSPORT

### TRANSPORT CONCEPT

---

- AIRPORT**
- At present, **ISTANBUL ATATÜRK AIRPORT (IST)** and **SABIHA GÖKÇEN AIRPORT (SAW)** are the international gateways and air hubs to the domestic airports in Erzurum, Erzincan, Kars-Harakani and the international airport in Trabzon. By 2018 the **NEW ISTANBUL AIRPORT** will complement this service and replace Istanbul Atatürk Airport. 2020 capacity: Approximately 90m passengers per year (new airport).
  - **ISTANBUL ATATÜRK AIRPORT** connectivity: 223 destinations in 107 countries and 42 domestic destinations (including Erzurum, Erzincan, Kars, Trabzon and Sochi).
  - Closest airport to serve the Olympic Village and the majority of venues is the **DOMESTIC AIRPORT IN ERZURUM (ERZ)**: 1.4 m passengers per year; capacity: 2 m per year 6 domestic destinations; approximately 2hrs from Istanbul; 15 mins drive from Erzurum.
  - **TRABZON AIRPORT** (4.2 m per year; 13 destinations in 8 countries + 8 in Turkey); 2 hr flight from Istanbul; 1h40 drive to Erzurum.
  - **SOCHI AIRPORT** (5.7 m passengers per year; 11 destinations in 10 countries + 41 in Russia); 2 hr flight from Istanbul; 10km to “Adler Arena” (Speed Skating) and 47km to Sliding Centre.

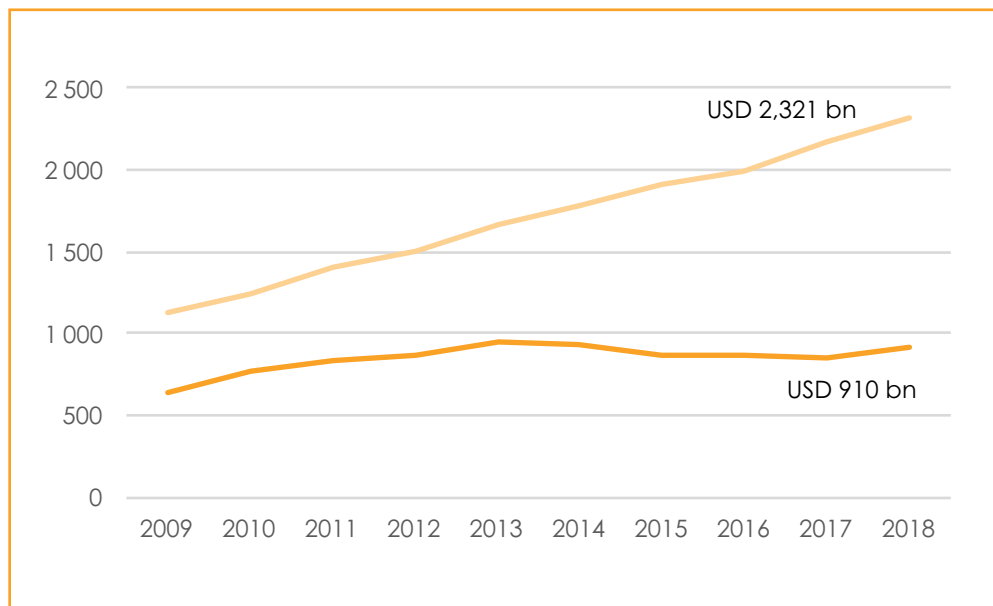
### 3. STAKEHOLDER INVOLVEMENT AND COMMITMENT TO PARTNERING

- 3.1 Economic Situation  
and Finance Strategy
- 3.2 Roles and Responsibilities  
of Main Actors
- 3.3 Public Support





## 3.1 ECONOMIC SITUATION



- GDP (NOMINAL)
- GDP (PPP-BASED)

### OBSERVATIONS\*

- Population of 82 m (2018)
- GDP of USD 910 bn (nominal) and USD 2,321 bn (ppp-based)
- GDP per capita of USD 11,114 (nominal), ranking 60th worldwide
- Human Development Index of 0.761, ranking 72<sup>nd</sup> worldwide
- Average yearly inflation of 8% over the last decade
- Coface Country Rating: C
- Erzurum City Budget: USD 703 million (2018)

\* As of 1<sup>st</sup> September 2018



## 3.1 FINANCING STRATEGY

---

### **GAMES ORGANISATION BUDGET**

- No budget projections have been presented yet.
  - Funding for the Games and covering of any potential shortfall will be guaranteed by the National Government. According to the Turkish Olympic Law, approximately 75% of the budget would be financed by the National Government budget and 25% by local government and sponsors.
- 

### **GOVERNMENT SUPPORT SERVICES**

- Security costs would be covered by the National Government.
- 

### **LONG-TERM CAPITAL INVESTMENTS**

- Capital investments in two new venues (Ice Hockey I and II) and permanent upgrade works of existing venues would be funded by the Ministry of Youth and Sport.



## 3.2 ROLES AND RESPONSIBILITIES OF MAIN ACTORS

### THE CANDIDATURE IS DRIVEN BY THE MINISTRY OF YOUTH AND SPORTS.

Other stakeholders include the Municipality of Erzurum, Erzurum Province and the NOC.

#### MINISTRY OF YOUTH AND SPORTS

Responsible for security costs and capital investments.

#### MUNICIPALITY OF ERZURUM

Hosts 8 competition venues. Government Services required.

#### ERZURUM PROVINCE

Government Services required.

#### NOC

Guiding role only. No financial responsibility.



### 3.3 PUBLIC SUPPORT

**% OF POPULATION THAT AGREES (STRONGLY AGREES + AGREES) WITH THE STATEMENT:  
“I AM IN FAVOUR OF ERZURUM HOSTING THE OLYMPIC WINTER GAMES IN 2026”**

PEOPLE FROM	IN FAVOUR	NEUTRAL	NOT IN FAVOUR
CITY OF ERZURUM	95%	2%	3%
EASTERN ANATOLIA	91%	8%	1%
TURKEY	90%	9%	2%

Source: Publicis Media – April 2018

City of Erzurum: n=119 / Elsewhere in Eastern Anatolia: n=308 / Turkey: n=1844

## 4. GAMES DELIVERY

4.1 Sport Delivery Expertise

4.2 Meteorology

4.3 Energy and Telecom





## 4.1 SPORT DELIVERY EXPERTISE

### 6

#### MAJOR E(WINTER SPORTS) VENTS IN TURKEY OVER THE PAST TEN YEARS

1

World Championships

5

World Cups

3

Turkey has hosted World Championships or World Cups in **3 out of 15 sports** over the past 10 years

4

**4 (including Sochi) out of the 10** proposed competition venues have hosted major events in the respective sports between 2008/09 and 2017/18





# 4.1 SPORT DELIVERY EXPERTISE

WORLD CUPS / WORLD CHAMPIONSHIPS IN OLYMPIC WINTER SPORTS IN THE SEASONS 2008/09-17/18:												
	BORISLEIGH, SKELETON, LUGE	ALPINE SKIING	FREESTYLE SKIING	BIATHLON	CROSS COUNTRY SKIING	NORDIC COMBINED, SKI JUMPING	ICE HOCKEY*	FIGURE SKATING	SPEED SKATING	SHORT TRACK SPEED SKATING	CURLING*	SNOWBOARD
2008-09	—	—	—	—	—	—	—	—	—	—	—	—
2009-10	—	—	—	—	—	—	—	—	—	—	—	—
2010-11	—	—	—	—	—	—	—	—	—	—	—	—
2011-12	—	—	—	—	—	—	—	—	—	—	ERZURUM WCH MIXED DOUBLE	—
2012-13	—	—	—	—	—	ERZURUM (CANCELLED)	—	—	—	—	—	—
2013-14	—	—	—	—	—	—	—	—	—	—	—	—
2014-15	—	—	—	—	—	—	—	—	—	ERZURUM	—	ERZURUM 2014
2015-16	—	—	—	—	—	—	—	—	—	—	—	KAYSERI 2016
2016-17	—	—	—	—	—	—	—	—	—	—	—	KAYSERI 2017
2017-18	—	—	—	—	—	—	—	—	—	—	—	ERZURUM 2018
<b>TOTAL EVENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>4</b>

\* World Championships only



## 4.2 METEOROLOGY

ERZURUM *	JANUARY	FEBRUARY	MARCH
Mean daily minimum temperature (°C)	-13.4	-12.3	-7.4
Mean daily maximum temperature (°C)	-3.9	-2.5	1.9
Mean total monthly precipitation (mm)	23.1	27.5	35.8
Mean number of precipitation days	11.5	11.3	12.5

- Due to short distance of the snow venues to Erzurum (between 5 and 35km), only minor deviations of meteorological data for Palandöken and Kandilli.

Source: \* World Meteorological Organisation (30-year period)



## 4.3 ENERGY AND TELECOM

---

### ENERGY

- State directed regulations for the restructuring of electricity markets started in 2001 with the founding of the Energy Market Regulatory Authority (EMRA).
- Country-level, state owned utility company (TEDAS) as the local Distribution System Operator (DSO).
- A new law aims for the deregulation of the electricity industry and the privatization of assets that are used to belong to the state.
- Turkish transmission system is characterised by the East to West flow of power that creates instability problems due to overloading of lines (see Black out of 6.5 hours in March 2015).
- Turkey is making major investments in hydropower around Erzurum.

### TELECOM

- The Information and Communication Technologies Authority (ICTA) is the national telecommunications regulatory authority in Turkey and responsible for regulation of the telecoms sector, including the allocation and management of radio frequencies.
- Fixed telecoms services in Turkey are now liberalised and there are a number of operators competing with Turk Telecom, the previous incumbent which retains a market share of over 51%. However, the fixed market has faced delay in the deployment of a nationwide next generation access network.
- The penetration of Internet services is 58.4% in Turkey.



