



INTERNATIONAL
OLYMPIC
COMMITTEE

3RD WINTER YOUTH OLYMPIC GAMES IN 2020

FINAL REPORT OF THE IOC EVALUATION COMMISSION

LAUSANNE, JUNE 2015



YOG
DNA
SPIRIT OF THE
YOUTH OLYMPIC GAMES



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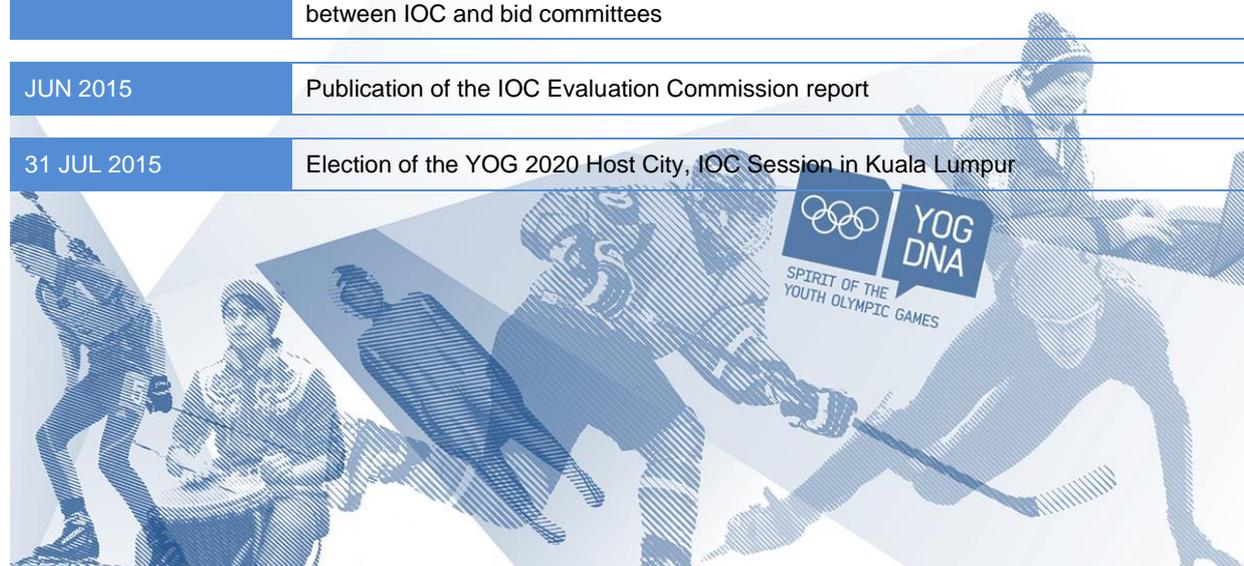
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INTRODUCTION

The IOC Evaluation Commission for the 3rd Winter Youth Olympic Games (YOG) in 2020 is pleased to present the results of its final evaluation of the two shortlisted Candidate Cities (listed in alphabetical order): Brasov (ROM) and Lausanne (SUI).

The following table summarises the YOG 2020 bid process and its evaluation:

28 NOV 2013	Submission of candidatures by NOCs
15-16 JAN 2014	IOC workshop to brief candidate cities on YOG requirements, concept and scope
NOV 2013 – JUN 2014	Ongoing assistance from IOC through questions and answers with the bid committees
17 JUN 2014	Submission of: <ul style="list-style-type: none"> <li style="display: inline-block; width: 45%;">✓ Candidature file <li style="display: inline-block; width: 45%;">✓ Maps <li style="display: inline-block; width: 45%;">✓ Guarantees file <li style="display: inline-block; width: 45%;">✓ Additional financial information <li style="display: inline-block; width: 45%;">✓ Photographic file
AUG 2014	Nanjing 2014 Youth Olympic Games observer programme attended by YOG 2020 Candidate Cities
8-9 OCT 2014	First meeting of the IOC YOG 2020 Evaluation Commission
6 DEC 2014	Selection of shortlisted YOG 2020 Candidate Cities by IOC Executive Board
DEC 2014	Additional questions sent to shortlisted YOG 2020 Candidate Cities by IOC Evaluation Commission
2 FEB 2015	Submission of answers to IOC Evaluation Commission questions
6-9 MAR 2015	Experts' visits to shortlisted YOG 2020 Candidate Cities
11-12 MAR 2015	Second meeting of the IOC YOG 2020 Evaluation Commission and video conference calls with the shortlisted YOG 2020 Candidate Cities
26 MAR 2015	Submission of written answers and additional guarantees following video conferences between IOC and bid committees
JUN 2015	Publication of the IOC Evaluation Commission report
31 JUL 2015	Election of the YOG 2020 Host City, IOC Session in Kuala Lumpur



IOC EVALUATION COMMISSION COMPOSITION

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MEMBERS

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Mrs Caroline Assalian (NOC)

Mrs Nicole Resch (IF)

Mr Peter Bayer (Previous YOGOC)

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Mrs Irina Gladkikh

Mr Christian Wassmer

Mr Andrew Hofer

Mrs Sophie Skeels

The IOC has verified that none of the above-mentioned persons have been commissioned by the Candidate Cities. Their studies and reports have been carried out and submitted in full independence.



