



International
Olympic
Committee

IOC FEASIBILITY ASSESSMENT - OLYMPIC WINTER GAMES

SWITZERLAND

NOVEMBER 2023



SUMMARY - SWITZERLAND

- The vision of the Swiss project is for the Olympic Winter Games 203x to act as a catalyst to transition to a more sustainable society beyond sport, as well as to strengthen Switzerland as a winter sports destination
- The project benefits from good public confidence, with 63% support across Switzerland
- The venue masterplan follows the vision for a national Games and is spread across Switzerland, using existing world-class venues
 - This concept results in a series of stand-alone venues with implications on the athlete experience and on the Olympic spirit, as each of the 12 venues would have a separate accommodation
 - This dispersed concept requires a complex system of support services with regard to, amongst others, transportation, security, broadcasting and logistics. As a consequence, this bears the risk of significant increase in the costs of such services
 - Given the high number of existing world class facilities in Switzerland, the Commission encourages the Swiss project team to develop their venue masterplan with a view to creating a limited number of clusters
- With regard to the OCOG budget, allocating beforehand the contingency of CHF 200m as a Games Delivery Guarantee raises concerns for the Commission
- Support has been expressed by the NOC General Assembly and public authorities. With respect to the latter, the Commission is of the opinion that the support of the different levels of government would need to be further substantiated

→ Given the outstanding conditions in Switzerland which should enable sustainable Olympic Winter Games to be organised in the Olympic spirit, the Commission is embracing the approach of Olympic Winter Games in 203x; it offers more time to fully confirm the support of Swiss people and institutions in line with the Swiss democratic culture

FEASIBILITY ASSESSMENT

Part 1: Strategic
Assessment

Part 2: Technical
Assessment





1. STRATEGIC ASSESSMENT

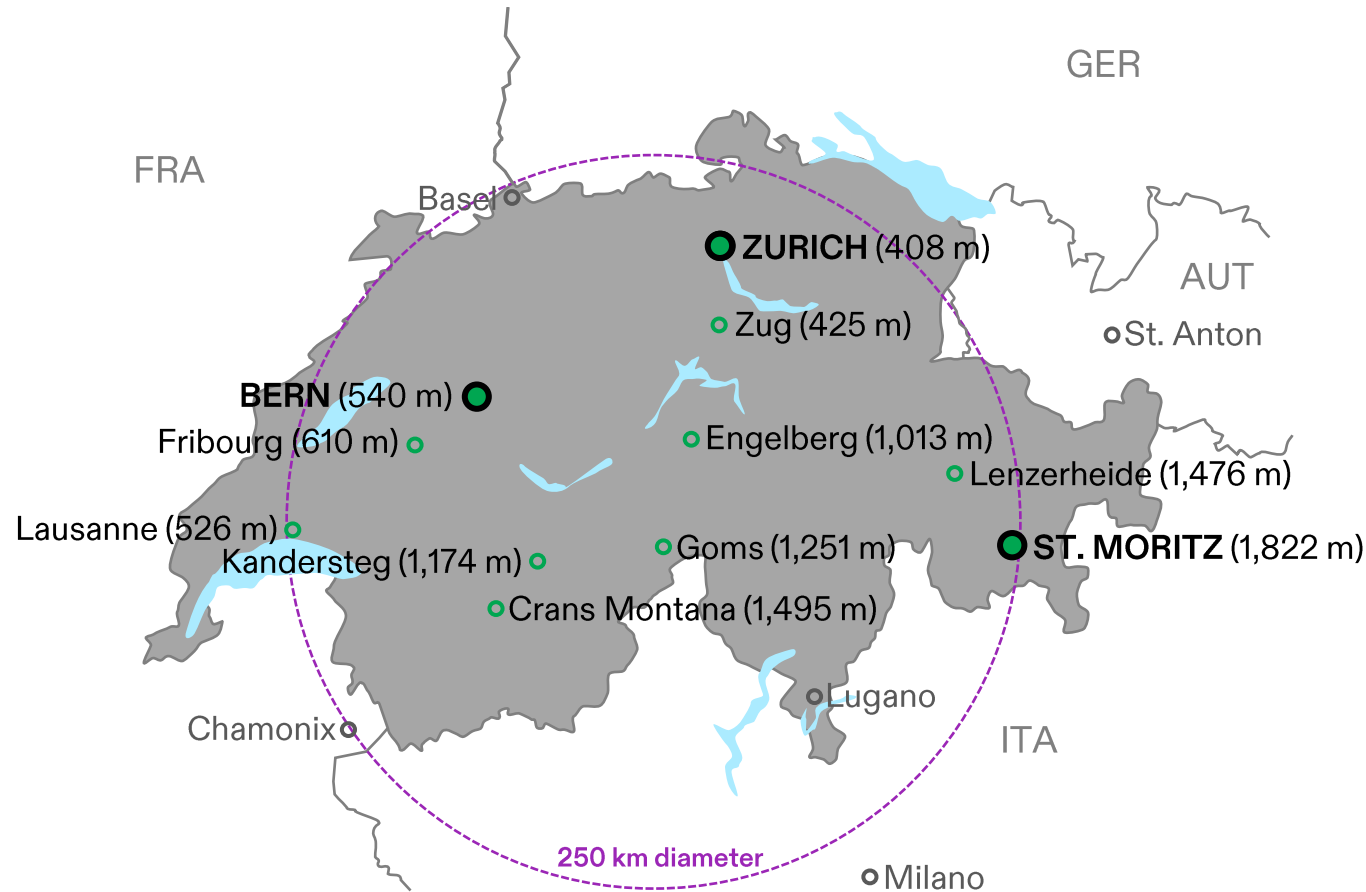
- Country Background
- Political Context
- Human Development Context
- Environmental Context
- Human Rights Context
- Economic Context

COUNTRY BACKGROUND

KEY DEMOGRAPHIC DATA

- Swiss population: 8.9 million
- ~20% of population < 20 years old
- ~19% of population > 65 years old
- Life expectancy at birth: 84

Source: [UNDP / UN Population](#)



(elevation above sea level)

POLITICAL CONTEXT

Stable national political landscape:

- In federal elections in October 2023, the Swiss parliament shifted to the right, with nationalist conservatives (SVP/UDC) consolidating as the leading political party with 28% of the vote, followed by the Socialist Party (18%), the liberal FDP/PLR (14.3%) and the Centre (14.1%). The Green party is seen as the main loser in the election, dropping 4% to 9.8%
- Political stability is likely to remain firm in 2023-27, thanks to an informal arrangement whereby the four main parties work together in a coalition government. The inflation is low by regional comparison, partly reflecting a strong currency; fiscal policy is prudent, and the public debt burden is very low.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG) - PERFORMANCE

Source: [OECD](https://www.oecd.org/)

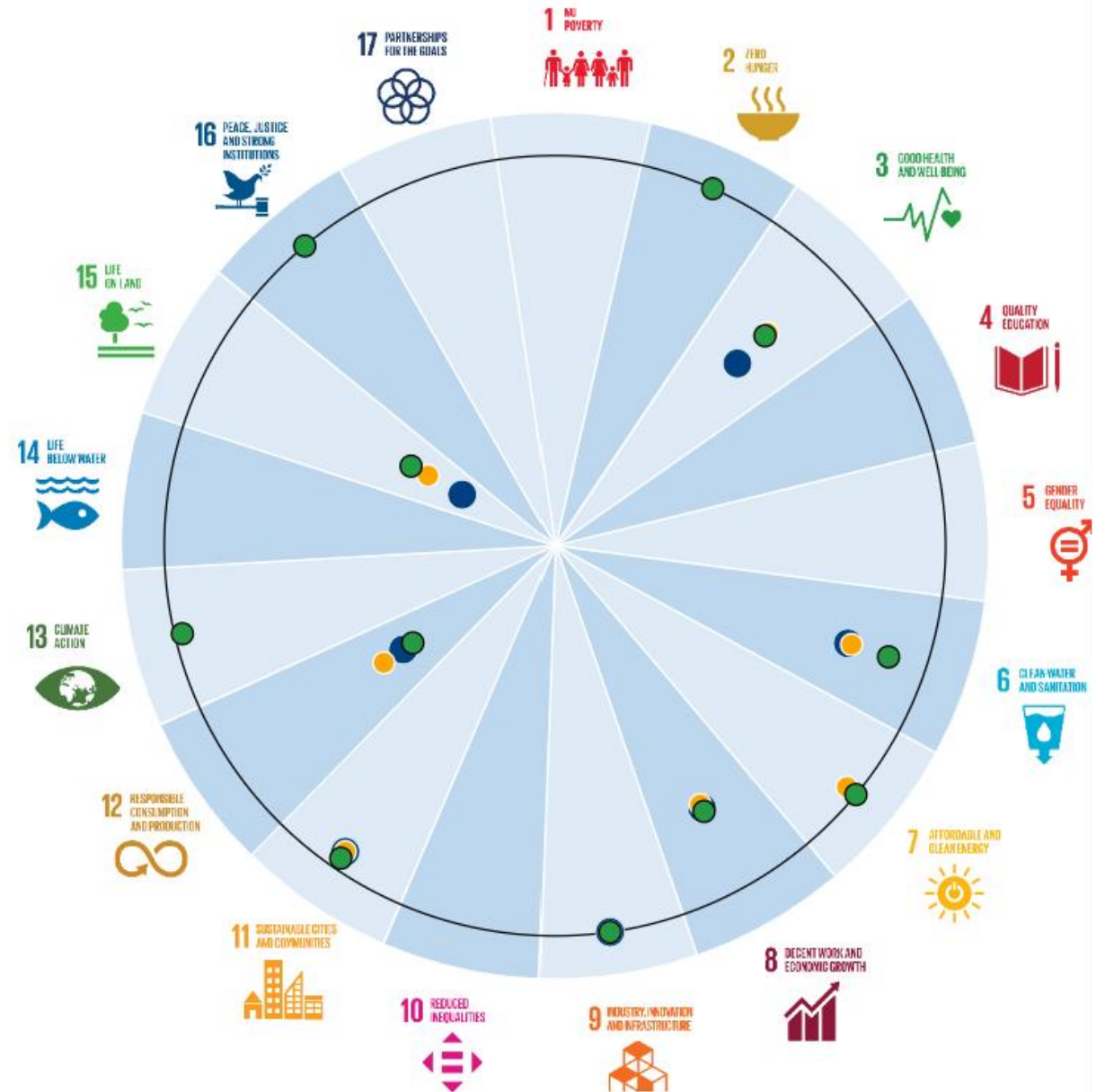
HOW TO READ THE CHARTS

- Blue dots = Zurich*
- Green dots = Lausanne*
- Orange dots = Switzerland
- The outer black circle = end value for 2030. The closer the dots are to the outer black circle, the closer the country/region/city is to reaching the intended outcomes for this goal

INTERPRETATION

Level of achievement varies across all 17 SDGs. Very strong performance in seven SDGs:

- 2: Zero Hunger
- 6: Clean Water and Sanitation
- 7: Affordable and Clean Energy
- 9: Industry, Innovation and Infrastructure
- 11: Sustainable Cities and Communities
- 13: Climate Action
- 16: Peace, Justice and Strong Institutions



*Potential venue cities for which OECD data is available

ENVIRONMENTAL CONTEXT / SWITZERLAND

Environmental Performance Index (EPI) Data

Overall ranking (out of 180 countries)	9 th
Score (out of 100)	65.9
GHG emissions per capita	99 th
Biodiversity	73 rd
Waste management	3 rd

[EPI](#) is a joint project of the [Yale Center for Environmental Law & Policy](#) and The Center for International Earth Science Information Network ([CIESIN](#)) at Columbia University's Earth Institute. It provides a data-driven summary of the state of sustainability around the world. Using 32 performance indicators across 11 issue categories, the EPI ranks 180 countries on environmental health and ecosystem vitality.