# MILAN CORTINA





# CONTENTS

<b>1. Legacy and Impact of the Games</b> .....	<b>150</b>
<b>2. Venue Masterplan and Strategic Alignment</b> .....	<b>153</b>
<b>3. Stakeholder Involvement and Commitment to Partnering</b> .....	<b>175</b>
<b>4. Games Delivery</b> .....	<b>180</b>

**Based on information received during Interactive  
Working Session on 19.09.2018;  
no expert visits have yet taken place**

# 1. LEGACY AND IMPACT OF THE GAMES

## 1.1 Legacies

## 1.2 Impact of the Games





## 1.1 LEGACIES

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- Strengthen the Central-Eastern part of Northern Italy as a major world-class winter sports hub using the Games as a catalyst for urban improvement and city brand empowerment
- Leave a legacy for future generations and showcase the power of sport to unite people
- Put the Central-Eastern Alpine Region at the centre of sustainable development strategies
- Create a platform to improve cooperation in the wider region and identify and pursue common goals
- New student housing for several universities in Milan (OV)



## 1.2 IMPACT OF THE GAMES

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### ENVIRONMENTAL IMPACT

- Minimise negative impact through sustainability tools such as ISO 20121, strategic environmental assessment, green public procurement, sustainable design and management of buildings
  - Environmental impact assessment of competition venues and Olympic Village developments still required
- 

### SOCIAL IMPACT

- Olympic Education Programmes which will involve the whole nation for a truly Italian edition of the Games
  - Promote active participation / involvement of local communities
  - Accessibility and awareness for para-sports
- 

### ECONOMIC IMPACT

- Enhance skills and winter sports infrastructure
  - Tourism growth
- 

### SPORTS IMPACT

- Sports for all / school sports programmes
- New sport and multi-purpose arena in Milan Santa Giulia
- Refurbishment of sports facilities in Milan and Cortina



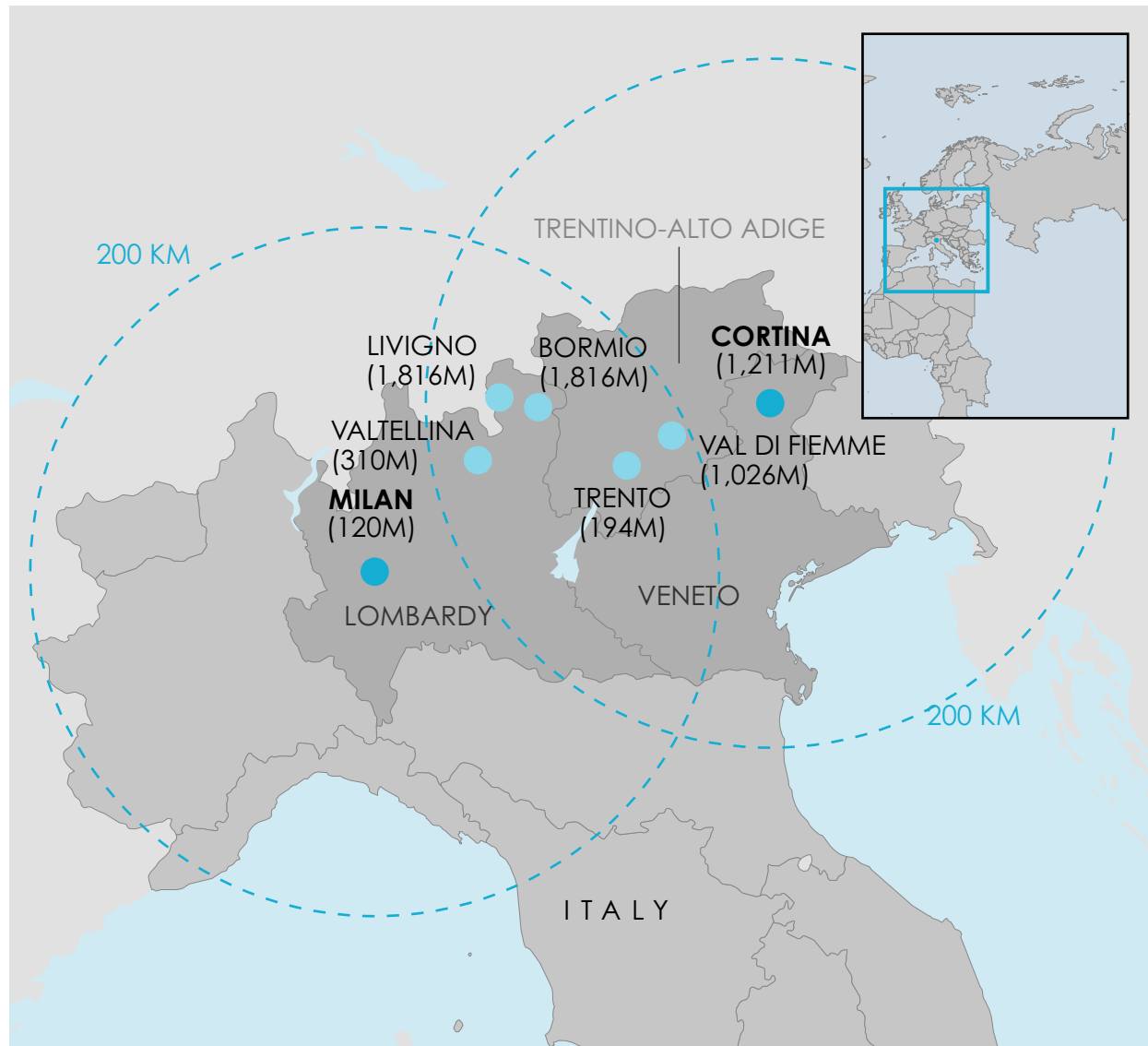
## 2. VENUE MASTERPLAN AND STRATEGIC ALIGNMENT

- 2.1 Country Overview
- 2.2 Venue Masterplan
- 2.3 Venue Masterplan  
Paralympic Games
- 2.4 Strategic Alignment
- 2.5 Accommodation Concept
- 2.6 Transport Concept





# 2.1 COUNTRY OVERVIEW



## POPULATION

<b>Italy</b>	60.5 million
<b>Provinces of:</b>	
<b>Lombardy</b>	10 million
<b>Trentino-Alto Adige</b>	1.1 million
<b>Veneto</b>	4.9 million
<b>Cities</b>	
<b>Milan</b>	1.4 million
<b>Cortina</b>	6,000

**TIME ZONE** UTC +1

## ECONOMY

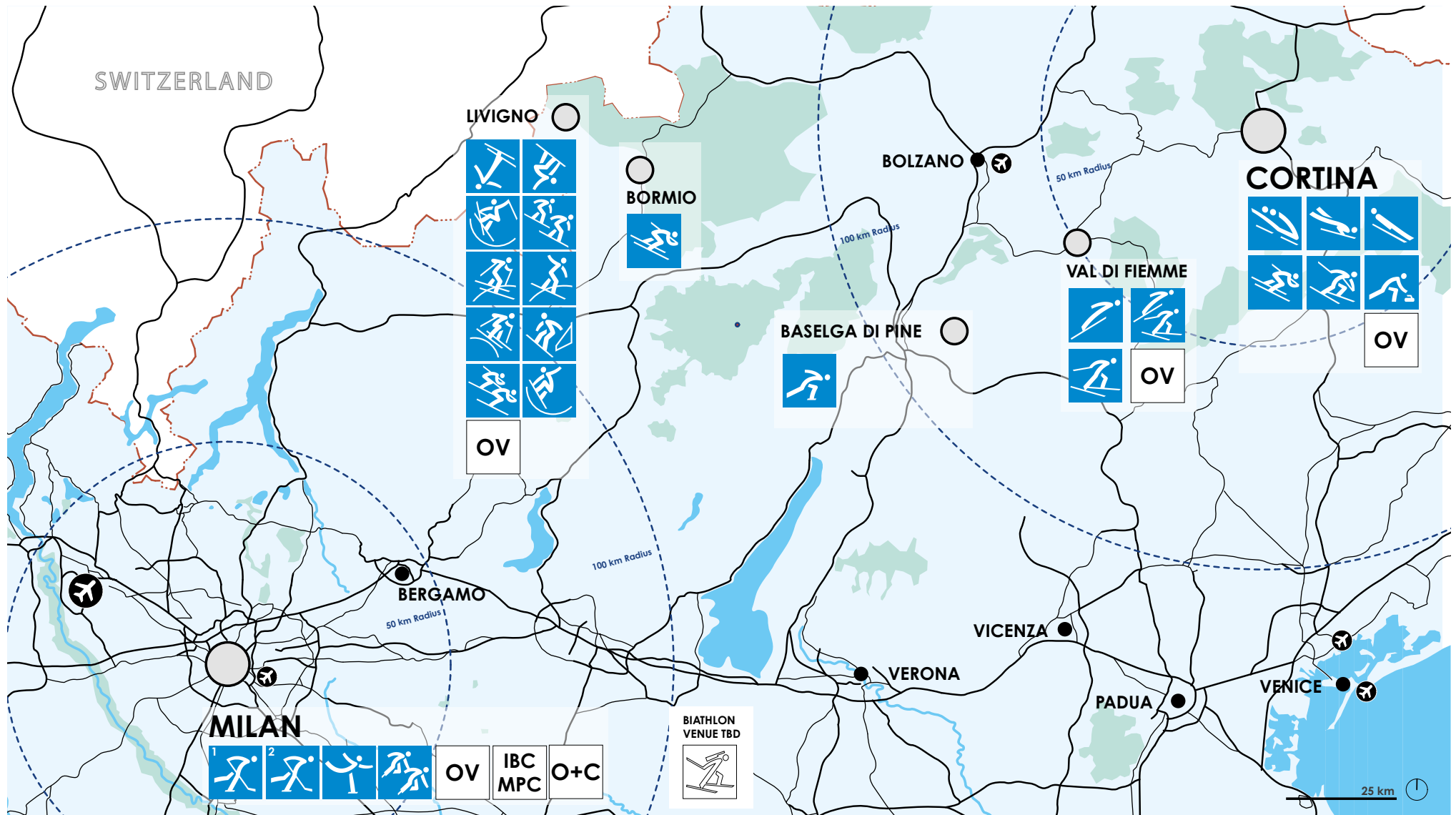
GDP of USD (nominal)	2,182 bn
GDP per capita ranks worldwide	25 <sup>th</sup>

## PREVIOUS OLYMPIC GAMES

- Turin 2006 (Winter)
- Rome 1960
- Cortina d'Ampezzo 1956 (Winter)