IOC EVALUATION COMMISSION ROLE & REPORT

Following the recommendations of Olympic Agenda 2020, the commission focused its assessment of the two YOG Candidate Cities on the identification of key opportunities and risks associated with the organisation of the Youth Olympic Games in 2020.

The Evaluation Commission first met from 8-9 October 2014 to carry out an analysis of the following documents submitted by the YOG Candidate Cities:

- Candidature file
- Guarantees file
- Photographic file
- Maps
- Additional financial information

As a result of this meeting, the commission produced a first report for the IOC Executive Board which decided, at its meeting in December 2014, that both cities would be shortlisted for further evaluation. In follow-up to this decision, the commission sent each shortlisted YOG Candidate City a comprehensive list of questions to obtain further clarification about a number of different areas of their projects. The cities' responses to these questions formed the basis of the commission's second round of analysis on the occasion of its meeting from 11-12 March 2015. During this meeting, the commission also held video conferences with each city providing an opportunity to ask further questions about each project.

The commission's report takes into account all information, documents and guarantees received by the deadline of 26 March 2015 and the report reflects the unanimous opinion of its members. The report is presented on a city-by-city basis, in alphabetical order.

GENERAL COMMENTS

Concept	The commission notes that the two candidate cities have put forward very different projects to host the 3 rd Winter Youth Olympic Games in 2020 and believes that, from an operational perspective, both would be capable of organising the Games.
Language	The original version of this report was drafted in English. Consequently, in the event of a discrepancy between the French and the English texts, the English text shall prevail.
Distances & travel times	All distances are given in km and travel times represent bus travel times in minutes (in the year 2020), as provided by the YOG Candidate Cities in their candidature files.
Global threats	A number of global threats have become a universal concern and affect all Candidate Cities equally. The Commission notes that it is not within its mandate to comment on this aspect of security.

GENERAL COMMENTS (CONTINUED)

<p>Definitions</p>	<p><u>Venue</u> A site operated by the YOGOC (usually by a multi-functional venue team), with a perimeter and typically subject to the exclusive use of the YOGOC and its external partners to deliver the Youth Olympic Games.</p> <p><u>Precinct</u> A number (more than one) of venues and/or facilities in close geographical proximity, which have a common perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.</p> <p><u>Cluster</u> A number (more than one) of venues and/or facilities in close geographical proximity, which do not require a common perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.</p> <p><u>Zone</u> A number (more than one) of venues and/or facilities in the same geographical area, which do not require a common perimeter. The operations of the venues/facilities do not impact on each other.</p>
<p>Sport competition programme</p>	<p>The YOG Event Manual contains a sports programme based on the Innsbruck 2012 Youth Olympic Games programme including 7 sports/15 disciplines. YOG Candidate Cities were informed that a review of sports, disciplines and events takes place after each edition of the Youth Olympic Games and that the overall list of events would only be completed approximately three years ahead of the Youth Olympic Games in 2020.</p> <p>According to YOG requirements, including all Olympic sports/disciplines/events on the Youth Olympic Games programme is not an obligation. If, for example, no facilities exist within the YOG Candidate City for certain sports/disciplines/events, a project may be presented with fewer sports/disciplines/events.</p>
<p>Bobsleigh/Skeleton/Luge – Background information</p>	<p>Following discussions between the IOC and the two candidate cities during the YOG 2020 Candidate City Workshop (January 2014), it appeared that neither of the YOG candidate cities possesses the necessary infrastructure to host competitions in Bobsleigh/Skeleton and Luge within, or in close proximity to, the candidate city. Furthermore, in line with YOG principles and the IOC's sustainability policy, there is no obligation for a YOG host city to host all Youth Olympic sports/disciplines/events, should the infrastructure not exist. Taking these two facts into consideration, the following standard text was provided by IOC to both YOG candidate cities for inclusion in their candidature files with regards to the disciplines of Bobsleigh, Skeleton and Luge:</p> <p><i>The infrastructure within the City of XXX and its surrounding region does not include an existing sliding track. Should the City of XXX be awarded the Youth Olympic Games, the Youth Olympic Games Organising Committee (YOGOC) would commit to enter into discussions with the IOC and the two International Federations concerned regarding the options available for hosting competitions in the two sports.</i></p> <p>Candidate cities were specifically requested not to include any alternative proposals in their Candidature File at this stage.</p>

GENERAL COMMENTS (CONTINUED)

Learn & Share

The Youth Olympic Games are essentially about Competing, Learning and Sharing. They are a celebration of sport, youth diversity and the Olympic values of excellence, friendship and respect. They also exemplify the fundamental principle of Olympism, blending sport with culture and education.

At the heart of the Learn & Share approach, a set of unique culture and education activities endeavours to equip young athletes with sport and life skills, propose an innovative and powerful introduction to Olympism and inspire participants to become ambassadors of Olympism.