Energy Mix

Renewable share of total energy consumption (including transport, heating, industry, ...) – SDG 7.2 (IEA)	24.8%
Share of renewables in electricity generation (IEA)	64.6%

Air Pollution Data

Air Pollution Index 2022 (February monthly average): PM 2.5 www.iqair.com	Zurich: 5.8 (slightly above WHO target 0-5) Lausanne: 6.8 (slightly above WHO target 0-5)
---	--

HUMAN DEVELOPMENT AND HUMAN RIGHTS CONTEXT

Ratification of international standards	
Human Rights Treaties Ratification - OHCHR	Switzerland has ratified 14 out of 18 human rights treaties
ILO Core Conventions Ratifications - ILO	Switzerland has ratified 9 out of 11 ILO Core Conventions
United Nations Convention against Corruption	Switzerland ratified the Convention in 2009 and has completed the first cycle of implementation review
Governance and Institution	
Rule of Law Indicator – World Bank	97/100 – Rule of law is strong
Corruption Perception Index – Transparency International	82/100 – Risk of corruption is perceived to be low
Civil Society	
Freedom of Press- RSF Index	84.4 (ranked 14/180) - Good press freedom
Freedom of Expression - Article 19	93/100 – Open freedom of expression
Data Protection and Privacy - UNCTAD	Switzerland has legislation in place to secure the protection of data and privacy
Freedom on the Net Score - Freedom House	While no score exists for Switzerland for this index, given the high scores for the remainder of indicators and the political context, it is assumed that the risk of government restricting, censoring, or disrupting internet access is low.
Labour and Human Rights	
Global Workers' Rights Index (International Trade Union Confederation, 2022)	2/5 – Low to medium risk
Global Slavery Index (Walk Free, 2018)	Low risk
Global Gender Gap (World Economic Forum, 2022)	0.783/1 - Gender gap is low

HUMAN RIGHTS CONTEXT

In line with Olympic Agenda 2020+5, the IOC commissioned a third-party independent not-for-profit organisation, [Business for Social Responsibility \(BSR\)](#), to conduct a report on the human rights situation in Switzerland and to identify Games legacy opportunities

Extracts of Country Report Summary

The overall risk profile of Switzerland is low

- Political and civil rights are generally respected thanks to strong laws and policies and implementation. Labour laws are comprehensive, workers have access to grievance mechanisms for reporting labour rights issues, and there are active trade unions in the country
- The Swiss government has mechanisms in place to prevent and address human rights issues and corruption, and recent legislative steps have been taken to ensure the respect of human rights in business and supply chains
- Despite this strong legal framework, certain segments of the population face growing risks of societal discrimination, particularly on the basis of immigration status, race, or religion. Inequitable treatment of migrant laborers and workplace inequality on the basis of gender have been persistent issues.

OPPORTUNITIES TO ADVANCE HUMAN RIGHTS

- Encourage diversity and non-discrimination
- Champion human rights, sustainability, and supply chain due diligence
- Promote respect, safety, equality and inclusion in sports

AREAS TO MONITOR

- Discrimination against immigrants and racial and religious minorities
- Unfair treatment of workers
- Gender inequality in leadership positions and in the workplace

ECONOMIC CONTEXT

Rating Source: Moody's (October 2023)

Switzerland

Aaa - minimal risk

Key Economic data - Switzerland

GDP: USD 802 bn ([Coface](#))

GDP per capita of USD 92,249 ([Coface](#))

GDP growth

- 4.2% ([OECD, 2021](#))
- 2.1% ([OECD, 2022](#))

Inflation:

- 2.8% ([OECD 2022](#))
- 2.4% ([OECD forecast 2023](#))

Public debt (% GDP): 39% ([OECD](#))

Unemployment rate:

- 2.1% (State Secretariat for Economic Affairs 2022)
- 2.0 % (State Secretariat for Economic Affairs, October 2023)

Ranked 1st in [Global Innovation Index of WIPO 2022](#)

- Stable economy / international financial centre, headquarters of international groups and organisations
- Limited sensitivity of exports to foreign exchange due to the emphasis on high-tech and quality
- Small but well-developed commercial market

STRATEGIC OPPORTUNITIES AND CHALLENGES: SUMMARY

OPPORTUNITIES

- High levels of stability from a socio-economic perspective
- Country context provides excellent foundation to align the Games with Olympic Agenda 2020+5:
 - Switzerland ranks 9th out of 180 in Environmental Performance Index
 - High share of renewable energy in electricity generation in Switzerland could support significant reductions in carbon-emission in comparison to recent Olympic Winter Games
 - Switzerland provides strong respect for and protection of human rights

CHALLENGES

- Small (but well-developed) commercial market



2. TECHNICAL ASSESSMENT

Vision & Legacy, Alignment and Venue Masterplan

- Vision & Legacy
- Alignment with existing development plans
- Venue Masterplan

Support and Funding Strategy

- Political Support
- Private Sector and Civil Society Support
- Public Support
- Governance and Funding Strategy

Games Delivery

- Sports/Event Experience
- Meteorological Data
- Accommodation capacity
- Transport (incl. airport) infrastructure
- Energy & Telecom
- Safety and Security



FEASIBILITY ASSESSMENT SOURCES

- IOC background research supported by IOC Olympic Games advisors
- Independent third-party reports
- Information gathered throughout Continuous Dialogue in the form of workshops and meetings
- Switzerland joined Continuous Dialogue in March 2023

VISION & LEGACY, ALIGNMENT AND VENUE MASTERPLAN



VISION & LEGACY

Switzerland's feasibility study states that it aims to be the first **country** to host the Games through a decentralised concept. The concept for the Olympic and Paralympic Winter Games is built on bringing together the four linguistic regions of the country.

Switzerland's **vision** and **legacy** objectives are for the Games to foster a **transition to a more sustainable society** in Switzerland beyond sport. In particular, the vision is for the Games to be:

- **Ecologically** sustainable with a transition of the tourism industry
- **Socially** sustainable with the expansion of existing volunteering programmes in collaboration with local clubs and sponsors and an opportunity to promote a modern and tolerant Switzerland, open to the world
- A catalyst to increase **sports participation** with a promotion of winter sports towards children and young people in school
- **Economically** sustainable with additional jobs created in the sports industry by further positioning Switzerland as a winter sports hub



ALIGNMENT WITH EXISTING DEVELOPMENT PLANS

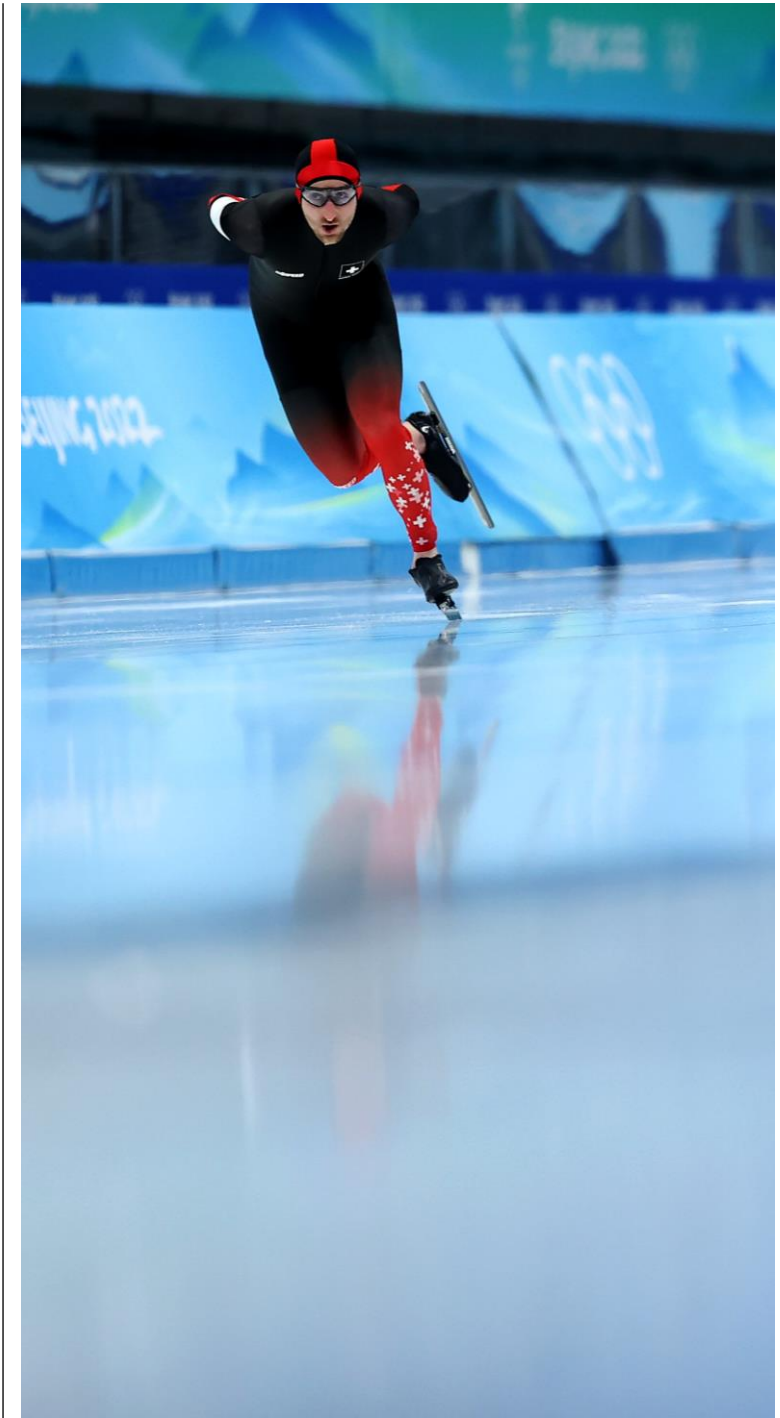
Games project is aligned with Switzerland’s “World Winter Sports Hub” strategy that aims at positioning the country as a prime destination for major international winter sports events, by leveraging state-of-the-art existing competition venues and experienced local organisers.