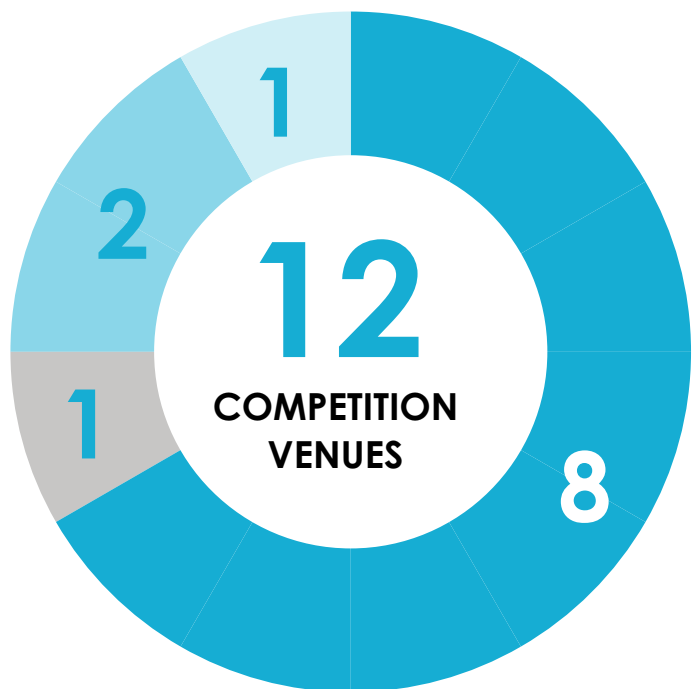


## 2.2 VENUE MASTERPLAN





## 2.2 VENUE MASTERPLAN



**92%** OF COMPETITION VENUES EXISTING OR TEMPORARY

- EXISTING
- TEMPORARY
- EXISTING (permanent works required)
- NEW



**4**  
**22%**

**OLYMPIC VILLAGES**

**OF BEDS IN EXISTING FACILITIES**



**IBC/MPC**

**IBC/MPC AT FIERA MILANO**

IBC at existing trade fair facilities  
MPC at existing trade fair facilities



**OPENING & CLOSING**

**AT EXISTING GIUSEPPE-MEAZZA STADIUM**

with a capacity of 80,000



## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
<b>BIATHLON</b>	<b>Biathlon</b>	tbd (several existing options)	Existing	tbd
<b>CROSS COUNTRY</b>	<b>Cross Country</b>	Val di Fiemme	Existing	5,000 seating 15,000 standing
<b>BOBSLEIGH</b>	<b>Bobsleigh</b>	Pista Eugenio Monti (Cortina)	Existing (permanent works)	1,000 seating 8,000 standing
	<b>Skeleton</b>			
<b>LUGE</b>	<b>Luge</b>			
<b>CURLING</b>	<b>Curling</b>	Olympic Ice Stadium (Cortina)	Existing	2,600 (+ temporary 500)
<b>ICE HOCKEY</b>	<b>Ice Hockey 1</b>	Palaitalia a Santa Giulia (Milan)	New	15,000
	<b>Ice Hockey 2</b>	Palalido de Milano	Existing	5,600
<b>SKATING</b>	<b>Short Track</b>	Mediolanum Forum (Milan)	Existing	12,300
	<b>Figure Skating</b>			
	<b>Speed Skating</b>	Ice Rink Baselga di Piné (Val di Fiemme)	Existing (permanent works)	5,000



## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
SKI ALPINE	Downhill	1. Cortina 2. Bormio (tbc)	Existing	5,000 seating 10,000 standing (each)
	Super G			
	Super Combined			
	Slalom			
	Giant Slalom			
	Team Event			
SKI JUMPING / NORDIC COMBINED	Ski Jumping NH/LH	Trampolino Giuseppe Dal Ben (Val di Fiemme)	Existing	5,000 seating 8,000 standing
FREESTYLE (FS) / SNOWBOARD (SB)	FS Aerials	Livigno	Temporary	4,000 seating 8,000 standing
	SB Big Air			
	FS Moguls			
	FS / SB Half-pipe			
	FS / SB Slopestyle			
	SB PGS			



## 2.2 VENUE MASTERPLAN

### MILAN



ICE HOCKEY 2



### PALALIDO DE MILANO

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	To be completed in 2019
<b>FUTURE WORKS</b>	–
<b>CAPACITY</b>	5,600
<b>OWNER</b>	Municipality of Milan
<b>OPERATOR</b>	tbc
<b>EXPERIENCE</b>	–



## 2.2 VENUE MASTERPLAN

### MILAN



SHORT TRACK / FIGURE SKATING

### MEDIOLANUM FORUM

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1990
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>CAPACITY</b>	12,300
<b>OWNER</b>	Forumnet Spa
<b>OPERATOR</b>	Forumnet Spa
<b>EXPERIENCE</b>	Figure Skating World Championships 2018 Host of regular national and international events





## 2.2 VENUE MASTERPLAN

### BORMIO



**ALPINE (MEN'S DOWNHILL AND SUPER G)**

### BORMIO

<b>STATUS</b>	Existing
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>FINISH AREAS</b>	1
<b>CAPACITY</b>	5,000 seating 10,000 standing
<b>OWNER</b>	City of Bormio
<b>OPERATOR</b>	SIB Spa
<b>EXPERIENCE</b>	Regular World Cup events; FIS Alpine World Ski Championships 2005

**1** competition venue

**Finish area** approx. at 1,225m above sea level

**Peak** approx. at 3,000m above sea level  
(exact location of starts tbc)



## 2.2 VENUE MASTERPLAN

### LIVIGNO



**FREESTYLE / SNOWBOARD**

### LIVIGNO

<b>STATUS</b>	Temporary
<b>FUTURE WORKS</b>	tbc
<b>FINISH AREAS</b>	2 (tbc)
<b>CAPACITY</b>	4,000 seating / 8,000 standing (each)
<b>OWNER</b>	City of Livigno
<b>OPERATOR</b>	City of Livigno
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• European Championships 2000</li> <li>• European Cup Freestyle 2017 and 2018</li> <li>• Host of regular national and international snowboard and freestyle events</li> </ul>

**1** competition venue

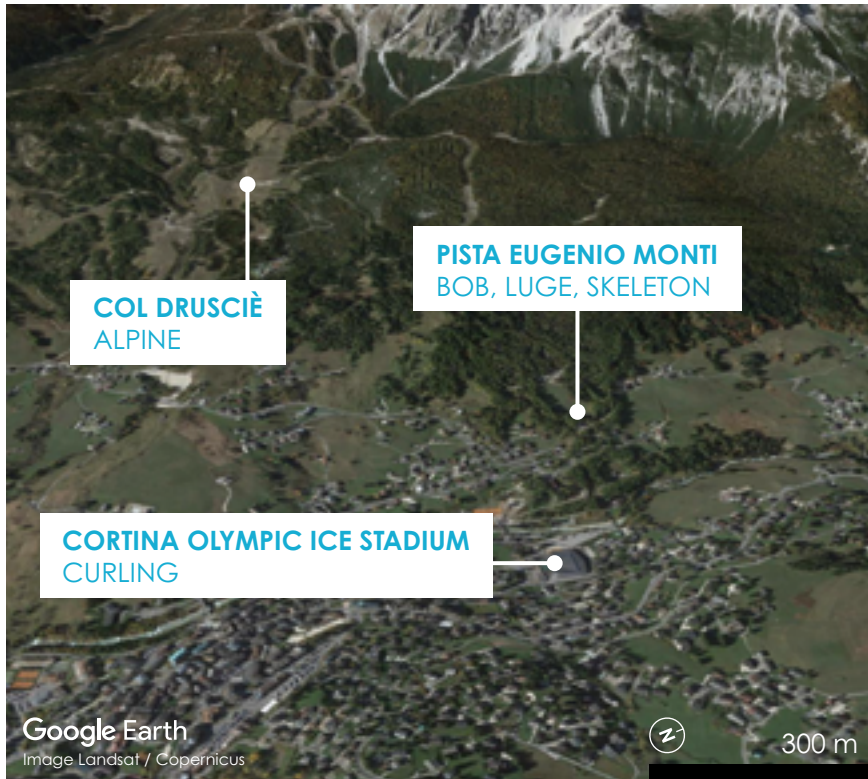
**Finish area** approx. at 2,390m above sea level

**Peak** approx. at 2,770m above sea level (exact location of starts tbc)



## 2.2 VENUE MASTERPLAN

### CORTINA D'AMPEZZO



ALPINE

### CORTINA D'AMPEZZO

STATUS	Existing Cortina 1956 legacy venue
FUTURE WORKS	Upgrade for 2021 World Championships
FINISH AREAS	2
CAPACITY	5,000 seating / 10,000 standing (each)
OWNER	City of Cortina
OPERATOR	ISTA Spa
EXPERIENCE	Regular World Cup events; FIS Alpine World Ski Championships 2021

3 competition venues



## 2.2 VENUE MASTERPLAN



**BOB / LUGE / SKELETON**



**CURLING**

### PISTA EUGENIO MONTI (CORTINA)

<b>STATUS</b>	Existing (permanent works required) Cortina 1956 legacy venue
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1956 (Closed in 2009)
<b>FUTURE WORKS</b>	Major construction works (tbc)
<b>CAPACITY</b>	1,000 seating / 8,000 standing
<b>OWNER</b>	City of Cortina
<b>OPERATOR</b>	SEAM Srl (publicly owned)
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>FIBT World Championships 1999</li> <li>World Cup 2008</li> </ul>

### OLYMPIC ICE STADIUM (CORTINA)

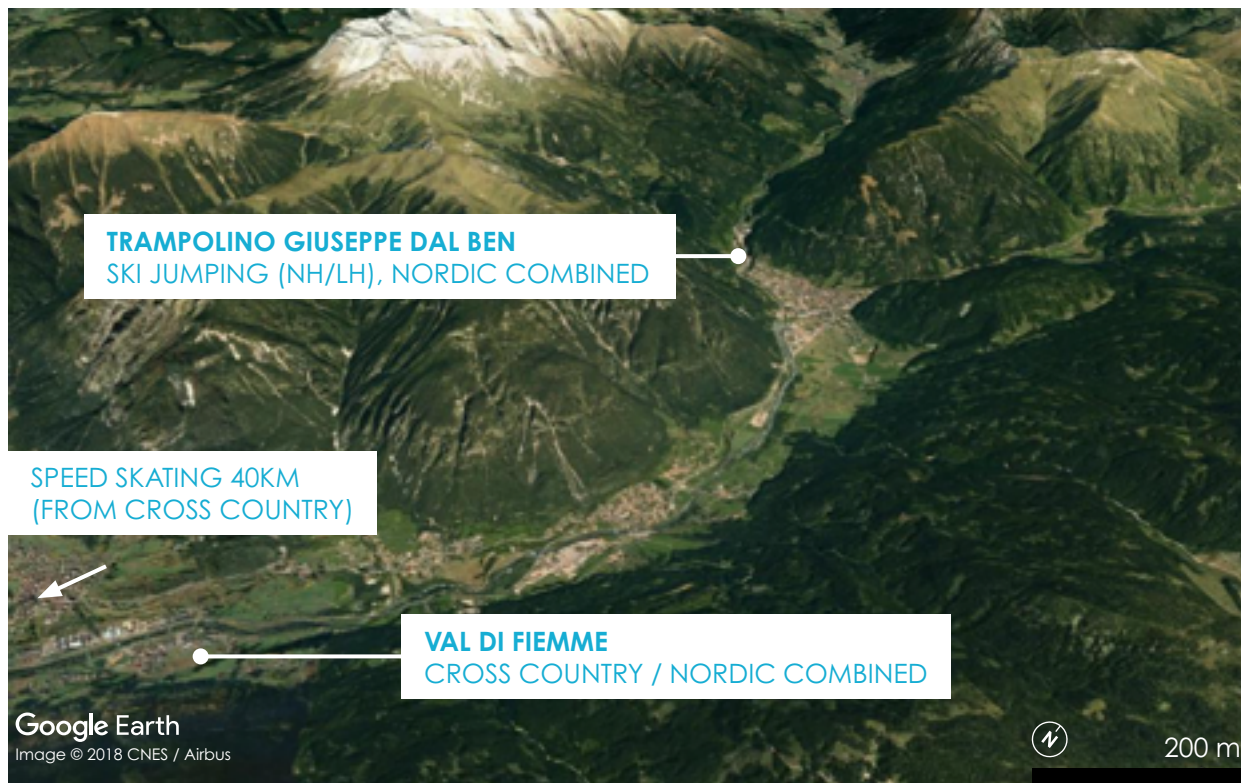
<b>STATUS</b>	Existing Cortina 1956 legacy venue
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1954 (2009)
<b>FUTURE WORKS</b>	tbc
<b>CAPACITY</b>	2,600 + 500 temporary
<b>OWNER</b>	City of Cortina
<b>OPERATOR</b>	SEAM Srl (publicly owned)
<b>EXPERIENCE</b>	2010 Curling World Championships