It is important to note that the YOG culture and education activities are the result of a co-construction process between the IOC and the Youth Olympic Games Organising Committee (YOGOC). The framework is set by the IOC and includes five key themes:

- Olympism
- Skills development
- Well-being and healthy lifestyle
- Social responsibility
- Expression and digital media

Within this context, much of the core educational expertise and content is delivered directly by the IOC, in conjunction with a number of international partner organisations. The role of the YOGOC is to provide the ideal stage to promote a learning and sharing environment for YOG athletes and other young participants. The YOGOC is expected to add specific educational content according to the host city/nation's specificities, to bring potential expert partners and to rely on the NOC's strengths and expertise. It must promote exchange and discovery by featuring the best of its local culture as well as by staging a number of programmes aimed at local youth. It is also essential for the YOGOC, host NOC and their local partners to plan and deliver a sustainable sports, culture and education legacy for the local and national youth.

BRASOV 2020 REPORT





VISION

The following is a summary of Brasov's vision to host the 3rd Winter Youth Olympic Games provided by the Brasov 2020 bid committee:

"By hosting the 2020 3rd Winter Youth Olympic Games, Brasov City hopes to valorise the experience it gained while organising the 2013 Winter edition of the EYOF (European Youth Olympic Festival) and the impact of that event upon the sustainable development of the region. Brasov City's candidature for the 2020 YOG relies on the tradition and wide popularity of winter sports among the youth, the development of the sports and leisure infrastructure, and some specific elements:

- compact character/ good spatiality of the infrastructure;
- ease in securing the area;
- good quality/price ratio of the accommodation offered;
- best education and attractive leisure areas.

The defining elements of Brasov vision for the 2020 YOG are:

- increasing Romania's visibility around the world and improving the capacity to organise large-scale events;
- developing winter sports and the interest of the young generation therein;
- educating the youth in the Olympic spirit;
- increasing awareness of the need for sustainable development.

Hosting the YOG will provide the opportunity to develop various skills at all the levels of the involved authority for the purpose of educating the youth in the spirit of volunteering and of increasing the faith of the young generation in its own values."

YOG EXPERIENCE

The following is a description of the key highlights of the core YOG experience proposed for athletes and local youth, provided by the Brasov 2020 bid committee:

"The cultural activities that we will offer the participating athletes on the occasion of the 2020 YOG will be structured in such a manner that Brasov City may make the best of the opportunity that it has to promote itself both as a sports centre and as a cultural centre in Romania. The attending athletes will leave Brasov City with plenty of information about its 785 years of history, but also with the memory of an edition of the Youth Olympic Games held in a modern European City where culture, sports and scientific research are the main activities of the youth in Brasov. Through the programs created and implemented, the youth of Brasov will convince the athletes and the spectators of the European dimension of our city.

Through the involvement of the high school students and students in Brasov in creating the Culture & Learn Program, we are convinced that we will manage to meet the expectations of the young people coming from all around the world. The Organising Committee will make available for the youth of Brasov City the main directions for the Culture & Learn Program on an interactive platform."

CONCEPT

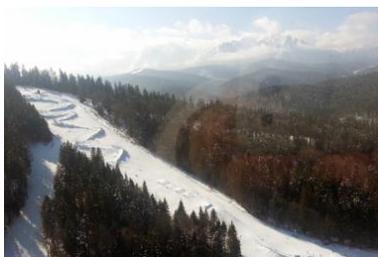
Dates of the Games	Sunday 9 – Tuesday 18 February 2020
Competition programme	5 sports and 12 disciplines
Main port of entry	Henri Coanda International Airport Bucharest (166km/180 minutes south of Brasov)
% of athletes competing at venues within 30 minutes from YOY	48%
Bid leadership	City of Brasov in close collaboration with the Romanian NOC and with the strong support of the national government and Brasov County
Population	Brasov Metropolitan Area = 300,000 Brasov County = 550,000



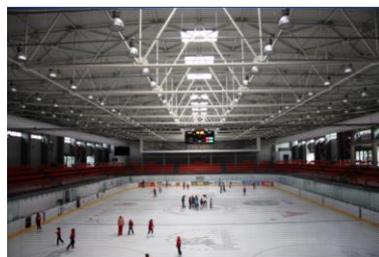
SPORT & COMPETITION VENUES

OVERALL CONCEPT, DISTANCES AND CONSTRUCTION STATUS

	Sport/ Discipline/ Event	Distance from YOY	Travel times from YOY	Existing, no perm works	Existing, perm works	Temporary venue	New construction
Brasov City	Ice Hockey	13km	45 minutes	✓			
	Ice Hockey training venue	13km	45 minutes			✓	
	Curling	15km	15 minutes				✓
Poiana Brasov	Alpine Skiing	1.7km	7 minutes	✓			
	Figure Skating	1.7km	7 minutes	✓			
	Short Track						
	Speed Skating	800m	10 minutes (walk)			✓	
	Half Pipe	1.3km	5 minutes 15 min (walk)				✓
Rasnov	Ski Jumping / Nordic Combined	13km	25 minutes	✓			
Predeal	Cross Country	29.9km	50 minutes	✓			
	Snowboarding	29.9km	50 minutes	✓			
	Freestyle Skiing			✓			
Cheile Gradistei	Biathlon	36.5km	70 minutes	✓			



Snowboard – Clabucet



Ice Hockey – Poiana Brasov



Ski Jumping – Rasnov

Opportunities/Strengths

Venue owners have all guaranteed to provide their respective venues, experienced venue workforce and the following services to the YOGOC, free of charge:

- Cleaning and waste
- Snow removal
- Current repair service

In line with Olympic Agenda 2020's focus on sustainability, Brasov 2020 proposes to make use of temporary facilities (Speed Skating and Ice Hockey training) where no future needs exist in the local area.