In the decade 2020-2030, Switzerland will have hosted World Championships and World Cup events in almost all Olympic disciplines, including:

- 2023 IBSF World Championships
- 2024 World Men’s Curling Championship
- 2025 FIS Snowboard, Freestyle and Freeski World Championships
- 2025 IBU World Championships
- 2026 IIHF Men’s World Championships
- 2027 FIS Alpine World Championships

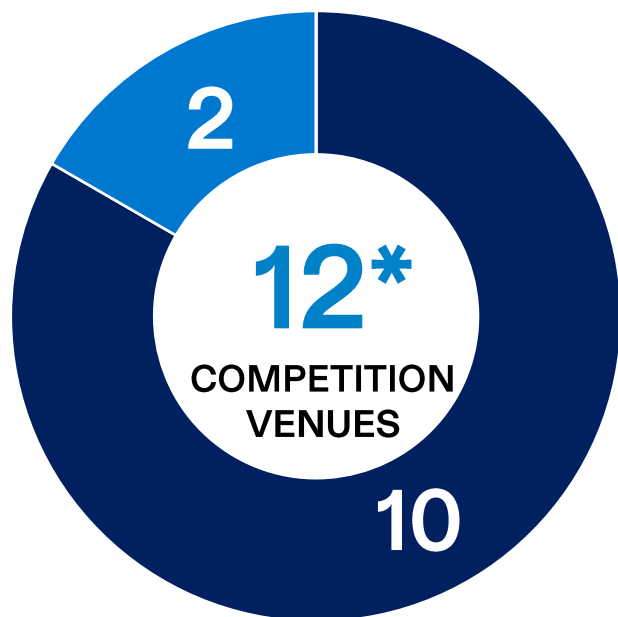
Hosting the Games would be the culmination of this strategy and rely mainly on using existing local experience and infrastructure.

Games project is aligned with existing long-term development strategies



ALIGNMENT WITH OLYMPIC AGENDA 2020

100% of competition venues existing or temporary



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

*Total excludes Speed Skating oval still TBC

MPC / IBC



Existing exhibition centre in Bern

- Bern Expo (TBC)

OPENING AND CLOSING



- Opening: Lausanne with satellite celebrations in other clusters
- Closing: Bern