## 2.2 VENUE MASTERPLAN

### VAL DI FIEMME

#### 3 competition venues





## 2.2 VENUE MASTERPLAN



SKI JUMPING / NORDIC COMBINED

### TRAMPOLINO GIUSEPPE DAL BEN (VAL DI FIEMME)

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1989 (2012)
<b>FUTURE WORKS</b>	–
<b>CAPACITY</b>	5,000 seating / 8,000 standing
<b>OWNER</b>	City of Predazzo
<b>OPERATOR</b>	tbc
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Nordic Ski World Championships 1991, 2003, 2013 (Nordic Combined and Ski Jumping)</li> <li>• Frequent Nordic Combined World Cups</li> <li>• Winter Universiade 2013</li> </ul>



CROSS COUNTRY SKIING / NORDIC COMBINED

### VAL DI FIEMME

<b>STATUS</b>	Existing
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>CAPACITY</b>	5,000 seating / 15,000 standing
<b>OWNER</b>	City of Tesero
<b>OPERATOR</b>	ITAP Spa
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Cross Country World Cup 2018</li> <li>• Nordic Ski World Championships 1991, 2003, 2013 (Nordic Combined and Ski Jumping)</li> <li>• Frequent Nordic Combined World Cups</li> <li>• Winter Universiade 2013</li> </ul>



## 2.2 VENUE MASTERPLAN



SPEED SKATING



### ICE RINK PINÉ (VAL DI FIEMME)

STATUS	Existing (permanent works)
CONSTRUCTION	1986
FUTURE WORKS	Outdoor oval; construction of roof required
CAPACITY	5,000
OWNER	City of Baselga di Piné
OPERATOR	Ice Rink Piné Srl
EXPERIENCE	<ul style="list-style-type: none"> <li>• World Junior Championships 2019</li> <li>• European Championships 2011</li> </ul>



## 2.2 VENUE MASTERPLAN

### 4 OLYMPIC VILLAGES



<b>VILLAGE 1</b>	<b>MILAN - 1,300 BEDS</b> New development. Student housing.
<b>VILLAGE 2</b>	<b>LIVIGNO – 1,300 BEDS</b> 200 permanent / 1,100 temporary
<b>VILLAGE 3</b>	<b>CORTINA –1,200 BEDS</b> Temporary
<b>VILLAGE 4</b>	<b>VAL DI FIEMME – 1,100 BEDS</b> (VILLAGGIO VERONZA DI CARANO) Existing Hotels





## 2.2 VENUE MASTERPLAN



### IBC/MPC

INTERNATIONAL BROADCAST CENTRE  
MAIN PRESS CENTRE

#### FIERA MILANO

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1923 (2007)
FUTURE WORKS	tbc
TOTAL FLOOR AREA	345,000 m <sup>2</sup>
SITE AREA	Tbc
OWNER	Fondazione Fiera Milano
OPERATOR	Fiera Milano Spa



### CEREMONIES

OPENING / CLOSING

#### GIUSEPPE-MEAZZA STADIUM (MILAN)

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1926 (2016)
FUTURE WORKS	tbc
CAPACITY	80,000
OWNER	City of Milan
OPERATOR	tbc
EXPERIENCE	Host of regular national and international events



## 2.3 VENUE MASTERPLAN PARALYMPIC GAMES

Paralympic Games Concept not yet finalised.



## 2.4 STRATEGIC ALIGNMENT

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### **ALIGNMENT OF GAMES CONCEPT WITH REGIONAL DEVELOPMENT GOALS**

- Develop the Central-Eastern part of Northern Italy as a winter sports region (promotion of winter sports tourism)
- Olympic Village development aligned with long-term plans for student housing
- Upgrade publicly owned assets in the region (renovate sports venues)



## 2.5 ACCOMMODATION

### GAMES NEEDS: 24,000 ROOMS FOR GAMES STAKEHOLDERS

ACCOMMODATION	EXISTING AND PLANNED INVENTORY	NOTE
<b>Hotel Rooms</b> (Milan)	30,000 rooms	
<b>Hotel Rooms</b> (Cortina)	8,000 rooms	
<b>Hotel Rooms</b> (Valtellina)	8,000 rooms	
<b>Hotel Rooms</b> (Val di Fiemme)	4,000 rooms	
<b>TOTAL</b>	<b>50,000 rooms</b>	
<b>Alternative Accommodation</b>	+35,000 rooms	Milan: 5,000 Cortina: 23,000 Valtellina: 2,000 Val di Fiemme: 7,000



## 2.6 TRANSPORT

### TRANSPORT CONCEPT

#### DISTANCES AND TRAVEL TIMES

- The venues are located within a range of approximately 400km, distributed in 4 regional clusters along the Southern part of the Alps
- All venues (except speed skating) are located less than 30 min bus travel from the nearest athletes' accommodation
- Distances between Clusters:
  - **MILAN – CORTINA** 415km / 5h00
  - **MILAN – VALTELLINA** 130km / 2h30
  - **MILAN – VAL DI Fiemme** 290km / 4h00
  - **CORTINA – BORMIO** 330km / 5h30

#### GENERAL STRATEGY

- Games concept widely relies on existing transport infrastructure and allows for extensive use of mass transit / rail service within Milan (metro, tram, suburban rail)
- All Milan venues have nearby rail access (~1km or less)



## 2.6 TRANSPORT

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### AIRPORT

- **MILAN MALPENSA AIRPORT (MXP)** is the international gateway and air hub in northern Italy:
    - **CAPACITY:**  
30m passenger per year; average annual utilisation rate 2017: 74%; currently excellent spare capacity
    - **CONNECTIVITY:**  
120 (74 European) destinations in 67 (34 European) countries + 9 destinations in Italy
    - MXP is connected via railway (4 trains per hour to Milan).
- 
- **NEAREST AIRPORTS FOR CORTINA AND VAL DI FEMME CLUSTER:**
    - **VENICE AIRPORT**  
(9 m passenger per year; 97 destinations in 32 countries); 148km to Cortina city centre
    - **TREVISO AIRPORT**  
(3 m passenger per year; low-cost airline airport; 42 destinations in 20 countries); 137km to Cortina
    - **BOLZANO AIRPORT**  
(40,000 passenger per year; regional airport; 45 mins flight from MXP; 39-56km to Val di Fiemme venues)

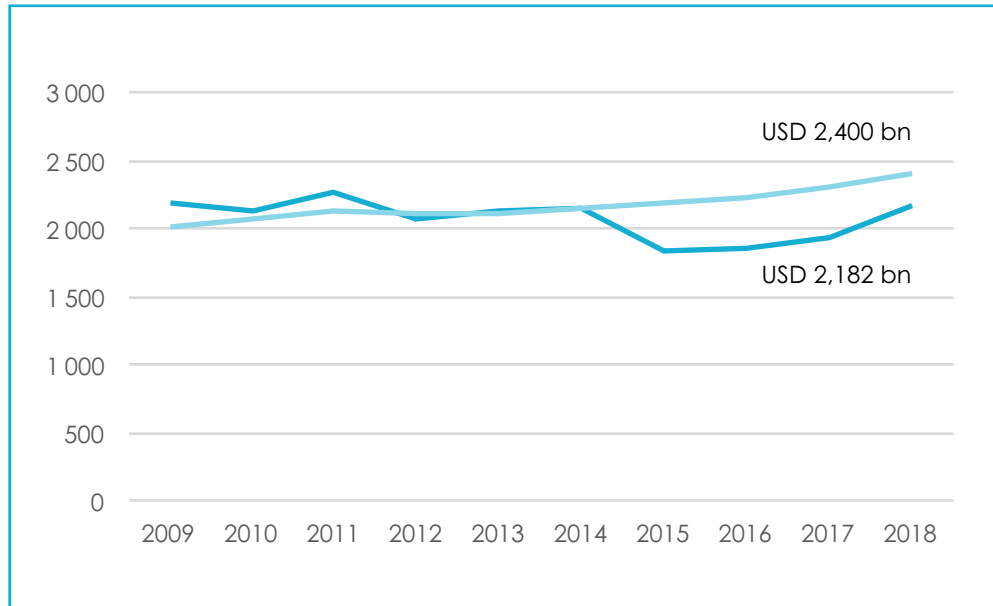
### **3. STAKEHOLDER INVOLVEMENT AND COMMITMENT TO PARTNERING**

- 3.1 Economic Situation  
and Finance Strategy**
- 3.2 Roles and Responsibilities  
of Main Actors**
- 3.3 Public Support**





# 3.1 ECONOMIC SITUATION



- GDP (nominal)
- GDP (ppp-based)

## OBSERVATIONS \*

- Population of 61 million (2018)
- GDP of USD 2,182 bn (nominal) and USD 2,400 bn (ppp-based)
- GDP per capita of USD 35,913 (nominal) ranks 25<sup>th</sup> worldwide
- Human Development Index of 0.887, ranking 26<sup>th</sup> worldwide
- Average yearly inflation of 1.1% over the last 10 years

\* As of September 2018





## 3.1 FINANCE STRATEGY

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### **GAMES ORGANISATION BUDGET**

- It is currently foreseen to finance the Games organisation budget with almost 100% private funding

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### **GOVERNMENT SUPPORT SERVICES**

- Costs for public support services (security, medical services, customs and immigration, etc.) have not yet been provided

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### **LONG-TERM CAPITAL INVESTMENTS**

- The investment in venues includes funding for competition venues and the Olympic Village in Milan and is aligned with city long-term plans
- Funding sources not yet confirmed. It is expected that the respective regions and private investors will fund capital investments
- No specific costs for Olympic Village development yet provided. Funding is expected through a public-private partnership



## 3.2 ROLES AND RESPONSIBILITIES OF MAIN ACTORS

### THE CANDIDATURE IS BEING LED BY THE ITALIAN OLYMPIC COMMITTEE

Other stakeholders are the Cities of Milan and Cortina as well as the Regions of Lombardy, Veneto and Trentino and the National Government.