Two new permanent venues are proposed for Curling and Halfpipe. In terms of legacy, the bid committee is in discussion with the Romanian Curling Federation to build the first performance centre for Curling in Romania. During the off-season, the venue could be adapted as an indoor archery range and would also be suitable for other indoor activities and events. Having identified the need to support the development of freestyle infrastructure in the region, the municipality of Brasov plans to build a new permanent snowpark next season. The addition of a permanent halfpipe to the snowpark, in time for the 2019/2020 season, would fit within this vision to grow freestyle disciplines in the region and would become the first halfpipe in Romania.

Brasov 2020 would greatly benefit from the positive experience of having hosted the Winter EYOF in 2013.

Risks/Challenges

Since the submission of its candidature file, Brasov has added three sports/disciplines/events to its competition programme (Curling, Speed Skating and Halfpipe). The financial impact of these changes amounts to over USD 5 million, which includes both construction and operational costs. As a result, the YOGOC budget has increased by over 40% compared to the budget originally submitted with the candidature file. The commission feels that, whilst legacy plans for the two proposed permanent venues (Curling and Halfpipe) are currently under investigation, the level of investment for both permanent and temporary venues seems rather high and the finance models remain unclear.

The bid committee stated that the land required for the construction of the Halfpipe venue is owned by Brasov municipality. It also stated that, whilst there are currently no snow production facilities onsite, electrical power and water supply would be accessible close by. Further studies would be required to determine whether sufficient resources would be available to sustain the construction and operation of a Halfpipe venue at the proposed location. Although the bid committee provides examples of events organised by the International Snowboard Federation (ISF) in Romania, the commission underlines that the ISF is not a federation recognised by the IOC and that the International Ski Federation (FIS) is the governing body responsible for all snowboard events at the Youth Olympic Games. It would therefore be key to involve FIS in any further discussions regarding the creation of a Halfpipe venue, should Brasov be awarded the Youth Olympic Games.



Figure Skating/Short Track



Poiana Brasov

Learn & Share activities and venues

<p>Learn & Share</p>	<p>Through the cultural activities it proposes, Brasov would like to promote itself as a modern European city, a sports centre and a cultural centre in Romania.</p> <p>Much of the programme content would rely on ideas put forward by the high school and university students of Brasov City, through an interactive platform.</p> <p>The following key angles have been identified:</p> <ul style="list-style-type: none"> ➤ A multi-ethnic and multicultural city with a long history – content to be further defined in parallel with Brasov’s candidacy as the 2021 European Capital of Culture. ➤ A university city with strong research and innovation capabilities (Genius Campus with knowledge in low-energy and green-energy systems) ➤ A physical education and sports institute to develop a sports programme outside the official competitions
<p>Opening and Closing Ceremonies</p>	<p>Temporary outdoor venue in the Council Square, Brasov City 8,000 seats 13.1km / 15 minutes from YOY</p>
<p>Medals Plaza</p>	<p>Temporary outdoor venue, Poiana Brasov Nightly entertainment programme planned Festivities to be broadcast live in the Council Square, Brasov City 900m / 10 minutes from YOY (walking)</p>



Council Square
(Opening and Closing Ceremonies)



NATO Hall –
Learn & Share



Transilvania University –
Learn & Share

Opportunities/Strengths

The project presented by Brasov 2020 offers good potential to engage with local partners and define meaningful and impactful culture and education activities. The bid committee has secured the involvement of a strong local academic partner, ready to share its knowledge, resources and facilities. The “green campus” concept and low-energy technologies offer an interesting backdrop for potential educational activities.

Brasov 2020 plans to empower local youth by involving them in the definition of the Learn & Share activities/proposals. It also has the ambition to reinforce a volunteering spirit among youth, building on the experience of hosting the Winter EYOF in 2013.

The Bid Committee highlighted its intention to work closely with Brasov's candidature to become the 2021 European Capital of Culture, thus capitalising on the potential synergies offered in terms of cultural activities and resources.

Taking into consideration that the bid committee has displayed a willingness to cooperate and understand the needs of the culture and education programme throughout its interactions with the Evaluation Commission, and on the basis of the concept described, the commission believes that Brasov 2020 would be a good co-construction partner for the IOC in terms of developing relevant content for the Youth Olympic Games culture and education activities.

The Opening and Closing Ceremonies would be held in Council Square, bringing the Youth Olympic Games to the heart of Brasov City.

Risks/Challenges

Brasov's initial Learn & Share approach provided few details and the relevance, creativity and appeal of some of the described themes and activities (history of the city, clean technologies, etc.) seemed questionable for an audience of international young elite athletes. Should Brasov be awarded the Youth Olympic Games, a review would be required to ensure the needs and expectations of all target audiences are met.