Specific venues to be confirmed

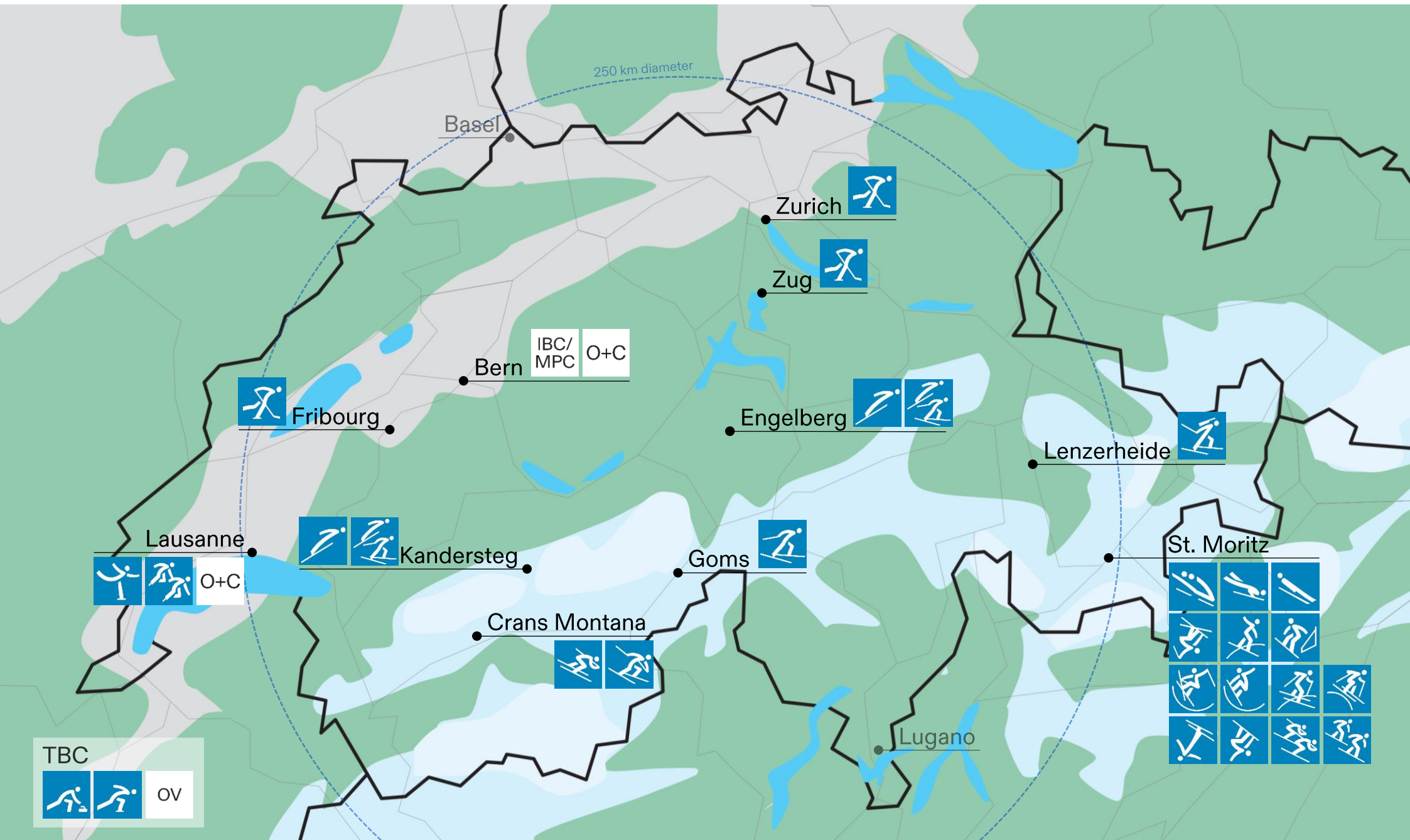
8-12 OLYMPIC VILLAGES



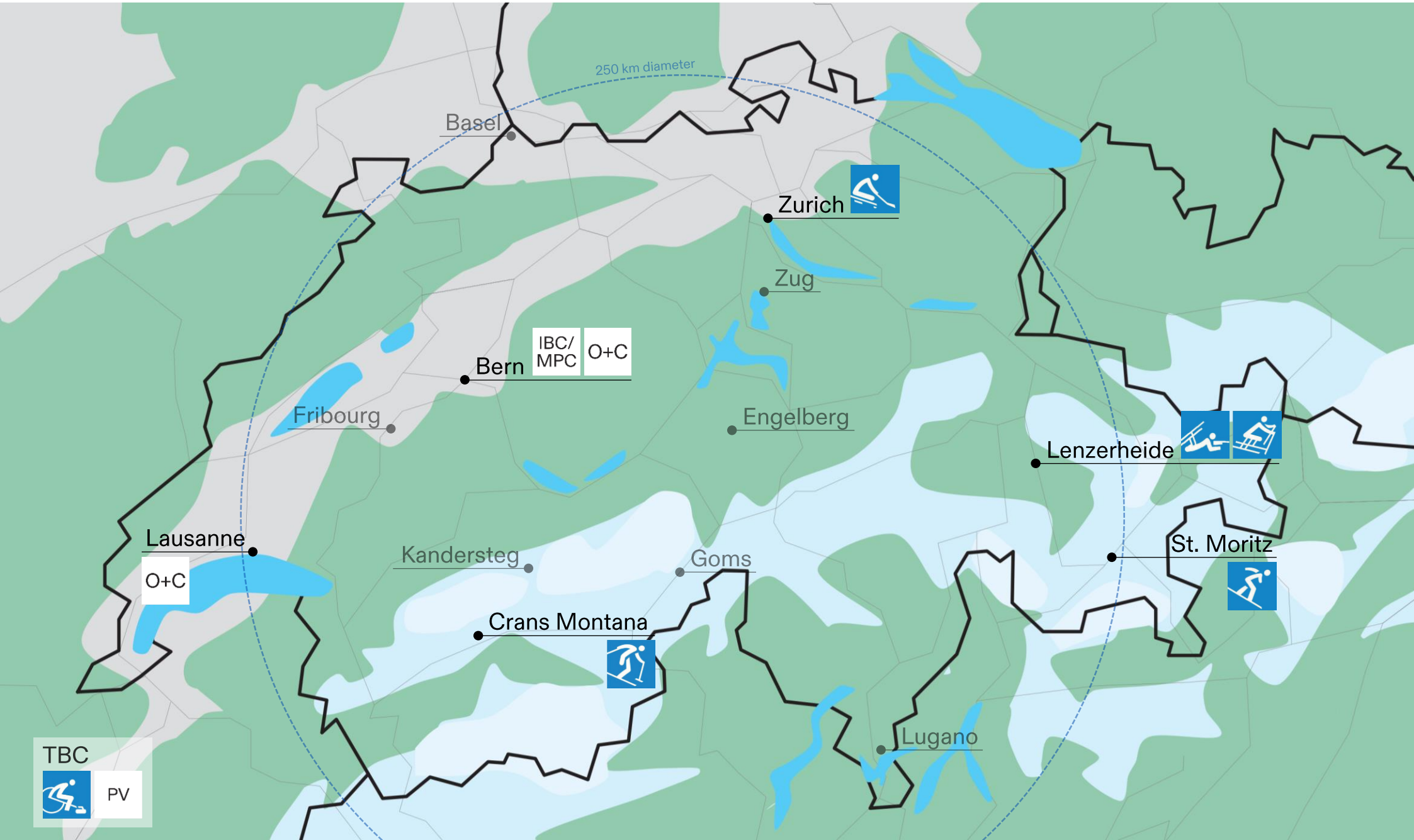
Olympic Villages: existing hotels

100% of beds in existing accommodation

VENUE MASTERPLAN



VENUE MASTERPLAN: PARALYMPIC WINTER GAMES



TBC
 PV

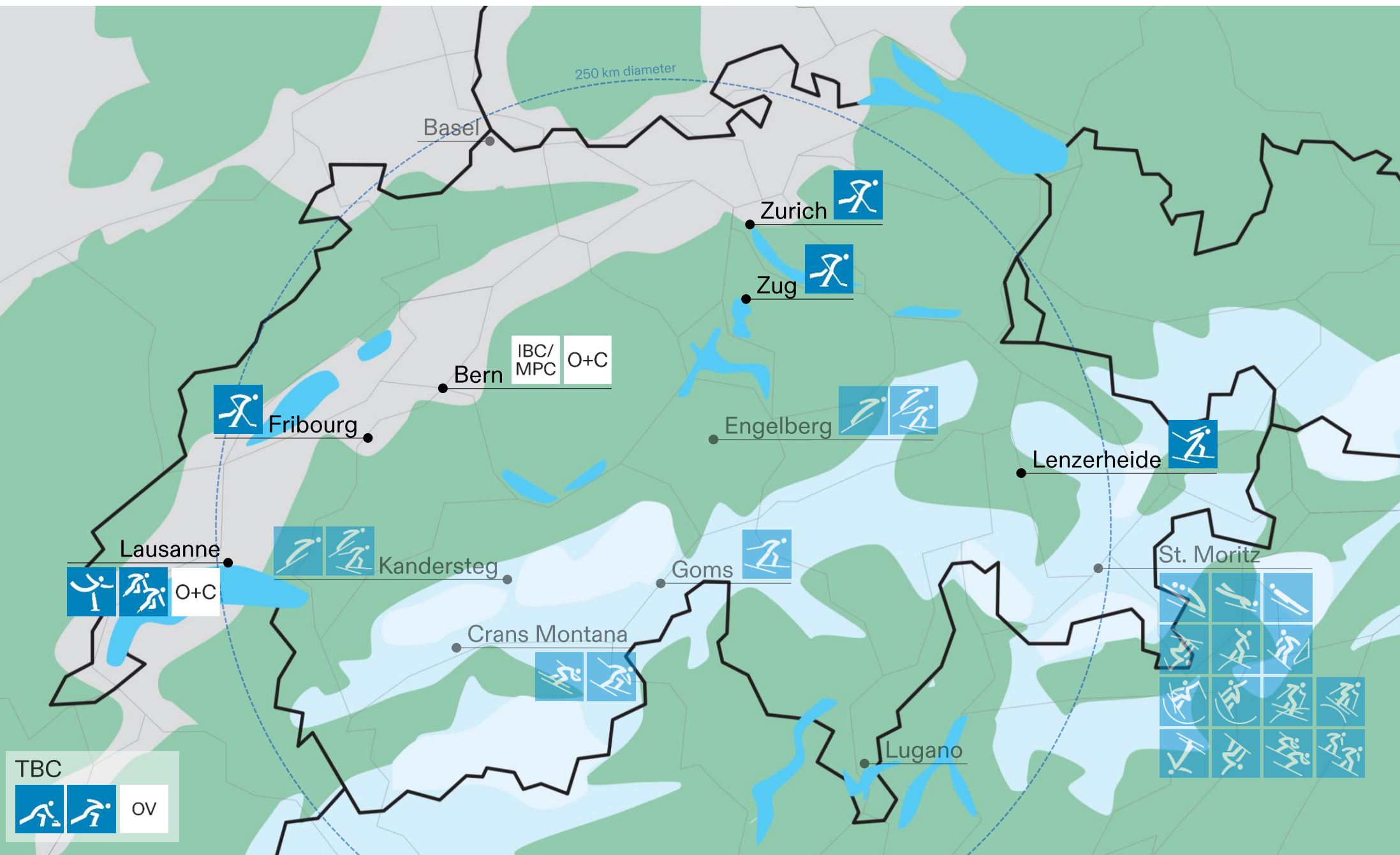
VENUE MASTERPLAN

Sports / Disciplines / Events		Proposed Competition Venues	Status	Games Capacity	IOC comments
Alpine Skiing	Downhill	Crans-Montana, VS	Existing (permanent works required)	28,500	<ul style="list-style-type: none"> 2027 FIS Alpine World Ski Championships venue
	Super G				
	Super Combined				
	Slalom				
	Giant Slalom				
	Super Combined				
Biathlon	Biathlon	Roland Arena, Lenzerheide, GR	Existing	20,000	<ul style="list-style-type: none"> 2025 IBU World Championships venue
Bobsleigh	Bobsleigh	Olympia Bob Run St Moritz, GR	Existing	12,000	<ul style="list-style-type: none"> 2023 IBSF World Championships venue
	Skeleton				
Luge	Luge				
Cross-Country	Cross-Country	Nordic Center Ulrichen Goms, VS	Existing	15,000	
Curling	Curling	<i>To be confirmed</i>	<i>TBC</i>	<i>TBC</i>	<ul style="list-style-type: none"> Basel and Lugano considered as options
Ice Hockey	Ice Hockey 1	Swiss Life Arena Zurich, ZH	Existing	11,400	<ul style="list-style-type: none"> 2026 IIHF Men's World Championships venue
	Ice Hockey 2	BCF Arena Fribourg, FR	Existing	8,900	<ul style="list-style-type: none"> 2026 IIHF Men's World Championships venue
	Ice Hockey 3	Bossard Arena, Zug, ZG	Existing	9,000	<ul style="list-style-type: none"> 3rd Ice Hockey venue not needed

VENUE MASTERPLAN

Sports / Disciplines / Events		Proposed Competition Venues	Status	Games Capacity	IOC comments
Skating	Short Track	Vaudoise Arena, Lausanne, VD	Existing	8,000	<ul style="list-style-type: none"> Lausanne 2020 YOG venue
	Figure Skating				
	Speed Skating	TBC: Use of temporary or existing venue abroad	TBC	TBC	<ul style="list-style-type: none"> To be confirmed
Ski Jumping / Nordic Combined	Ski Jumping NH/LH	LH: Gross-Titlis Schanze Engelberg, OW	Existing	15,000	<ul style="list-style-type: none"> World Cup venue Engelberg and Kandersteg are 2h from each other
		NH: Swisscom Nordic Arena Kandersteg, BE	Existing	15,000	
Snowboard / Freestyle Skiing	FS Aerials	Engadin / St Moritz, GR	Existing (permanent works required)	20,000	<ul style="list-style-type: none"> 2025 FIS Snowboard, Freestyle and Freeski World Championships venue
	FS Moguls				
	SB PGS				
	FS / SB Half-pipe				
	FS / SB Slopestyle				
	FS / SB Cross				
	FS / SB Big Air				

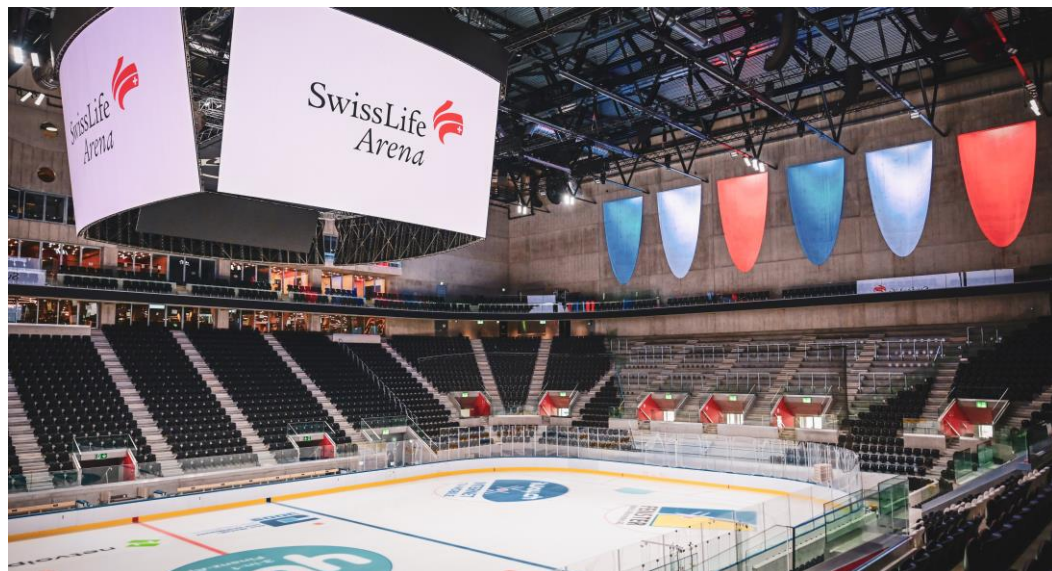
VENUE MASTERPLAN: STAND-ALONE VENUES



VENUE MASTERPLAN: ICE HOCKEY I & II

SWISS LIFE ARENA - ZURICH

Ice Hockey I



Status	Existing
Construction	2022
Future Works	n/a
Capacity	12,000
Owner	Private
Operator	Private
Experience	<ul style="list-style-type: none"> • 2026 IIHF Men's World Championships • Home of professional Ice Hockey Team

BCF ARENA - FRIBOURG

Ice Hockey II



Status	Existing
Construction	1982 (renovated in 2020)
Future Works	n/a
Capacity	9,000
Owner	Private
Operator	Private
Experience	<ul style="list-style-type: none"> • 2026 IIHF Men's World Championships • Home of professional Ice Hockey Team