<b>NOC/NPC</b>	Guiding role of the candidature. No financial responsibility
<b>CITY OF MILAN</b>	Hosts three competition venues. Government services required.
<b>CITY OF CORTINA</b>	Hosts three competition venues. Government services required.
<b>REGION OF LOMBARDY</b>	Hosts five competition venues (including Milan). Government services required.
<b>REGION OF VENETO</b>	Hosts three competition venues (in Cortina). Government Services required.
<b>REGION OF TRENTO</b>	Hosts three competition venues. Government Services required.
<b>NATIONAL GOVERNMENT</b>	Government services required.



### 3.3 PUBLIC SUPPORT

**% OF POPULATION THAT AGREES (STRONGLY AGREES + AGREES) WITH THE STATEMENT:  
“I AM IN FAVOUR OF MILAN/CORTINA HOSTING THE OLYMPIC WINTER GAMES IN 2026”**

PEOPLE FROM	IN FAVOUR	NEUTRAL	NOT IN FAVOUR
CITY OF MILAN	83%	12%	6%
REGION OF LOMBARDY	71%	19%	10%
REGION OF VENETO	82%	14%	4%
ITALY	81%	12%	6%

Source: Publicis Media – April 2018

City of Milan: n=610 / Elsewhere in the Region of Lombardy: n=610 / Region of Veneto: n=610 / Italy: n=3,674



## 4. GAMES DELIVERY

4.1 Sport Delivery Expertise

4.2 Meteorology

4.3 Energy and Telecom





## 4.1 SPORT DELIVERY EXPERTISE

### 153 MAJOR (WINTER SPORTS) EVENTS IN ITALY OVER THE PAST TEN YEARS

7 World Championships

146 World Cups

13 Italy has hosted World Championships or World Cups in **13 out of 15 sports** over the past 10 years

6 **6 out of the 12** proposed competition venues have hosted major events in the respective sports between 2008/09 and 2017/18



# 4.1 SPORT DELIVERY EXPERTISE

## WORLD CUPS / WORLD CHAMPIONSHIPS IN OLYMPIC WINTER SPORTS IN THE SEASONS 2008/09-17/18:

	BORSLEIGH, SKELETON, LUGE	ALPINE SKIING	FREESTYLE SKIING	BIATHLON	CROSS COUNTRY SKIING	NORDIC COMBINED, SKI JUMPING	ICE HOCKEY*	FIGURE SKATING	SPEED SKATING	SHORT TRACK SPEED SKATING	CURLING*	SNOWBOARD
2008-09	B: CESANA S: CESANA L: CESANA	VAL GARDENA, BORMIO, ALTA BADIA, SESTIERE, CORTINA, TARVISIO	—	ANTHOLZ	VAL DI FIEMME, VALDIDENTRO	NC: VAL DI FIEMME SJ: PRAGELATO	—	—	—	—	WCH CORTINA	LIMOE PIEMONTE, BARDONNECCHIA, VALMALENCO
2009-10	B: CESANA S: CESANA L: CESANA	GRÖDEN, BORMIO, ALTA BADIA, CORTINA	INNICHEN/ SAN CANDIDO	ANTHOLZ	TOBLACH, VAL DI FIEMME	—	—	WCH TORINO	—	—	WCH CORTINA	LIMONE PIEMONTE, VALMALENCO
2010-11	B: CESANA S: CESANA L: WCH CESANA	GRÖDEN, BORMIO, ALTA BADIA, CORTINA, TRAVIS	INNICHEN	ANTHOLZ	TOBLACH, VAL DI FIEMME	—	—	—	—	—	—	LIMONE PIEMONTE, BARDONNECCHIA, VALMALENCO
2011-12	—	VAL GARDENA, ALTA BADIA, BORMIO, CORTINA	INNICHEN	ANTHOLZ	TOBLACH, VAL DI FIEMME, MILAN	NC: VAL DI FIEMME SJ: VAL DI F. 2X	—	—	—	—	—	CAREZZA, VALMALENCO
2012-13	—	BORMIO, GRÖDEN, ALTA BADIA, CORTINA	INNICHEN	ANTHOLZ	CORTINA, TOBLACH, VAL DI FIEMME, WCH VAL DI FI.	WCH VAL DI FIEMME	—	—	—	—	—	CAREZZA
2013-14	—	VAL GARDENA, ALTA BADIA, BORMIO 2X, CORTINA	INNICHEN	ANTHOLZ	ASIAGO, CORTINA, TOBLACH, VAL DI FIEMME	—	—	—	—	TORINO	—	CAREZZA
2014-15	—	GRÖDEN, ALTA BADIA, SANTA CATARINA, MADONNA DI C., CORTINNA	INNICHEN	ANTHOLZ	TOBLACH, VAL DI FIEMME	NC: VAL DI FIEMME	—	—	—	—	—	CAREZZA
2015-16	—	GRÖDEN, SANTA CATA. 2X, ALTA BADIA, MADONNA DI CAMPIGLIO, CORTINA, LA THUILE	INNICHEN, WATLES,	ANTHOLZ	TOBLACH 2X, VAL DI FIEMME	NC: VAL DI FIEMME	—	—	—	—	—	CAREZZA, CORTINA
2016-17	—	GRÖDEN, ALTA BADIA, SANTA CATARINA, MADONNA DI CAMPIGLIO, SESTIERE, KRONPLATZ, CORTINA	INNICHEN, WATLES, MILAN, SEISER ALM	ANTHOLZ	TOBLACH 2X, VAL DI FIEMME	NC: VAL DI FIEMME	—	—	—	—	—	CAREZZA, CORTINA, MILAN, SEISER ALM
2017-18	—	GRÖDEN, BORMIO, ALTA BADIA, MADONNA DI CAMPIGLIO, CORTINA, KRONPLATZ	INNICHEN, MILAN, SEISER ALM	ANTHOLZ	TOBLACH, VAL DI FIEMME	NC: VAL DI FIEMME	—	WCH MILAN	—	—	—	CAREZZA, CORTINA, MILAN, SEISER ALM
<b>TOTAL EVENTS</b>	<b>9</b>	<b>54</b>	<b>15</b>	<b>10</b>	<b>27</b>	<b>10</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>23</b>

\* World Championships only



## 4.2 METEOROLOGY

MILAN*	JANUARY	FEBRUARY	MARCH
Mean daily minimum temperature (°C)	0.0	0.0	2.0
Mean daily maximum temperature (°C)	6.0	8.0	13.0
Mean total monthly precipitation (mm)	53.0	39.0	48.0
Mean number of precipitation days	7.6	6.3	6.6
CORTINA*	JANUARY	FEBRUARY	MARCH
Mean daily minimum temperature (°C)	-5.0	-5.0	-3.0
Mean daily maximum temperature (°C)	3.0	2.0	4.0
Mean total monthly precipitation (mm)	28.0	29.0	42.0
Mean number of precipitation days	9.1	10.3	12.0

Sources: \* Meteoblue (30-year period)



## 4.2 METEOROLOGY

<b>BORMIO*</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily minimum temperature (°C)	-5.0	-6.0	-4.0
Mean daily maximum temperature (°C)	4.0	3.0	5.0
Mean total monthly precipitation (mm)	36.0	35.0	43.0
Mean number of precipitation days	8.8	9.5	10.7
<b>LIVIGNO*</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily minimum temperature (°C)	-7.0	-8.0	-6.0
Mean daily maximum temperature (°C)	1.0	0.0	2.0
Mean total monthly precipitation (mm)	52.0	55.0	68.0
Mean number of precipitation days	11.7	12.9	14.4

Sources: \* Meteoblue (30-year period)





## 4.2 METEOROLOGY

VAL DI FIEMME*	JANUARY	FEBRUARY	MARCH
Mean daily minimum temperature (°C)	-4.0	-5.0	-2.0
Mean daily maximum temperature (°C)	3.0	3.0	6.0
Mean total monthly precipitation (mm)	41.0	39.0	54.0
Mean number of precipitation days	8.6	8.4	11.2

Sources: \* Meteoblue (30-year period)



## 4.3 ENERGY AND TELECOM

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### ENERGY

- The Italian interconnected electricity system globally has the technical and legislative means (Market maturity, Regulator and TSO established), as well as the investment capability to meet short term improvements to safeguard electricity resilience (generation and transmission) in the vast majority of the Italian homeland.
- As with the rest of the European electricity systems, the Italian interconnected system is under pressure in the medium term to provide the necessary enhancements for the integration of substantial expansion in Renewable Energy Sources.

### TELECOM

- Substantial Internet infrastructure pre-exists in Italy, with nine Internet Exchange Points operating, including two Internet Exchange Points in Milan and one in Turin.
- Internet penetration is at 61% in Italy.
- In contrast, international Internet bandwidth per user is high (92.5kb/s) with Italy ranked 32 in the world by the ITU, indicating significant international capacity for Internet connectivity.



# STOCKHOLM

## SECTION 2 – FACTS AND FIGURES



# CONTENTS

<b>1. Legacy and Impact of the Games</b> .....	<b>189</b>
<b>2. Venue Masterplan and Strategic Alignment</b> .....	<b>192</b>
<b>3. Stakeholder Involvement and Commitment to Partnering</b> .....	<b>216</b>
<b>4. Games Delivery</b> .....	<b>221</b>

# 1. LEGACY AND IMPACT OF THE GAMES

## 1.1 Legacies

## 1.2 Impact of the Games





## 1.1 LEGACIES

---

- So far the candidature has presented broad legacy themes, with more concrete legacy objectives and programmes still to be developed:
  - Sweden and Stockholm – brand and visitors
  - Sports and health development
  - Innovation and excellence platform
  - Sweden United
  - Contribution to the Olympic and Paralympic Movement and the world
- Inclusion and integration are seen as one of the most important components of hosting the Games.
- Stockholm has the ambition to host the most sustainable Games ever (Sweden is already number one in UN Sustainable Development Goals 2016 and 2017, according to a UN report).