The commission noted that the dispersed layout of the YOYV and the use of decentralised Learn & Share venues may represent a challenge in terms of the athletes' experience of living together and actively participating in culture and education activities.

With regards to reach, there is little clarity on how Brasov would engage with regional and national youth and sports communities ahead of the Games or commit to long-term legacies for youth and sport in the region and across Romania.

Whilst the plan to broadcast Medals Plaza activities in Brasov City seems appealing in terms of bringing the Games to a wider audience, a full study would need to be completed to determine its feasibility in terms of cost, attendance and overall experience for participants.

Youth Olympic Village

Location	Poiana Brasov 166km/180 minutes from Henri Coanda International Airport Bucharest
Concept	Single village concept Resort complex consisting of four 3-4 star hotels* <ul style="list-style-type: none"> - Hotel Alpin - Hotel Pietra Mare - Hotel Rina Vista - Hotel Ciucas <i>* residents would all have access to same level of facilities/services</i> 3.4 hectares
Number of rooms/beds	816 units and 2,065 beds
Bed:bath ratio	In line with YOG requirements
Dining hall	1 dining hall in Hotel Alpin (capacity of 850) Breakfast would be served in each individual hotel

Training facilities	Gym, fitness hall, sauna or similar facilities in each hotel Access to swimming pools in 2 hotels for all YOY residents Sports hall in Poiana Brasov for indoor training Dedicated ski slopes in Poiana Brasov for YOG training
Post-Games use	Hotels
Maximum daily rate for full board accommodation	USD 75 per person per day (in USD 2020)



Opportunities/Strengths

Brasov 2020's Youth Olympic Village concept makes good use of existing hotels which would also provide current services such as ATM, laundry, Wi-Fi, leisure and meeting facilities, free of charge. In addition, organisers would benefit from the experience of EYOF 2013, during which the same hotel-based village was put in place.

With YOG requirements standing at maximum 1,770 beds, additional space would be available for NOC activities such as meetings, medical services and storage.

The centrally-located YOY would create a compact Games plan, with only three venues (Cross Country, Snowboarding/Freestyle Skiing and Biathlon) situated between 50 and 70 minutes from the YOY. Short travel times to the majority of venues would provide increased opportunities for participants to take part in culture and education activities.

Risks/Challenges

The distances and layout between the different YOY elements – Residential Zone, culture and education activities, Dining Hall, Transport Mall – as they stand in the current plan could prove practically challenging in terms of delivering the expected YOY atmosphere. The Commission does, however, believe that alternative feasible solutions could be explored to enhance the overall YOY experience. In terms of distances, the bid committee believes that the use of any kind of internal transport system would not be necessary as all parts of the village should be accessible within 10 minutes on foot.

Three competition venues would be located 50-70 minutes from the YOY (representing approximately 30% athletes). The bid committee confirmed that day facilities and services would be provided at these outdoor venues to ensure the needs of participants would be met.

The period during which the organising committee would have exclusive use of the YOY currently ends two days after the Closing Ceremony which may not be sufficient to return the venues to their original state. The bid committee stated that it could obtain a longer term guarantee if necessary.

General Infrastructure

Official port(s) of entry	Henri Coanda International Airport Bucharest (166km/180 mins from YOY) Sibiu International Airport (157km/160 mins from YOY) Brasov train station (17km/40 mins from YOY)
Main Media Centre (MMC)	Imperial Restaurant, Hotel Aurelius, Poiana Brasov (869m ²) Can be extended into an adjacent room (184m ²) Total surface = 1,053m ²
Radio frequencies	The National Authority for Communications Administration and Regulation (ANCOM) would allocate the necessary radio frequencies to conduct the event. Cost of allocation is included in YOGOC budget

Opportunities/Strengths

No additional transport infrastructure would be required for the YOG.

All YOG venues are connected via existing road networks, as well as existing rail connections between Brasov – Predeal and Brasov – Rasnov.

Risks/Challenges

The Main Media Centre (MMC) would be located in a hotel and consist of a dedicated area measuring 1,053m² which is below YOG requirement (3,000m²). The current space available would make it difficult to set up the necessary Main Press Centre and International Broadcasting Centre for the YOG. In addition, the current period during which the organising committee would have exclusive use of the MMC (one month) may not be sufficient to ensure overall installation and operations.

Brasov bid committee has put forward an alternative solution to house the MMC in a new exhibition centre that is currently under construction and located in Brasov City. The centre would be completed in summer 2015 and offer 4,138 m² on the ground floor which would cover YOG requirements. No guarantees have however been provided.

Transport Operations

Opportunities/Strengths

A YOG transport system would be put in place to serve the needs of accredited clients.

Access to public transport would also be provided via the “Brasov 2020 Card” for the duration of the YOG. The card would be made available free of charge to all accredited persons and sold for a fee to spectators/the general public.

Vehicles used for the YOG transport system would respect all environmental, technical and safety requirements, in accordance with Romanian legislation.