VENUE MASTERPLAN: FIGURE SKATING / SHORT TRACK

VAUDOISE ARENA - LAUSANNE



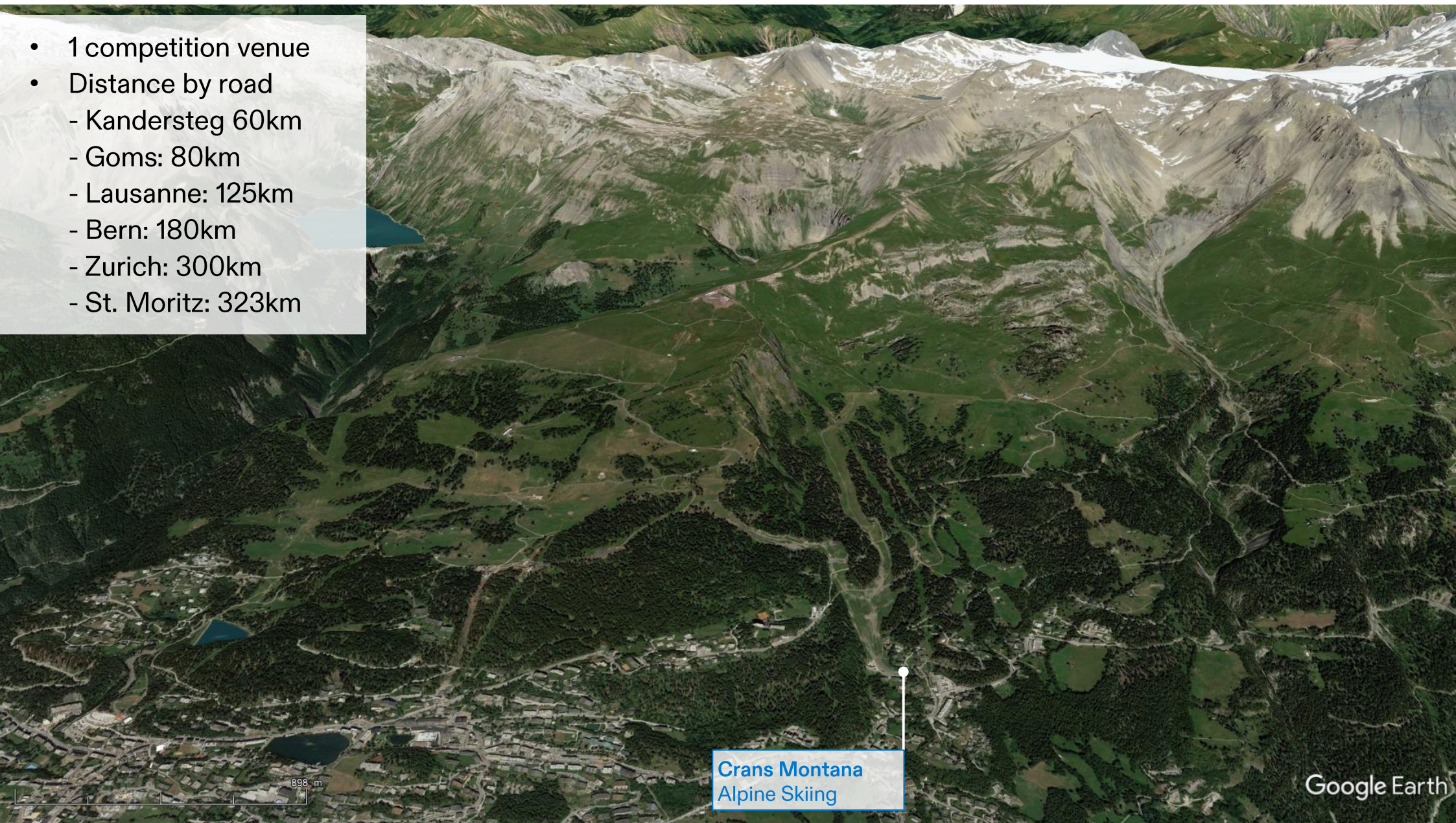
Figure Skating / Short Track



Status	Existing
Construction	2019
Future Works	n/a
Capacity	8,000
Owner	Public
Operator	Private
Experience	<ul style="list-style-type: none"> • Winter Youth Olympic Games Lausanne 2020

VENUE MASTERPLAN: ALPINE SKIING

- 1 competition venue
- Distance by road
 - Kandersteg 60km
 - Goms: 80km
 - Lausanne: 125km
 - Bern: 180km
 - Zurich: 300km
 - St. Moritz: 323km



Crans Montana
Alpine Skiing

Google Earth

VENUE MASTERPLAN: ALPINE SKIING

CRANS-MONTANA



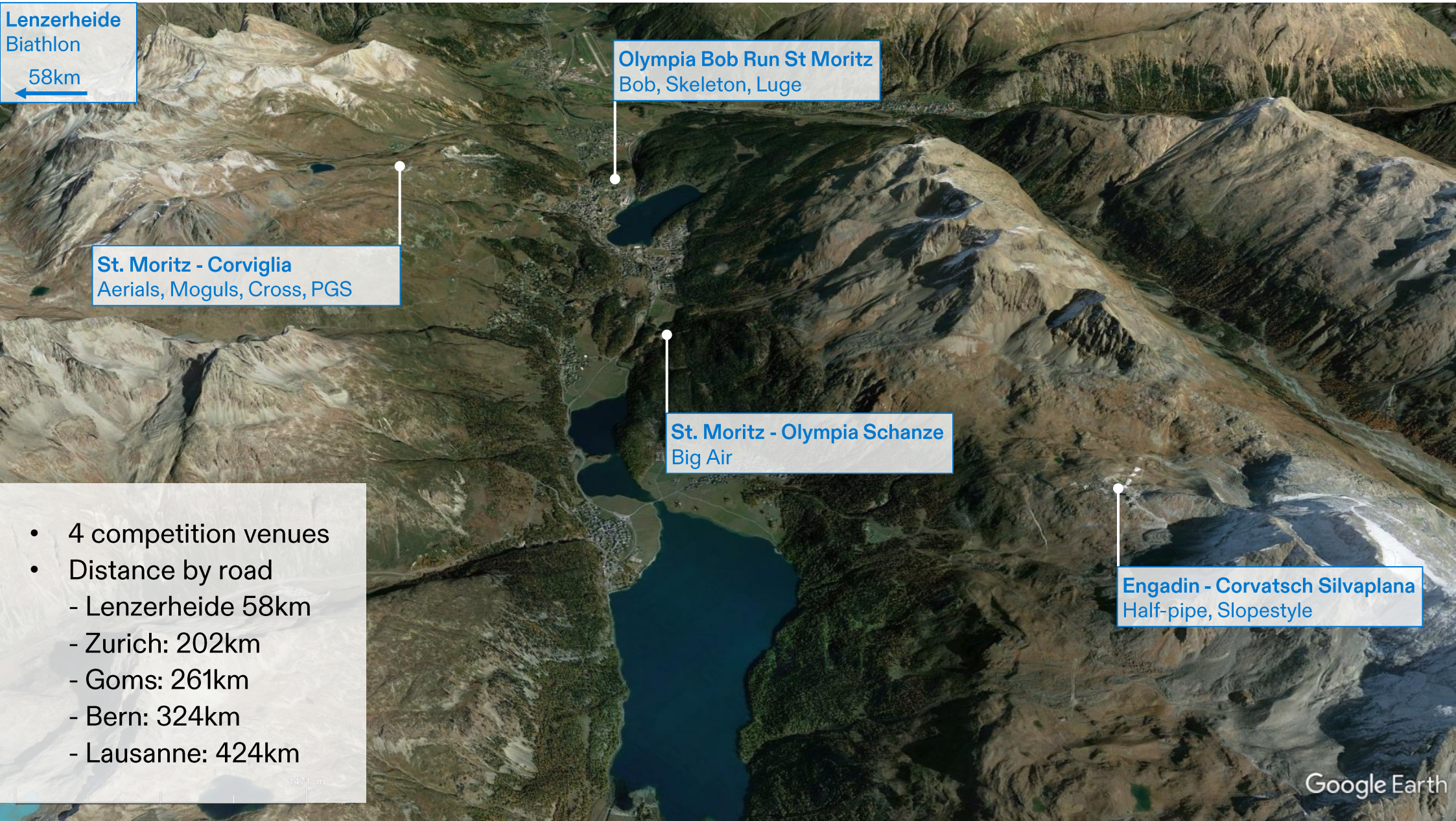
Alpine Skiing



Status	Existing
Future Works	n/a
Finish area(s)	1 (based on site proposed for 2027 FIS Alpine World Ski Championships)
Capacity	28,500
Owner	Private
Operator	Private
Experience	<ul style="list-style-type: none"> • Annual FIS Alpine skiing World Cup events • 2027 FIS Alpine World Ski Championships

VENUE MASTERPLAN: ST. MORITZ / ENGADIN CLUSTER*

*Freestyle/Snowboard venues based on competition sites of the 2025 FIS World Championships



Lenzerheide
Biathlon
58km

Olympia Bob Run St Moritz
Bob, Skeleton, Luge

St. Moritz - Corviglia
Aerials, Moguls, Cross, PGS

St. Moritz - Olympia Schanze
Big Air

Engadin - Corvatsch Silvaplana
Half-pipe, Slopestyle

- 4 competition venues
- Distance by road
 - Lenzerheide 58km
 - Zurich: 202km
 - Goms: 261km
 - Bern: 324km
 - Lausanne: 424km

VENUE MASTERPLAN: BOB / SKELETON / LUGE / BIATHLON

OLYMPIC BOB RUN - ST MORITZ



Bob / Skeleton / Luge



Status	Existing
Construction	1904 with regular upgrades
Future Works	n/a
Capacity	12,000
Owner	Public
Operator	Private
Experience	<ul style="list-style-type: none"> • 2023 IBSF World Championships venue • Winter Youth Olympic Games 2020 • Annual World Cup events

ST MORITZ / ENGADIN



Freestyle / Snowboard



Status	Existing (permanent works required)
Future Works	TBC
Finish area(s)	4 (based on competition sites of 2025 FIS World Championships)
Capacity	20,000
Owner	Public & Private
Operator	Public & Private
Experience	2025 FIS Snowboard, Freestyle and Freeski World Championships

VENUE MASTERPLAN: BIATHLON / SPEED SKATING

ROLAND ARENA - LENZERHEIDE



Biathlon



Status	Existing
Construction	2013
Future Works	n/a
Capacity	20,000
Owner	Private
Operator	Private
Experience	<ul style="list-style-type: none"> • 2025 IBU World Championships

VENUE MASTERPLAN: CROSS-COUNTRY / SKI JUMPING / NORDIC COMBINED

- 3 competition venues
- Distance by road
 - Kandersteg to Goms 80km
 - Goms to Engelberg 114km
 - Engelberg to Kandersteg 128km

Kandersteg
Ski Jumping (NH) / Nordic Combined

Engelberg
Ski Jumping (LH) / Nordic Combined

Goms
Cross-Country

VENUE MASTERPLAN: SKI JUMPING / NORDIC COMBINED

GROSS-TITLIS-SCHANZE - ENGELBERG



Ski Jumping (LH) / Nordic Combined



Status	Existing
Construction	1971 with regular upgrades
Future Works	n/a
Capacity	15,000
Owner	Public
Operator	Private
Experience	<ul style="list-style-type: none"> Annual FIS Ski Jumping World Cup events

SWISSCOM NORDIC ARENA - KANDERSTEG



Ski jumping (NH) / Nordic Combined



Status	Existing
Construction	2016
Future Works	n/a
Capacity	15,000
Owner	Public
Operator	Private
Experience	n/a

VENUE MASTERPLAN: CROSS-COUNTRY

NORDIC CENTER ULRICHEN - GOMS



Cross-Country



Status	Existing
Future Works	n/a
Capacity	15,000
Owner	Public
Operator	Private
Experience	<ul style="list-style-type: none"> • CISM Military World Winter Games 2025

VENUE MASTERPLAN: CEREMONIES / IBC / MPC

CEREMONIES

Lausanne / Bern

Ceremony Concept based on:

- Staging the main Opening Ceremony in Lausanne, the Olympic capital
- Staging the main Closing Ceremony in Bern, federal capital of Switzerland.
- Satellite celebrations would be organised in Zurich, St Moritz, Lugano and Crans-Montana to ensure an Olympic experience for all athletes and local residents
- Exact venues/locations for Opening and Closing Ceremonies in Lausanne and Bern to be confirmed