## 1.2 IMPACT OF THE GAMES

---

### ENVIRONMENTAL IMPACT

- Stockholm aims to host the most sustainable Games ever.
  - No major conflict of the venue plans with protected areas has been identified.
- 

### SOCIAL IMPACT

- The Games could contribute significantly to helping address Stockholm's social challenges, particularly in relation to a more integrated and inclusive society (education, literacy, skills and employment in immigrant communities).
- 

### ECONOMIC IMPACT

- Increase of tourism, foreign investments and trade in Sweden and Stockholm.
  - Promotion of the brand "Stockholm".
- 

### SPORTS IMPACT

- Development of elite sport ("more medals") and inspiring sport for all ("A sport for every child" and "the healthiest people on the globe").

## 2. VENUE MASTERPLAN AND STRATEGIC ALIGNMENT

- 2.1 Country Overview
- 2.2 Venue Masterplan
- 2.3 Venue Masterplan Paralympic Games
- 2.4 Strategic Alignment
- 2.5 Accommodation Concept
- 2.6 Transport Concept







# 2.1 COUNTRY OVERVIEW



## POPULATION

### Sweden

10.2 million

### Stockholm Metropolitan Area

2.2 million

### Stockholm

1.0 million

## TIME ZONE

UTC +1

## ECONOMY

GDP of USD 600 bn

(nominal)

GDP per capita ranks

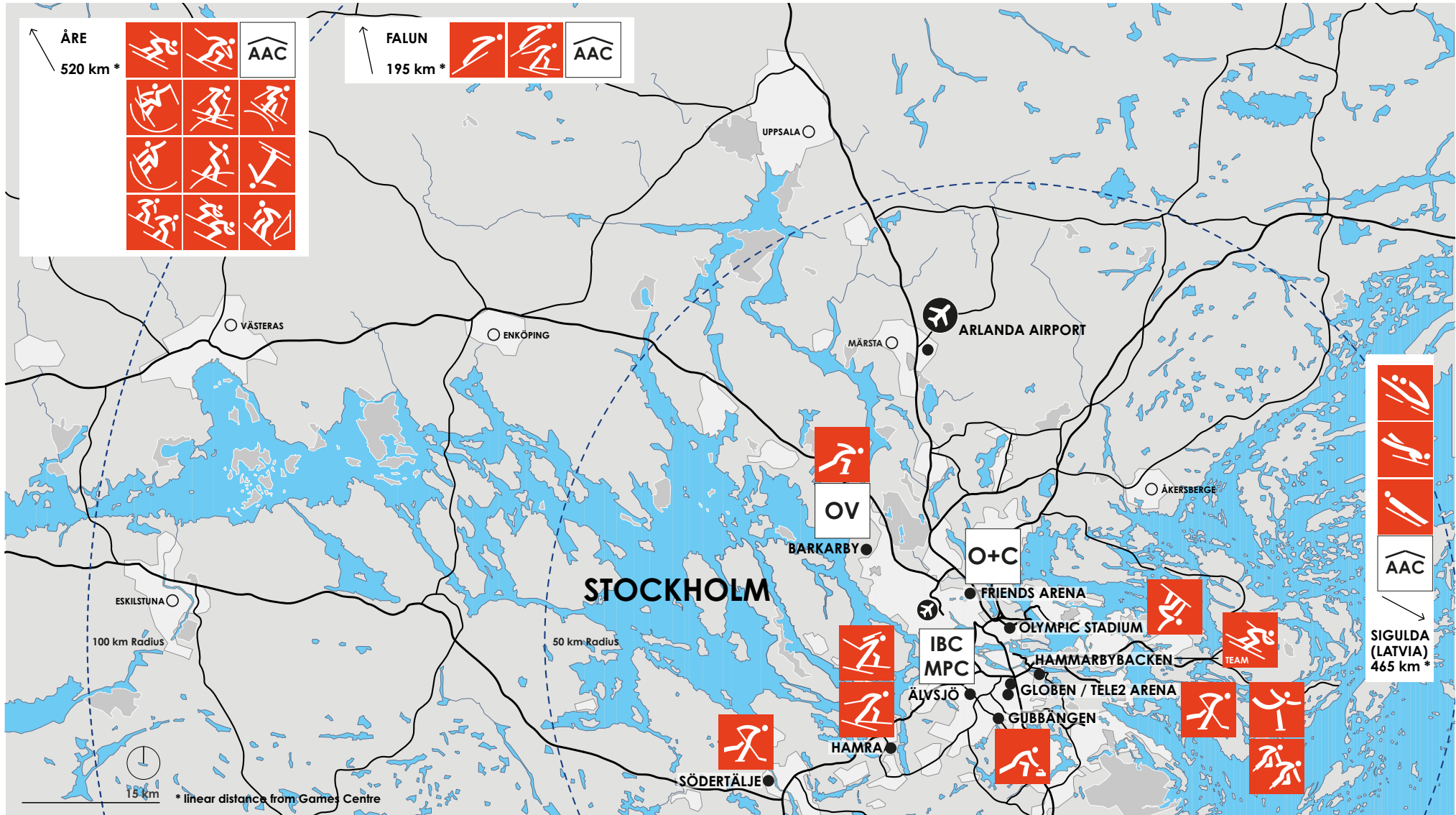
11<sup>th</sup> worldwide

## PREVIOUS OLYMPIC GAMES

- Stockholm 1912



# 2.2 VENUE MASTERPLAN





## 2.2 VENUE MASTERPLAN



**75%** OF COMPETITION VENUES EXISTING OR TEMPORARY

- EXISTING
- TEMPORARY
- EXISTING (permanent works required)
- NEW



**4**  
UP TO **40%**

### OLYMPIC VILLAGES

#### OF BEDS IN EXISTING FACILITIES

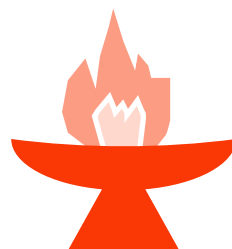
2 planned villages in Stockholm and Sigulda in line with long-term development plans. In Åre, 2,000 beds in existing apartments or new developments to be confirmed.



### IBC/MPC

#### AT STOCKHOLMSMÄSSAN

IBC at existing Stockholm trade fair  
MPC at existing Stockholm trade fair



### OPENING & CLOSING

#### EXISTING FRIENDS ARENA

with a capacity of 51,000 for Opening Ceremony only. Closing planned at multiple inner-city sites.



## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
<b>BIATHLON</b>	<b>Biathlon</b>	Hamra	New	35,000
<b>CROSS COUNTRY</b>	<b>Cross Country</b>			
<b>BOBSLEIGH</b>	<b>Bobsleigh</b>	Sigulda (Latvia)	Existing (permanent works)	8,000
	<b>Skeleton</b>			
<b>LUGE</b>	<b>Luge</b>			
<b>CURLING</b>	<b>Curling</b>	Gubbängen	New (under construction)	3,500
<b>ICE HOCKEY</b>	<b>Ice Hockey 1</b>	Ericsson Globe	Existing	15,000
	<b>Ice Hockey 2</b>	Södertälje	Existing	6,200
<b>SKATING</b>	<b>Short Track</b>	TELE 2 Arena	Existing	15,000 – 20,000
	<b>Figure Skating</b>			
	<b>Speed Skating</b>	Barkarby	New	4,000



## 2.2 VENUE MASTERPLAN

SPORTS / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
ALPINE SKIING	Downhill	Åre	Existing	7,500
	Super G			
	Super Combined			
	Slalom			
	Giant Slalom			
	Team Event Individual Parallel Slalom	Hammarbybacken	Existing	9,000
SKI JUMPING / NORDIC COMBINED	Ski Jumping NH/LH	Falun (Lugnet)	Existing	20,000
SNOWBOARD (SB) / FREESTYLE (FS)	SB Big Air	Olympiastadion	Temporary	20,000
	FS Aerials	Åre	Existing (permanent works)	5,000
	FS Moguls			
	FS / SB Cross			
	SB PGS			
	FS / SB Slopestyle			



## 2.2 VENUE MASTERPLAN

### STOCKHOLM



#### GLOBEN CITY CLUSTER

2 competition venues

#### HAMMARBYBACKEN

- Stand-alone venue



ICE HOCKEY I



#### ERICSSON GLOBE

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1989 (renovation planned for 2021)
FUTURE WORKS	Major renovation planned (irrespective of the Games), but not necessarily required to host the Games
CAPACITY	15,000
OWNER	Stockholm Municipality
OPERATOR	AEG/Stockholm Live
EXPERIENCE	Home of two professional Ice Hockey Clubs; host of multiple Ice Hockey World Championships



## 2.2 VENUE MASTERPLAN



**FIGURE SKATING / SHORT TRACK**

### TELE 2 ARENA

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	2013
<b>FUTURE WORKS</b>	Regular lifecycle upgrades (temporary reconfiguration from indoor football arena to ice rink)
<b>CAPACITY</b>	15,000 – 20,000
<b>OWNER</b>	City of Stockholm
<b>OPERATOR</b>	AEG/Stockholm Live
<b>EXPERIENCE</b>	Major sports events including ice events (no figure skating / short track experience)



**ALPINE TEAM EVENT**

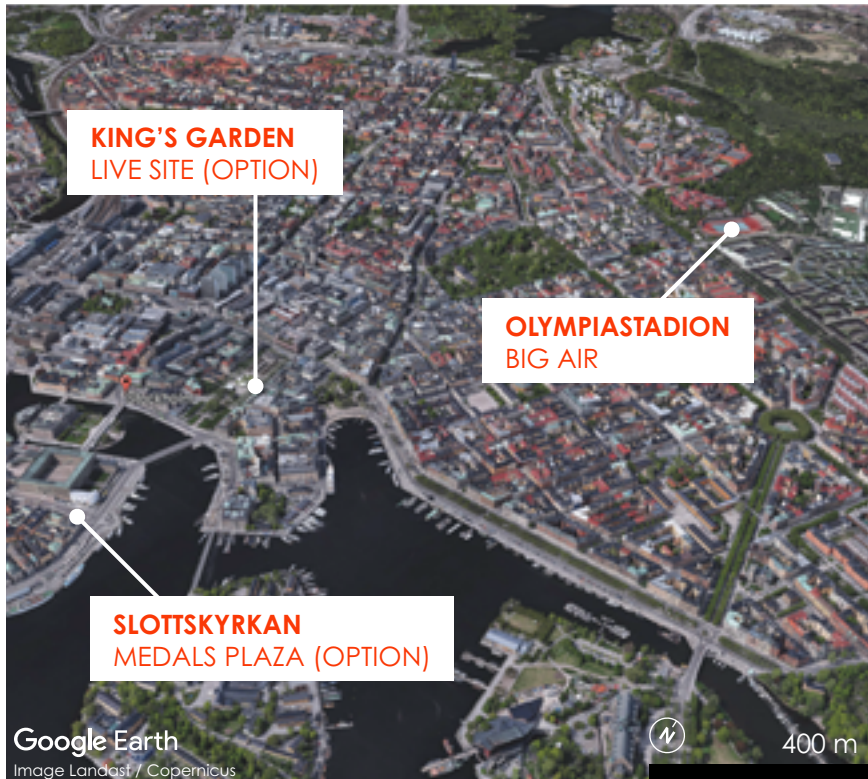
### HAMMARBYBACKEN

<b>STATUS</b>	Existing
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>FINISH AREAS</b>	1
<b>CAPACITY</b>	9,000
<b>OWNER</b>	Stockholm Municipality
<b>OPERATOR</b>	Ski Star
<b>EXPERIENCE</b>	Host of regular Alpine Individual Parallel World Cups