Risks/Challenges

The bid committee stated that the City Hall, the County Police Inspectorate Brasov and the Transport department of the Youth Olympic Games Organising Committee (YOGOC) would be responsible for Transport and Traffic operations. No guarantees have been provided in this regard.

Accommodation

OVERVIEW

Total room inventory	6,183 in Brasov Metropolitan Area in 2-4 STAR facilities
Number of guaranteed hotels	42 (existing)
Number of guaranteed rooms	1,941
No minimum stay period	Guaranteed
Reservations	Directly with the hotels

MAXIMUM ROOM RATES

	4 STAR		3 STAR		2 STAR	
	Single	Double	Single	Double	Single	Double
USD*	20 – 171	32 – 187	30 – 100	40 – 150	42 – 46	35 – 62

*in USD 2020, including breakfast and taxes

Opportunities/Strengths

The overall hotel inventory in the Brasov area (6,183 rooms) would be sufficient to cover YOG client needs as well as regular city business. The bid committee has guaranteed sufficient hotel rooms in all regions that would host YOG events, thereby meeting the needs of the various client groups.

Guaranteed prices for accommodation in Brasov are reasonable.

Risks/Challenges

Maximum room rates were provided by each individual hotel and not by the bid committee as requested by the IOC. The range of prices per hotel category is very wide and rates do not appear to be very consistent both within and across categories. This could prove challenging in terms of allocation of hotel rooms to the various client groups.

Medical Services and Doping Control

YOG hospital	Brasov County Emergency Hospital 16km/20 minutes from YOY
Entity responsible for Doping Control	National Anti-Doping Agency, coordinated by the Prime Minister Brasov 2020 would make use of the WADA-accredited laboratory in Bucharest
NOC team physicians	Entitled to practice medicine in Romania, without exceptions or limitations

State healthcare services would be used during the Youth Olympic Games. For participants from countries without mutual healthcare recognition, health insurance would be contracted through the current official NOC insurance partner company, free of charge. The NOC insurance partner would also cover repatriation for all YOG clients.

Security

Entities involved	Local police National Gendarmerie (army) Private security agencies
Authority responsible for security	Ministry of Home Affairs
Experience	Some experience in securing international events Winter European Youth Olympic Festival (EYOF – 2013) NATO summit (2004)

Legal matters

Intellectual property	<ul style="list-style-type: none"> ✓ Domain names (.com, .org, .net, .ro) protected ✓ Wordmark BRASOV 2020 registered in 45 classes of protection
Structure of the YOGOC	<p>YOGOC would operate as a not-for-profit association/foundation</p> <p>Founding members:</p> <ul style="list-style-type: none"> - Romanian Olympic and Sports Committee - Brasov Municipality - Predeal Town - Rasnov Town - Cheile Gradistei Sports Club - Brasov County Council
Customs	The import, use and export of goods, including consumables, would be exempt of customs duties
Immigration	<ul style="list-style-type: none"> ✓ All accredited persons would be granted the right to enter the country and exercise their capacity for the duration of the Youth Olympic Games for a period not exceeding one month before and one month after the Youth Olympic Games (9 January – 18 March 2020) ✓ Free of charge visas would be granted to all accredited persons requiring a visa to enter Romania ✓ The temporary entry of certain personnel into Romania for the organisation of the YOG would be authorised and appropriate work permits would be issued in an expedited and simplified manner

Opportunities/Strengths

The legal aspects of the bid, including customs and immigration, have been well addressed in the candidature file, demonstrating a good understanding of YOG requirements.

The registration for the protection of the wordmark “Brasov 2020” and of relevant domain names has been confirmed and the candidature file and guarantees state that the existing legal framework allows for the protection of Olympic properties.

Risks/Challenges

Whilst Brasov 2020 enjoys strong support from all levels of government, the mechanisms that would govern the allocation of financial support to the organising committee remain unclear.

Marketing

Local sponsorship	USD 1 million (5.67%)
Official suppliers	N/A
Ticket sales	N/A
Licensing	N/A
Lotteries	N/A

Opportunities/Strengths

The bid committee indicated that the 2020 YOG Marketing Programme would be run in a similar way to EYOF 2013: the Romanian NOC Marketing Department would be in charge of coordination, management and final decision-making and the NOC and YOGOC would be jointly responsible for the search for local sponsors.

Brasov 2020 enjoys strong support from the NOC and all levels of government which could help engage the local business community to support the organisation of the Games.