IBC / MPC

To be confirmed

- Existing venue to be used for IBC and MPC in Bern - to be confirmed

VENUE MASTERPLAN: OLYMPIC VILLAGES

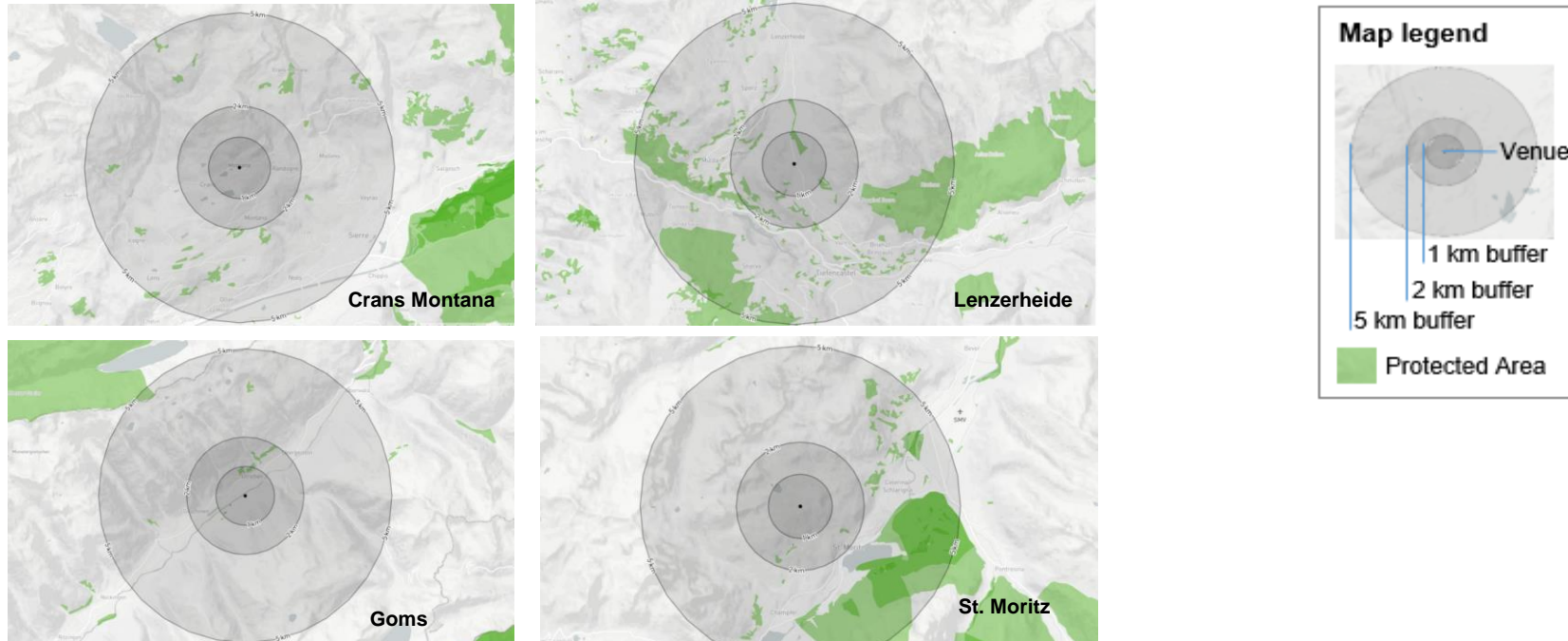
The proposed Olympic Village concept is based on using only existing hotels in proximity to the 12 competition venues.

While the Village concept will need to be further developed, the athletes and officials could potentially be grouped in 8 Olympic Villages:

Olympic Village	Sports/disciplines	Comments
Village 1: St Moritz	Sliding Sports Freestyle / Snowboard	• Existing hotels
Village 2: Lenzerheide	Biathlon	• Existing hotels
Village 3: Zurich / Zug	Ice Hockey	• Existing hotels
Village 4: Lausanne / Fribourg	Ice Hockey Figure Skating / Short Track	• Existing hotels
Village 5: Crans-Montana	Alpine Skiing	• Existing hotels
Village 6: Kandersteg	Ski Jumping Nordic Combined	• Existing hotels
Village 7: Engleberg	Ski Jumping Nordic Combined	• Existing hotels
Village 8: Goms	Cross Country	• Existing hotels

VENUE MASTERPLAN: PROTECTED AREAS

Mountain venues screened through buffer analysis*



→ No permanent construction would occur in statutory or cultural protected areas**

*Source: International Union for Conservation of Nature (IUCN), Biodiversity proximity analysis: Olympic Winter Games - potential venue locations

**As required by the Olympic Host Contract

VISION & LEGACY, ALIGNMENT AND VENUE MASTERPLAN: SUMMARY

OPPORTUNITIES

- The vision is for the Games to act as a catalyst to transition to a more sustainable society beyond sport as well as to strengthen Switzerland as a winter sports destination
- Venue masterplan aligned with Olympic Agenda 2020 in so far as 100% of competition venues are existing/temporary and overall well-maintained
- Many competition sites are established World Cup and World Championship venues
- Experienced venue operators and event delivery capacity (e.g. Crans-Montana FIS Alpine World Championships organisers)

AREAS FOR FURTHER DEVELOPMENT

- The concept results in a series of stand-alone venues with implications on the athlete experience and on the Olympic spirit, as each of the venues would have a separate Olympic Village
 - Given high number of existing world class facilities in Switzerland, masterplan should be further consolidated into a limited number of clusters to reduce cost and operational complexities for stakeholders and enhance athlete experience
 - Opportunities should be explored to create a unique atmosphere for athletes and further develop the ceremonies, live site and medals plaza concepts to connect the Games
- Locations for Speed Skating, Curling and IBC/MPC are still to be confirmed
- 3 Ice Hockey venues add costs and operational complexities and should be reduced to 2 venues

SUPPORT AND FUNDING STRATEGY



POLITICAL SUPPORT

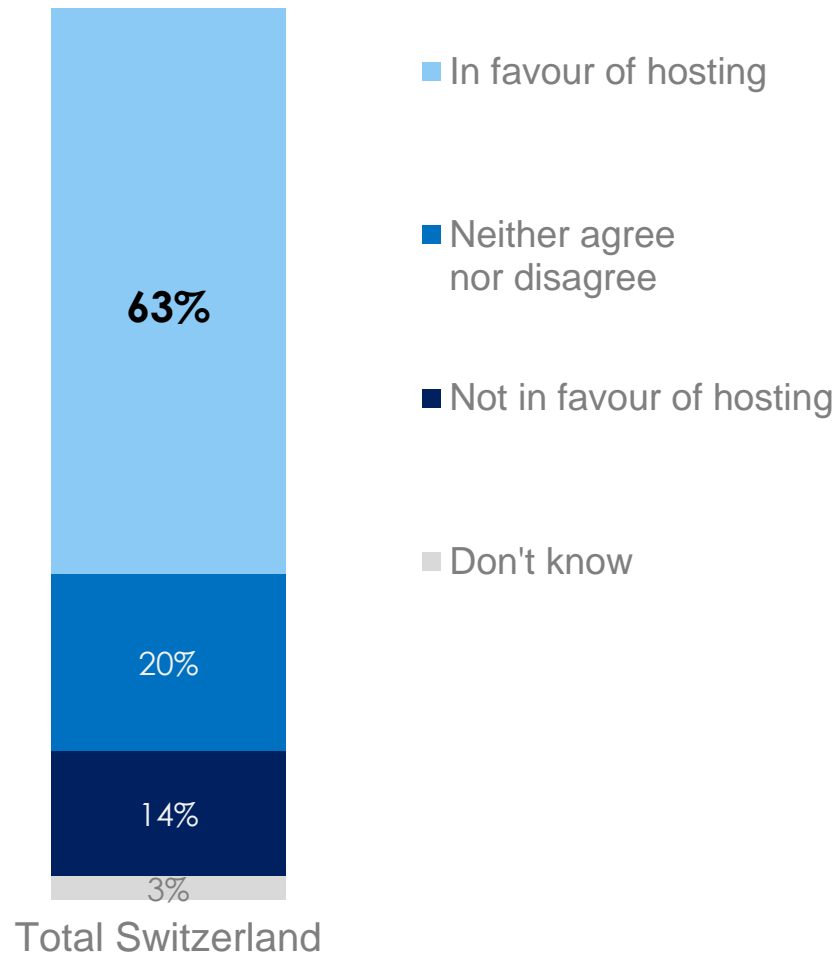
	Political Support	Referendum
Municipalities proposed to host Olympic events	<p>Initial Support Letters of support in principle for the Olympic project:</p> <ul style="list-style-type: none"> • Municipalities have expressed their interest in making their respective competition venues available and hosting Olympic and Paralympic competitions under a World Championships framework 	A referendum can be called in certain municipalities if financial commitments pass certain thresholds
Cantons proposed to host Olympic events	<p>Initial Support Letters of support in principle for the Olympic project:</p> <ul style="list-style-type: none"> • All cantons expressed their interest in providing their respective competition venues and hosting Olympic and Paralympic competitions under a World Championships framework 	A referendum can be called in certain cantons if financial commitments pass certain thresholds
Federal Government	While the Minister of Sports expressed support, no official decision has been taken by the Federal Government at this stage	A referendum at federal level can be called for if a legislative change was proposed

PRIVATE SECTOR AND CIVIL SOCIETY SUPPORT

	Support
Private Sector	While Switzerland foresees a mainly privately-funded Games Operations Budget, evidence of support from the private sector still to be developed
Civil Society	Support received from: <ul style="list-style-type: none">• Olympic and Paralympic athletes• National sports federations

PUBLIC SUPPORT

IOC OPINION POLL (SEPTEMBER 2023)



Source: Publicis Sport & Entertainment Opinion Poll, September 2023

GOVERNANCE AND FUNDING STRATEGY

Governance and Funding Strategy	
Games Operational Budget* and approach to Games Delivery Guarantee	<ul style="list-style-type: none"> – An initial Games Operational budget has been developed mostly top-down by a consulting firm and is currently foreseen to be mainly privately funded. – The budget is currently estimated at CHF 1.5bn (USD 1.65 bn (2030 values))** (including CHF 250m from domestic sponsorship) – The Games Operational budget for the Paralympic Games would be subsidised with CHF 100m from public funding (50% national government / 50% cantonal governments through existing lotteries) – Assumption that the project will be “built to budget”, i.e. that service levels will be adapted to what budget is available – Assumption that Games Delivery Guarantee can be met by the CHF 200m contingency fund rather than a separate guarantee by a third party
Government Support Services	<ul style="list-style-type: none"> – Switzerland’s feasibility study states that: <ul style="list-style-type: none"> – Security outside the venues would be the responsibility of national government and relevant cantons – The Conference of Directors of the Cantonal Departments of Justice and Police have confirmed the feasibility of the proposed project in terms of delivering safety and security services – Discussion ongoing with regard to other public support services (medical services, customs and immigration, etc.)
Long-term Capital Investment	<ul style="list-style-type: none"> – No new venues or Olympic Villages are planned – Assumption that no significant capital upgrade works needed for any venue