## 2.2 VENUE MASTERPLAN

### STOCKHOLM



FREESTYLE / SNOWBOARD



#### OLYMPIASTADION

STATUS	Existing
CONSTRUCTION <small>(LAST MAJOR RENOVATION)</small>	1912 (not known)
FUTURE WORKS	Temporary venue overlay
CAPACITY	Up to 20,000 (depending on implementation of field of play)
OWNER	City of Stockholm
OPERATOR	City of Stockholm
EXPERIENCE	<ul style="list-style-type: none"> <li>• 1912 Olympic Venue</li> <li>• regular national and international events</li> </ul>

- Stand-alone venue





## 2.2 VENUE MASTERPLAN

### STOCKHOLM



ICE HOCKEY II



### SÖDERTÄLJE

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1970 (2005)
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>CAPACITY</b>	6,200
<b>OWNER</b>	Södertälje Municipality
<b>OPERATOR</b>	Södertälje Municipality (tbc)
<b>EXPERIENCE</b>	No major international event experience

- Stand-alone venue
- 30km south-west of Stockholm city centre



## 2.2 VENUE MASTERPLAN

### ÅRE

- All alpine events (except Alpine Individual Parallel Slalom / Team Event)
- All Snowboard and Freestyle events (except Snowboard Big Air)





## 2.2 VENUE MASTERPLAN



ALPINE (SPEED AND TECHNICAL)

### ÅRE SKI RESORT

STATUS	Existing
FUTURE WORKS	Regular lifecycle upgrades
FINISH AREAS	1
CAPACITY	7,500
OWNER	Ski Star
OPERATOR	Ski Star
EXPERIENCE	Host of regular World Cups; Host of FIS World Championships 2019



FREESTYLE / SNOWBOARD

### ÅRE SKI RESORT

STATUS	Existing (permanent works)
FUTURE WORKS	Reconfiguration of freestyle and snowboard courses
FINISH AREAS	3 – 4
CAPACITY	5,000
OWNER	Ski Star
OPERATOR	Ski Star
EXPERIENCE	No specific freestyle and snowboard event experience



## 2.2 VENUE MASTERPLAN

### FALUN

- 200km north-west of Stockholm
- Combined precinct for Ski Jumping and Nordic Combined (Cross Country)





## 2.2 VENUE MASTERPLAN



**SKI JUMPING / NORDIC COMBINED**



### FALUN SKIDSTADION

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1974 (2015)
<b>FUTURE WORKS</b>	Regular lifecycle upgrades
<b>CAPACITY</b>	10,000 seating 10,000 standing
<b>OWNER</b>	Falun Municipality
<b>OPERATOR</b>	tbc
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Host of regular World Cups</li> <li>• Host of World Championships in 2015</li> </ul>



**BOB / LUGE / SKELETON**



### SIGULDA (LATVIA)

<b>STATUS</b>	Existing (permanent works required)
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	1986
<b>FUTURE WORKS</b>	Study ongoing
<b>CAPACITY</b>	8,000
<b>OWNER</b>	public
<b>OPERATOR</b>	tbc
<b>EXPERIENCE</b>	Host of regular World Cups



## 2.2 VENUE MASTERPLAN

### 4 OLYMPIC VILLAGES



<b>VILLAGE 1</b>	<b>STOCKHOLM – UP TO 3,000 BEDS</b> New development. Growing city population with high housing unit demand. Preferred option is in Barkarby – the project is part of a large housing development to be completed by 2030
<b>VILLAGE 2</b>	<b>ÅRE – 2,000 BEDS</b> Proposed in existing apartments or as part of a new development
<b>VILLAGE 3</b>	<b>FALUN – 350 BEDS</b> Existing hotels
<b>VILLAGE 4</b>	<b>SIGULDA/LATVIA – 700 BEDS</b> New development. Growing city population with high housing unity demand. Sigulda Municipality Council took the decision to start procedures to obtain 5,5 hectares of land for planned Olympic Village.



## 2.2 VENUE MASTERPLAN

### STOCKHOLM



OPENING

### CEREMONIES

FRIENDS ARENA	
STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	2012 (not known)
FUTURE WORKS	No major works required
CAPACITY	51,000
OWNER	Svenska Fotbollförbundet, Municipality Solna Jernhusen
OPERATOR	AEG/Stockholm Live
EXPERIENCE	Host of regular national and international events

- 5km from Stockholm city centre
- Proposed to be used for Opening Ceremony only



## 2.2 VENUE MASTERPLAN

### STOCKHOLM



### IBC / MPC

INTERNATIONAL BROADCAST CENTRE  
MAIN PRESS CENTRE

#### STOCKHOLMSMÄSSAN

<b>STATUS</b>	Existing
<b>CONSTRUCTION</b> <small>(LAST MAJOR RENOVATION)</small>	In business since 1942 (constant upgrade and expansion)
<b>FUTURE WORKS</b>	No major works required
<b>TOTAL FLOOR AREA</b>	56,500 m <sup>2</sup>
<b>SITE AREA</b>	Sufficient exterior space for overlay / temporary constructions / operations
<b>OWNER</b>	Stockholmsmässan AB
<b>OPERATOR</b>	Stockholmsmässan AB

- Combined IBC/MPC





## 2.3 VENUE MASTERPLAN PARALYMPIC GAMES



### USE OF OLYMPIC VENUES ONLY

Ongoing discussions with IPC

- Potential use of hotel near the Globen arena as Paralympic village
- Best location for Paralympic Opening and Closing Ceremonies to be determined



## 2.4 STRATEGIC ALIGNMENT

---

### THE SUSTAINABILITY STRATEGY IS BROADLY ALIGNED WITH THE STOCKHOLM 2040 LONG-TERM VISION

- A Stockholm that stands United
- A financially sustainable Stockholm
- ECO Smart Stockholm
- Democratically sustainable Stockholm



## 2.5 ACCOMMODATION

### GAMES NEEDS: 24,000 ROOMS FOR GAMES STAKEHOLDERS

ACCOMMODATION	EXISTING AND PLANNED INVENTORY	
<b>Hotel Rooms</b> (Stockholm area)	+35,000 rooms	
<b>Hotel/Apartment Rooms</b> (Other venue clusters)	5,000 rooms	
<b>TOTAL</b>	<b>+40,000 rooms</b>	
<b>Alternative Accommodation</b>	10,000 rooms	Private rooms/lodge rental is very common in the areas of Åre
<b>Other Accommodation Options</b>	5,000 rooms	Cruise ships



## 2.6 TRANSPORT

### TRANSPORT CONCEPT

#### DISTANCES AND TRAVEL TIMES

- All venues are located less than 45 min bus travel from the nearest Olympic Village.
- Distances between downtown Stockholm and other venue clusters:
 

• <b>ÅRE</b>	623 km	60-minute flight and 80-minute drive
• <b>FALUN</b>	223 km	162-minute drive
• <b>SIGULDA (LATVIA)</b>	571 km	70-minute flight and 80-minute drive

#### GENERAL STRATEGY

- Smart-Mobility is a key component of legacy planning.
- Games concept widely relies on existing transport infrastructure and allows for extensive use of mass transit/ rail service.
- Public transport ticket valid City-wide.
- All venues have nearby rail access (~1km or less), except for Falun (~2km) and Södertälje (~3.5km).



## 2.6 TRANSPORT

### TRANSPORT CONCEPT

---

#### PUBLIC TRANSPORT INFRASTRUCTURE

##### AN EXTENSIVE PUBLIC TRANSPORT SYSTEM:

- Metro system: Three trunk lines, branching out to seven lines in total (105.7km combined length and 100 stations) / Suburban rail (eight lines) / A light rail system of four lines (approximately 40km in total length and 70 stops).
- Multiple bus routes; all buses use low GHG emission fuel.
- All buses are accessible and 98% of rail accessible.
- There is a flat fare system for all modes across a 6,500km<sup>2</sup> area (200km from North to South).

---

#### ROAD NETWORK

##### IN THE 2030 CITY STRATEGIC PLAN TWO MAJOR ROAD PROJECTS HAVE BEEN IDENTIFIED (IRRESPECTIVE OF THE GAMES):

- 21km regional western bypass (Förbifart Stockholm). This project is currently under construction and is planned to open in 2027. It is a key road network link that will ease traffic in central Stockholm and will significantly improve connectivity between the Olympic Village and the South and South Western venues. It is uncertain if the opening could be accelerated to 2026.
- Completion of the Stockholm ring road in the East.



## 2.6 TRANSPORT

### ARLANDA AIRPORT – STOCKHOLM CITY

- 20 minutes by express train  
Capacity 1,350 people/hour
- 36 minutes by commuter train  
Capacity 7,200 people/hour
- 30-50 minutes by bus and taxi

### BARKARBY (OLV) – STOCKHOLM CITY

- 18 minutes by commuter train  
Capacity 14,400 people/hour
- 26 minutes by metro  
Capacity 12,000 people/hour

Capacity = in normal rush hour,  
can be doubled for shorter periods  
when necessary.





## 2.6 TRANSPORT

### TRANSPORT CONCEPT

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#### AIRPORT

- **STOCKHOLM AIRPORT (ARN)** is a mid-sized airport with currently 26 million passengers per year.  
Maximum capacity: 35m per year;  
average annual utilisation rate 2017: 75%
  - It has three runways and four passenger terminals.  
It has excellent national and good international connectivity: 146 (116 European) destinations in 53 (37 European) countries + 25 destinations in Sweden.
  - The airport has excellent connectivity with the city centre via rail, and highway link.

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- **RIGA AIRPORT** (6.1m passengers per year; 100 destinations in 30 countries): 70-minute flight from ARN; 67km to Sigulda.

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- **ÅRE ÖSTERSUND AIRPORT** (0.5 m per year; 7 destinations in 3 countries): 60-minute flight from ARN; 10km to railway station, 87km to Åre.