Brasov intends to launch an intensive national communication campaign to raise awareness of Olympism and the Youth Olympic Games, as well as to attract potential partners and sponsors. The bid committee states that its strategy would rely on the following main assets:

- The national popularity of Brasov City and winter sports resorts in the area
- The popularity of NOC Romania
- The appetite of local people for winter sports
- The power of national pride
- The power of the five rings

Finance

YOGOC budget
(in USD 2020)
(updated version submitted to IOC)

Balanced YOGOC budget
USD 17.609 million
Based on exchange rate EUR 1 = USD 1.33
Based on assumed inflation rate of 2.3%
2015 Consumer Price Index*: 42.39

Revenues	84.5%	Government subsidies
	9.8%	IOC contribution (USD 1.726 million)
	5.7%	Local sponsorship
Shortfall guarantee	Brasov Municipality	

* Figure from Numbeo – the world’s largest database of user-contributed data about cities and countries worldwide. Numbeo provides current and timely information on world living conditions including cost of living

Opportunities/Strengths

The high level of support from both the central and municipal governments was clearly demonstrated throughout the bid, most notably through the presence of the Romanian Prime Minister and Vice Prime Minister, Foreign Affairs and Youth and Sport Ministers as well as the Mayor of Brasov at the video conference with the Evaluation Commission. During the video conference, all levels of government reiterated their strong support for the project to host the Youth Olympic Games in Brasov in 2020.

The Mayor of Brasov has guaranteed to cover any potential deficit in the YOGOC budget.

Risks/Challenges

Brasov’s plan to host the Winter Youth Olympic Games includes the construction of two new permanent venues (Curling – USD 1.32 million and Halfpipe – USD 1.25 million), as well as the permanent upgrade of an existing venue (Figure Skating/Short Track – USD 800,000), the cost of which are all included in the YOGOC budget.

Investments related to the construction of venues with a long-term legacy for the city/region should be funded by public authorities or the private sector outside of the YOGOC budget as these costs are not considered to be directly related to the organisation of the Youth Olympic Games.

In addition, the finance models of the new permanent venues and of the two planned temporary venues (Ice Hockey training rink – USD 600,000 and Speed Skating – USD 850,000), have not yet been finalised, even though the bid committee has stated that several venues would be financed from the national and/or municipal budgets.

With these expenditures remaining in the YOGOC budget, this represents a considerable risk to the organising committee.

The additional financial information submitted to the IOC provides a low level of detail and the budget would appear to require a number of adjustments to more accurately reflect YOG needs. In addition, the lack of an adequate contingency in the YOGOC budget could lead to financial management inefficiencies and/or delays.

Romania is currently revising its fiscal code which could impact the YOGOC from a tax standpoint and consequently its budget estimates.



Athlete experience

<p>Concept</p>	<p>One-village concept which would provide a tremendous living, learning and interacting experience for athletes, thus supporting the Learn & Share aspects of the Youth Olympic Games.</p> <p>48% of athletes would compete at venues within 30 minutes of the YOY.</p> <p>32% of athletes would compete at venues within 10 minutes of the YOY.</p>
<p>Sport and venues</p>	<p>The majority of venues to be used for the Youth Olympic Games already exist, providing tried and tested facilities that would support the smooth running of competitions. Brasov would also greatly benefit from the positive experience of having hosted the Winter EYOF in 2013.</p> <p>In terms of training facilities, athletes would have access to gyms, fitness halls and swimming pools within the YOY as well as a sports hall for indoor training and dedicated ski slopes in Poiana Brasov.</p>
<p>Learn & Share</p>	<p>The Learn & Share activities would be based around the following key angles:</p> <ul style="list-style-type: none"> - Brasov as a multi-ethnic, multicultural city with a long history - A “green campus” concept and low energy technologies - A physical education and sports institute to develop a sports programme outside the official competitions <p>Learn & Share activities are a critical part of the athlete experience at the Youth Olympic Games. Due to the diverse cultures and backgrounds of the participating athletes, it would be important to ensure that the needs and expectations of all target audiences are met.</p> <p>The dispersed layout of the YOY and the use of decentralised Learn & Share venues may represent a challenge in terms of the athletes’ experience of living together and actively participating in culture and education activities.</p> <p>Ceremonies and the Medals Plaza are an important part of the athlete experience as, for most participating athletes, the Youth Olympic Games are the first multi-sport event they attend.</p> <p>Opening and Closing Ceremonies would take place in the heart of Brasov City, in an outdoor temporary venue, 30 minutes from the YOY.</p> <p>The Medals Plaza would be located in an outdoor temporary venue in Poiana Brasov. A nightly entertainment programme would be planned, providing athletes with a festive evening gathering place, within walking distance from the YOY.</p> <p>Plans to broadcast Medals Plaza activities in Brasov City may affect attendance in Poiana Brasov which could in turn detract from the general atmosphere and overall experience of participants.</p>
<p>Youth Olympic Village (YOY)</p>	<p>The YOY would be located in Poiana Brasov, at the centre of the YOG project, and would consist of a resort complex including four existing 3-4 star hotels. The bid committee has provided assurances that the standard of facilities and level of services would be consistent for all residents.</p> <p>Breakfast would be served in each individual hotel which would be convenient for athletes and residents. A single dining hall conveniently located in one of the four hotels (2-6 minutes’ walk) would provide all other meals.</p>

Athlete experience (continued)

YOV (continued)

Athletes would benefit from services such as ATM, laundry and Wi-Fi, which would be provided free of charge.

Three competition venues would be located 50-70 minutes from the YOV and day facilities and services would be provided at these outdoor venues to ensure the needs of participants would be met.

This village set-up was successfully tried and tested during the 2013 Winter EYOF.

Travel times

Airport – YOV: 166km / 180 minutes

A YOG transport system would be put in place and athletes would also have access to free public transport.