*In Continuous Dialogue, no Games Operational Budget is requested

**Source: Swiss Olympic Feasibility Study. Exchange rate CHF/USD as per 3 November 2023

GOVERNANCE AND FUNDING STRATEGY

Governance and Funding Strategy (continued)

Governance Structure	<ul style="list-style-type: none">– OCOG: Responsible for Games delivery– No venue delivery authority necessary as no new venues and no Olympic Village planned– World Championship Organising Committees could provide expertise as Event Delivery Entities in numerous sports
Intended signatories to the Host Contract	<ul style="list-style-type: none">– Federal Government– Swiss Olympic

SUPPORT AND FUNDING STRATEGY: SUMMARY

OPPORTUNITIES

- Initial support from local and regional governments for hosting Olympic and Paralympic competitions (based on World Championship conditions)
- Good public support (63% support in Switzerland)
- Olympic Games Organisation budget foreseen to be privately funded with public subsidy for the Paralympic Games of CHF 100m
- No significant capital investment required – all venues are existing and well maintained

AREAS FOR FURTHER DEVELOPMENT

- While the Minister of Sports expressed support, no official decision has been taken by the Federal Government at this stage
- Dispersed concept requires a complex system of support services with regard to, amongst others, transportation, security, broadcasting and logistics. As a consequence, this bears the risk of significant increase in the costs of such services
- With regard to the Games organization budget, allocating beforehand the contingency of CHF 200m as a Games Delivery Guarantee raises concerns
- Project requires more time to fully confirm the support of Swiss people and institutions in line with the Swiss democratic culture

GAMES DELIVERY



EVENT DELIVERY – SPORTS EXPERIENCE

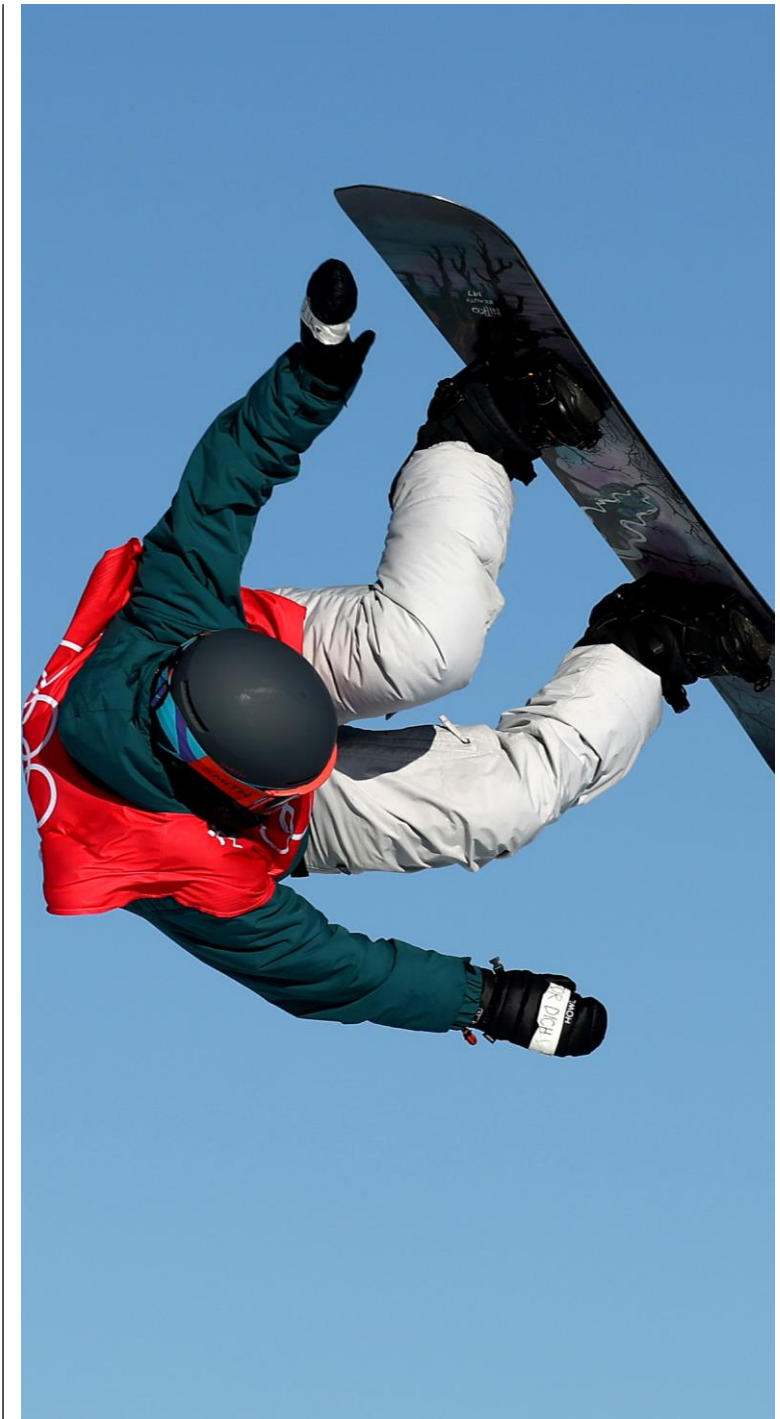
INTERNATIONAL WINTER SPORTS EVENTS IN OLYMPIC SPORTS IN THE SEASONS
2013/14 - 2022/23:

7 World Championships **153** World Cups

- Switzerland has hosted **160 World Championships or World Cups** in **10 out of 15 disciplines** over the past 10 years.
- In addition, Switzerland will host a further 5 World Championships by 2030.
- 7 out of 12 of the proposed competition venues have hosted major winter sports events in the respective sports in the past 10 years or will host them by 2030.
- Ranked 8 in Beijing with 15 medals (delegation of 167 athletes in 13 sports disciplines).

→ Switzerland has very good experience in organising and hosting major international winter sports events.

→ Switzerland can benefit from an experienced venue workforce.



METEOROLOGY

Crans-Montana (Alpine Skiing)	JANUARY	FEBRUARY	MARCH
Mean daily min. temperature (°C)	-6.0	-7.0	-5.0
Mean daily max. temperature (°C)	2.0	1.0	3.0
Mean total monthly precipitation (mm)	111.0	106.0	90.0
Mean number of precipitation days	12.0	12.3	13.5
St Moritz (Freestyle/Snowboard)	JANUARY	FEBRUARY	MARCH
Mean daily min. temperature (°C)	-9.0	-10.0	-3.0
Mean daily max. temperature (°C)	0.0	-1.0	4.0
Mean total monthly precipitation (mm)	48.0	42.0	48.0
Mean number of precipitation days	9.5	10.1	10.0
Goms (Cross-Country skiing)	JANUARY	FEBRUARY	MARCH
Mean daily min. temperature (°C)	-5.0	-6.0	-4.0
Mean daily max. temperature (°C)	2.0	1.0	4.0
Mean total monthly precipitation (mm)	72.0	69.0	67.0
Mean number of precipitation days	11.1	11.6	12.3
Lenzerheide (Biathlon)	JANUARY	FEBRUARY	MARCH
Mean daily min. temperature (°C)	-7.0	-8.0	-5.0
Mean daily max. temperature (°C)	0.0	0.0	2.0
Mean total monthly precipitation (mm)	57.0	54.0	56.0
Mean number of precipitation days	11.4	11.3	12.8

Source: Meteoblue (30-year period)

GAMES DELIVERY: SUMMARY

OPPORTUNITIES



- Very good experience in hosting major international winter events in most Olympic sports
- Switzerland can fully benefit from an experienced venue workforce
- Good amount of natural snow and sufficiently low average temperatures for artificial snowmaking

AREAS FOR FURTHER DEVELOPMENT

- Limited experience in hosting major international events in Figure Skating, Speed Skating, Short Track and Nordic Combined in the last 10 years (However, Lausanne will host 2027 European Figure Skating Championships)

ACCOMMODATION

GAMES NEEDS: 24,000 ROOMS FOR GAMES STAKEHOLDERS

EXISTING INVENTORY (~10km radius)	HOTEL ROOMS	ALTERNATIVE ACCOMMODATION
Zurich	~15,000 rooms	~4,000 listings
Zug	~1,200 rooms	~300 listings
St. Moritz	~5,000 rooms	~1,800 listings
Lenzerheide	~1,200 rooms	~700 listings
Engelberg	~1,000 rooms	~400 listings
Goms	~200 rooms	~500 listings
Kandersteg	~1,000 rooms	~300 listings
Crans Montana	~1,200 rooms	~1,200 listings
Fribourg	~500 rooms	~300 listings
Lausanne	~4,000 rooms	~1,500 listings
Bern	~3,000 rooms	~300 listings
TOTAL	~33,300 rooms	~11,300 listings