### 3. STAKEHOLDER INVOLVEMENT AND COMMITMENT TO PARTNERING

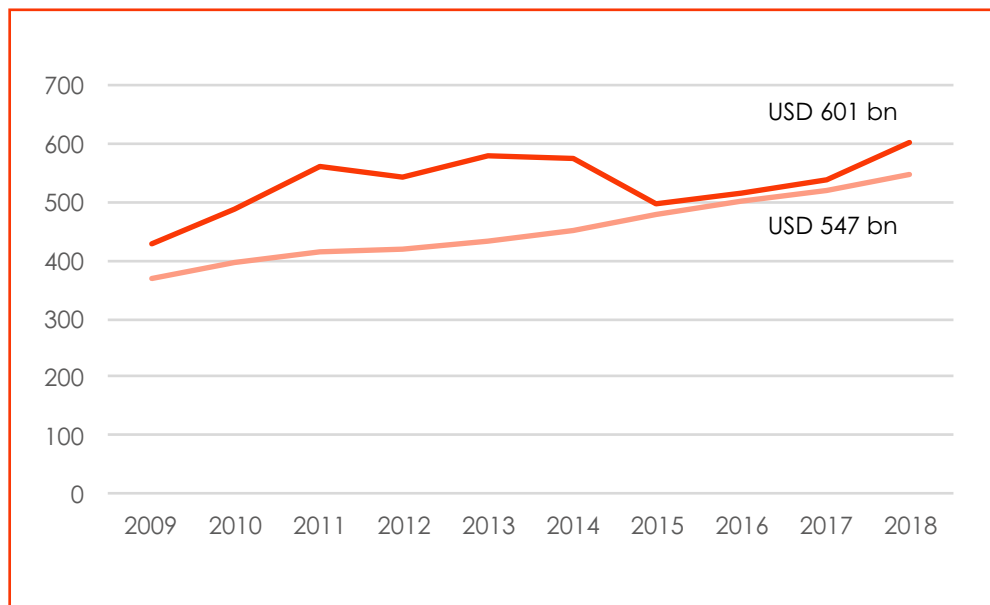
- 3.1 Economic Situation  
and Finance Strategy
- 3.2 Roles and Responsibilities  
of Main Actors
- 3.3 Public Support







## 3.1 ECONOMIC SITUATION



■ **GDP (NOMINAL)**  
■ **GDP (PPP-BASED)**

### OBSERVATIONS\*

- Population of 10 m (2018)
- GDP of USD 601 bn (nominal) and USD 547 bn (ppp-based)
- GDP per capita of USD 58,345 (nominal) ranking 11th worldwide
- Human Development Index of 0.913, ranking 14<sup>th</sup> worldwide
- Average yearly inflation of 1.6% over the last 10 years
- Coface Country Rating: A2
- Stockholm City Budget: USD 6.2 billion (2018)

\* As of 1<sup>st</sup> September 2018



## 3.1 FINANCING STRATEGY

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### **GAMES ORGANISATION BUDGET**

- It is currently foreseen to finance the Games Organisation Budget with 100% private funding.

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### **GOVERNMENT SUPPORT SERVICES**

- Costs for public support services (security, medical services, customs and immigration, etc.) have not yet been provided.

---

### **LONG TERM CAPITAL INVESTMENT**

- The investment in venues includes funding for competition and non-competition venues and villages (public contribution only) and is aligned with city long-term plans.
- Funding source not confirmed yet. It is expected that relevant local municipalities and private investors will fund capital investments.
- No specific costs for Olympic Village development provided yet. It is expected that funding is provided by private developer(s).



## 3.2 ROLES AND RESPONSIBILITIES OF MAIN ACTORS

### THE CANDIDATURE IS BEING LED BY THE NOC OF SWEDEN.

Other Stakeholders are the Cities of Stockholm, Åre, Falun and Sigulda, as well as the National Government.

<b>NOC/NPC</b>	Fully owns and funds the Candidature Committee.
<b>CITY OF STOCKHOLM</b>	Only government services required, no capital investment expected.
<b>NATIONAL GOVERNMENT</b>	Responsible for security.
<b>CITY OF ÅRE</b>	Hosts two venues (Freestyle/Snowboard and Alpine Skiing). Government services required.
<b>CITY OF FALUN</b>	Hosts one venue (Ski jumping and Nordic Combined). Government services required.
<b>CITY OF SIGULDA</b>	Owens and is responsible for upgrade works of the sliding centre Government services required.



### 3.3 PUBLIC SUPPORT

**% OF POPULATION THAT AGREES (STRONGLY AGREES + AGREES) WITH THE STATEMENT:  
“I AM IN FAVOUR OF STOCKHOLM HOSTING THE OLYMPIC WINTER GAMES IN 2026”**

PEOPLE FROM	IN FAVOUR	NEUTRAL	NOT IN FAVOUR
CITY OF STOCKHOLM	49%	26%	25%
STOCKHOLM COUNTY	42%	27%	31%
SWEDEN	46%	30%	24%

Source: Publicis Media – April 2018

City of Stockholm: n=617 / Elsewhere in Stockholm County: n=613 / Sweden: n=1854

## 4. GAMES DELIVERY

4.1 Sport Delivery Expertise

4.2 Meteorology

4.3 Energy and Telecom





## 4.1 SPORT DELIVERY EXPERTISE

# 75

### MAJOR (WINTER SPORTS) EVENTS IN SWEDEN OVER THE PAST TEN YEARS

7 World Championships

68 World Cups

9 Sweden has hosted World Championships or World Cups in **9 out of 15 sports** over the past 10 years

+ World Championships experience in figure skating outside 10 year period of observation (March 2008)

4 **4 out of the 12** proposed competition venues have hosted major events in the respective sports between 2008/09 and 2017/18



# 4.1 SPORT DELIVERY EXPERTISE

## WORLD CUPS / WORLD CHAMPIONSHIPS IN OLYMPIC WINTER SPORTS IN THE SEASONS 2008/09-17/18:

	BOBSLEIGH, SKELETON, LUGE	ALPINE SKIING	FREESTYLE SKIING	BIATHLON	CROSS COUNTRY SKIING	NORDIC COMBINED, SKI JUMPING	ICE HOCKEY*	FIGURE SKATING	SPEED SKATING	SHORT TRACK SPEED SKATING	CURLING*	SNOWBOARD
2008-09	—	ÅRE 2X	ARE, BRANÅS	ÖSTERSUND	GÄLLIVARE, STOCKHOLM, FALUN	—	—	—	—	—	—	STOCKHOLM
2009-10	—	ÅRE	ARE, BRANÅS	ÖSTERSUND	FALUN, STOCKHOLM	—	—	—	—	—	—	STOCKHOLM
2010-11	—	ÅRE	ARE, BRANÅS	ÖSTERSUND	GÄLLIVARE, FALUN, STOCKHOLM	—	—	—	—	—	—	STOCKHOLM
2011-12	—	ÅRE	ARE, BRANÅS	ÖSTERSUND	FALUN, STOCKHOLM	—	WCH HELSINKI/ STOCKHOLM	—	—	—	—	STOCKHOLM
2012-13	—	STOCKHOLM	ÅRE	ÖSTERSUND	GÄLLIVARE, STOCKHOLM, FALUN	—	WCH STOCKHOLM/ HELSINKI	—	—	—	—	—
2013-14	—	ÅRE	ÅRE	ÖSTERSUND	FALUN	NC: FALUN SJ: FALUN 2X	—	—	—	—	—	—
2014-15	—	ÅRE 2X	ÅRE	ÖSTERSUND	ÖSTERSUND, WCH FALUN	WCH FALUN	WCH WOMEN MALMÖ	—	—	—	—	—
2015-16	—	STOCKHOLM 2X, ÅRE	ÅRE	ÖSTERSUND	STOCKHOLM, FALUN	—	—	—	—	—	MIXED DOUBLE / KARLSTAD	—
2016-17	—	STOCKHOLM 2X	IDRE	ÖSTERSUND	ULRICEHAM, FALUN	—	—	—	—	—	—	—
2017-18	—	STOCKHOLM 2X, ÅRE	IDRE	ÖSTERSUND	FALUN	—	—	—	—	—	MIXED DOUBLE / ÖSTERSUND	—
<b>TOTAL EVENTS</b>	<b>0</b>	<b>17</b>	<b>14</b>	<b>10</b>	<b>21</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>

\* World Championships only



## 4.2 METEOROLOGY

<b>STOCKHOLM *</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily minimum temperature (°C)	-5.0	-5.0	-3.0
Mean daily maximum temperature (°C)	-1.0	-1.0	3.0
Mean total monthly precipitation (mm)	39.0	27.0	26.0
Mean number of precipitation days	18.0	15.0	13.0
<b>ÅRE **</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily minimum temperature (°C)	-8.0	-8.0	-6.0
Mean daily maximum temperature (°C)	-2.0	-2.0	0.0
Mean total monthly precipitation (mm)	60.0	44.0	46.0
Mean number of precipitation days	18.3	15.7	17.1
<b>FALUN **</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily minimum temperature (°C)	-6.0	-7.0	-4.0
Mean daily maximum temperature (°C)	-1.0	0.0	3.0
Mean total monthly precipitation (mm)	38.0	30.0	32.0
Mean number of precipitation days	12.4	10.7	10.9

Sources: \* World Meteorological Organisation (30-year period) / \*\* Meteoblue





## 4.3 ENERGY AND TELECOM

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### ENERGY

- Few countries consume more energy per capita than Sweden, yet Swedish carbon emissions are low compared with those of other countries.
- According to the latest statistics from the International Energy Agency (IEA), the average Swede releases 4.25 tonnes of carbon dioxide (CO<sub>2</sub>) per year into the atmosphere, compared with the EU average of 6.91 tonnes and the US average of 16.15 tonnes. Sweden has found a way to reduce emissions while the economy is growing.
- 83 per cent of electricity production in Sweden comes from nuclear and hydroelectric power.

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### TELECOM

- The Swedish telecoms market was liberalised in the early 1990s and is now a mature market with extensive competition. The market is regulated by the Swedish Post and Telecom Authority (PTS), responsible for competition and spectrum management.
- Sweden's mobile telecoms market is supported by some of the best developed mobile network infrastructure in Europe.



# COMPOSITION OF THE IOC WORKING GROUP OLYMPIC WINTER GAMES 2026

<b>CHAIR</b>	<b>Juan Antonio Samaranch</b>	IOC Vice-President	ESP
<b>MEMBERS</b>	<b>Emma Terho</b>	Athletes' Commission Representative IOC Member	FIN
	<b>Heike Groesswang</b>	Representative of the Association of International Olympic Winter Sports Federations Secretary General of the International Bobsleigh & Skeleton Federation	GER
	<b>Roman Kumpost</b>	Representative of the Association of National Olympic Committees Vice-President of the Czech Olympic Committee	CZK
	<b>Marianna Davis</b>	Representative of the International Paralympic Committee	USA
<b>IOC Administration</b>	<b>Christophe Dubi</b>	Olympic Games Executive Director	SUI
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