Source: Swiss Federal Statistical Office / AirDNA

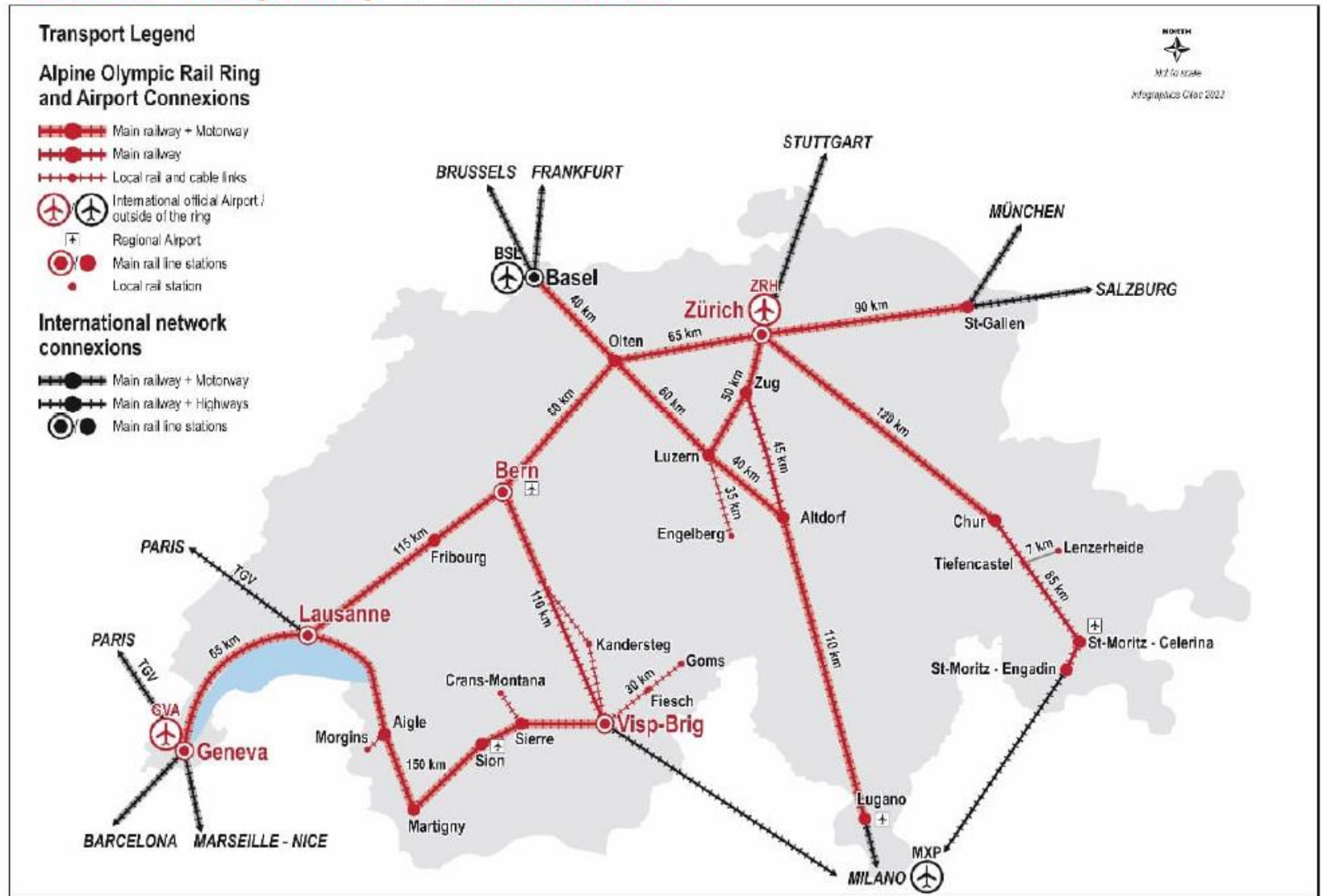


TRANSPORT

Transport Concept	
Distances and travel times for athletes and officials	<ul style="list-style-type: none"> - All athletes will be accommodated in close proximity to their respective venues, ensuring minimum distances and travel times for them. - To ensure the shortest possible travel times, an athletes' shuttle service will be provided between their accommodation and respective venues.
General strategy	<ul style="list-style-type: none"> - The transport concept focuses on maximising the use of Switzerland's existing public transport infrastructure. - All proposed Games venues are in operation today and the existing public transport network serves these venues well for hosting events. - In general, all longer distances will be covered by train, only certain client groups (Athletes and Officials, Olympic Family) will be provided with shuttle services for certain occasions (e.g. athletes for trips to their venues, Olympic Family for arrival and departure services). - The shuttle services will be a simplified version of the T1/T2/T3 shuttle system that was implemented during previous Olympic and Paralympic Games.

TRANSPORT

OLYMPIC GAMES CONCEPT MAP Venue and Transport Map // Draft 22.09.2023



Source: Feasibility Study, Swiss Olympic, October 2023

TRANSPORT

Transport Concept	
Infrastructure	<ul style="list-style-type: none"> - The Games transport system is based on using Switzerland's dense public railway system which is one of the most efficient in the world. - According to a feasibility study published by Swiss Olympic, a future Games could be feasibly delivered with the current transport network and no major transport-related capital investments would be required. - Temporary increases in capacity will be necessary for certain distances, particularly between main transport hubs and the venues.
Airport and travel times to nearby venues	<ul style="list-style-type: none"> - Zurich: <ul style="list-style-type: none"> - Zurich Airport is the largest airport in Switzerland and among the 20 busiest airports in Europe. - In 2022, Zurich Airport handled more than 22 million pax and served 191 direct destinations with over 50 airlines. - From Zurich Airport, all competition venues including those in St. Moritz, Lenzerheide, Engelberg, Goms and Kandersteg can be reached between 30 minutes and 4 hours, using public transport.

TRANSPORT

Transport Concept

Airport and travel times to nearby venues

- **Geneva:**
 - Geneva Airport is the second largest airport in Switzerland.
 - In 2022, Geneva Airport handled more than **14 million pax** and served 146 direct destinations with 52 airlines.
 - From Geneva Airport, the competition venues in Lausanne, Fribourg, Crans Montana, Kandersteg, Zug and Zurich, as well as the IBC/MPC in Bern can be reached between 1 and 4 hours, using public transport.

GAMES DELIVERY: SUMMARY

OPPORTUNITIES



- Excellent existing transport infrastructure can adequately meet Games' needs
- Sufficient airport capacity (Zurich and Geneva) to meet Games' needs
- Almost all venues are connected by public transport (trains)



- Room inventory would meet Games stakeholder and spectator needs

AREAS FOR FURTHER DEVELOPMENT

- As the Games transport is based on using the existing rail network, additional transport capacities on trains need to be secured
- Accommodating athletes in existing hotel infrastructure will increase pressure on the overall room inventory (almost 30,000 hotel rooms required for Games stakeholders instead of 24,000)
- February is high season for the mountain resorts which may impact availability and prices

ENERGY & TELECOM

Energy

- Energy network in Switzerland is well-developed to support Games demand
- Generation mix is environmentally friendly due to large share of hydroelectric resources
- Modernised grid with several smart grid initiatives, e.g. electrification of transport and heating
- Weakened long-term energy supply security levels in the winter months. In winter, lakes are emptied and load is high, hence Switzerland imports from neighbouring countries
- Possible delays in expansion plans of transmission grid
- Currently no overarching electricity trading agreement between Switzerland and the European Union (EU) making the imports/exports among parties harder to schedule

Telecom

- Switzerland possesses the required telecommunications infrastructure to host the Olympic Winter Games
- Advanced fixed and mobile services available nationwide
- Spread of competition venues throughout the country will result in dedicated telecoms services over extended distances, without the opportunity for service consolidation
- Any connectivity to potential venues outside of Switzerland (e.g. Speed Skating) has the potential to increase telecoms infrastructure costs significantly and should be further explored
- Clarification should be sought that diversity of fibre routes to mountain venues is achievable without the need for significant investment in additional infrastructure.

GAMES SAFETY AND SECURITY

Security Forces	<ul style="list-style-type: none"> • Due to the country's federal structure, there is no single police force in Switzerland. The Federal Police are highly competent and well supported by police in each Canton, who are focused on preparedness, coordination, and rapid responses to emergencies, ensuring most safety and security matters are dealt with at this level. • The Swiss State has the security capabilities to adequately meet the safety and security guarantee, and to ensure all necessary resources are available for integrated planning.
Geopolitical	<ul style="list-style-type: none"> • International developments may impact political, economic, and security stability. Switzerland relies on energy imports, and geopolitical developments in supplier countries can affect energy security.
Terrorism	<ul style="list-style-type: none"> • There remains a persistent threat of terrorism from 'lone actors', 'single-issue' activists, 'extremists' (left-wing / right-wing), and threats posed by self-radicalised individuals. • The threat of sophisticated 'mass-casualties' attacks by transnational terrorists is low.
Infrastructure - Water, Telecommunication, Technological and Cyber Risks	<ul style="list-style-type: none"> • Switzerland has reliable and effective infrastructure, including roads, airports, water, telecommunications, transportation, energy, and technology (including cyber-security). • Switzerland's topography and climate make it susceptible to risks associated with these challenges. However, the country has well-developed infrastructure and disaster management systems in place to address and recover from such incidents.
Natural Catastrophes	<ul style="list-style-type: none"> • Switzerland is susceptible to extreme weather conditions such as heavy snowfall, winter storms, and flooding. However, Switzerland is well-prepared to deal with natural catastrophes, and it has robust disaster management and early warning systems in place.

→ There is a credible prospect of a safe, secure and peaceful celebration of Games in Switzerland

GAMES DELIVERY: SUMMARY

OPPORTUNITIES



- Switzerland possesses the required telecommunications infrastructure to host the Games
- Advanced fixed and mobile services available nationwide
- Energy network in Switzerland is well-developed to support Games demand



- There is a credible prospect of a safe, secure and peaceful celebration of the Games in Switzerland
- The Swiss State has the security capabilities to adequately meet the safety and security requirements, and to ensure all necessary resources are available for integrated planning

AREAS FOR FURTHER DEVELOPMENT

- Spread of competition venues throughout the country will result in dedicated telecoms services over extended distances, without the opportunity for service consolidation
- Availability of diverse fibre routes to mountain venues for broadcast purposes should be confirmed venue by venue to meet peak Games demands
- Switzerland is susceptible to extreme weather conditions such as heavy snowfall, winter storms, and flooding. However, Switzerland is well-prepared to deal with natural catastrophes, and it has robust disaster management and early warning systems in place

FEASIBILITY ASSESSMENT SOURCES

Documentation from Interested Party	<ul style="list-style-type: none"> • Feasibility Study – Olympic Winter and Paralympic Games in Switzerland 203X (October 2023)
IOC advisors	<ul style="list-style-type: none"> • IOC Energy and Telecom Advisors • IOC Security Advisor • IOC Venue, Transports and Accommodation Advisor
Third-party independent expertise	<ul style="list-style-type: none"> • AirDNA • Article 19 • Business for Social Responsibility (BSR) • Coface • Economist Intelligence Unit • Environmental Performance Index (EPI) • Freedom House • International Energy Agency (IEA) • International Labor Organization (ILO) • International Trade Union Confederation (ITUC) • IQAir • Meteoblue • Moody's • Organisation for Economic Co-operation and Development (OECD) • Office of the United Nations High Commissioner for Human Rights (OHCHR) • Publicis Sport & Entertainment (PSE) • Reporters without Borders (RSF) • Transparency International • United Nations Development Programme (UNDP) • United Nations Office on Drugs and Crime (UNODC) • United Nations Conference on Trade and Development (UNCTAD) • University of Innsbruck / University of Waterloo (Climate Reliability Study) • Walk Free • World Economic Forum (WEF) • World Intellectual Property Organization (WIPO) • World Bank • Data from Geneva and Zurich Airports / Swiss Federal Statistical Office

CREDITS

© International Olympic Committee

International Olympic Committee
Maison Olympique, 1007 Lausanne, Switzerland
olympics.com

Published by the International Olympic Committee – November 2023

Original version: English

All rights reserved

Photo credits:

© Getty Images

© IOC

© ZSC Lions AG

© BCF Arena (www.bcfarena.ch)

© Freestyle World Cup 2025 / Ruedi Flück

© Roland Arena / Biathlon Arena Lenzerheide AG (www.biathlon-arena-lenzerheide.ch)

© 2023 Swisscom Nordic Arena

© gommerlauf.ch/Andrea Soltermann

© 2023 Google (maps)