Reasonable travel times between YOV and competition venues would allow athletes to watch competitions and support other athletes when their schedules permit.



Cheile Gradistei – Biathlon



Poiana Brasov – Alpine Skiing

LAUSANNE 2020 REPORT

LAUSANNE
2.0 2.0

CANDIDATE
CITY FOR
THE YOUTH
OLYMPIC
GAMES

VISION

The following is a summary of Lausanne's vision to host the 3rd Winter Youth Olympic Games provided by the Lausanne 2020 bid committee:

"CAPTURING HERITAGE TO ENVISION THE FUTURE

Lausanne is the home of international sport. Over the years, sport and the positive values that it engenders have become a part of this region's core. Lausanne wants the honour of hosting the Youth Olympic Games so that it can play its part in encouraging young people around the world to adopt and live according to the values of sport and to the values of Olympism.

Lausanne wants to do this because it strongly believes that spreading these values directly from the place where they have been nurtured for generations is a truly powerful idea.

Lausanne will achieve this by capturing its Olympic heritage, redefining it and updating it alongside the IOC and the youth of the world.

This will be manifested in our exciting and innovative vision for the "Lausanne 2020 Lab". The Lausanne 2020 Lab will serve to provide the next generation with a brand new and refreshed ownership of the Olympic Values.

For the benefit of the Movement.

For years to come."

YOG EXPERIENCE

The following is a description of the key highlights of the core YOG experience proposed for athletes and local youth, provided by the Lausanne 2020 bid committee:

"Lausanne 2020 wants to contribute in encouraging the youth of the world to adopt and live according the Olympic Values of respect (of one another, of oneself, of the environment), friendship (between people and cultures) and excellence (in always giving one's best). Lausanne 2020 wants to encourage the youth to come up with their own redefinition of these values and therefore to contribute to the future of the Olympic Movement and the Olympic Games.

We will achieve this because we have a rich spectrum of Olympic resources to draw upon: one hundred years of common history with the Olympic Movement, 55 international sports organisations and world-renowned academic partners specialised in research and innovation in sport.

In 2020, Lausanne will be turned into a real "laboratory" for new ideas - by the youth, for the youth. With our partners and with the IOC, the athletes and local youth will experience an extremely rich event, which will be both relevant and fun. Through our programmes, the participants will tap into Olympic history, capture its fundamental values, reinterpret and redefine them to contribute to the future of the Olympic Movement and the Olympic Games."

CONCEPT

Dates of the Games	Friday 10 – Sunday 19 January 2020
Competition programme	5 sports and 12 disciplines
Main port of entry	Geneva International Airport 58km/35 minutes west of Lausanne
% of athletes competing at venues within 30 minutes from YOV	47%
Bid leadership	City of Lausanne and Canton de Vaud in close collaboration with the Swiss NOC and with the support of the national government
Population	Lausanne = 133,000 Canton de Vaud = 730,000



SPORT & COMPETITION VENUES

OVERALL CONCEPT, DISTANCES AND CONSTRUCTION STATUS

	Sport/ Discipline	Distance from YOV	Travel times from YOY	Existing, no perm works	Existing, perm works	Temporary venue	New construction
Lausanne	Ice Hockey	3km	9 minutes		✓		
	Figure Skating						
	Short Track						
	Curling	7km	12 minutes	✓			
	Speed Skating (2 venues proposed)	1-3km	5-12 mins			✓	
Vaud Alps	Alpine Skiing	76km	62 minutes	✓			
	Freestyle	70-72km	53-56 mins	✓			
	Snowboard	70-72km	53-56 mins	✓			
Vaud/ France Jura	Cross Country Skiing	48km	50 minutes	✓			
	Biathlon / Nordic Combined	62km	56 minutes	✓			
	Ski Jumping / Nordic Combined	62km	56 minutes	✓			



Curling

Opportunities/Strengths

Lausanne 2020's project makes good use of existing, temporary and demountable venues, in line with Olympic Agenda 2020 recommendations.

Venue owners have all guaranteed to provide their respective venues and the following services to the YOGOC, free of charge (except for the Nordic Centre in Les Tuffes, France, for which a rental fee has been budgeted):

- Snow and/or ice making
- Field of play shaping
- Field of play maintenance
- Snow removal in venues
- Management of their workforce
- Ski lift operations and maintenance
- Provision of dedicated premises and areas

The redevelopment of the current home of the Lausanne Hockey Club into the future “Espace Malley” which would host competitions in Ice Hockey, Figure Skating and Short Track and comprise three ice sheets is already under way with guaranteed funding, independently of the Youth Olympic Games.

A working group has been set up to re-think the design of the Cross Country site as a legacy of the Youth Olympic Games to make it more attractive and spectacular for athletes and spectators.

Lausanne has a broad experience in running international events.

Risks/Challenges

The timelines for the significant permanent works to be carried out at Espace Malley (Ice Hockey, Short Track and Figure Skating), which will be totally demolished and reconstructed, show a completion date of June 2019. Any delay in construction would therefore represent a risk in terms of delivery and the subsequent organisation of competitions in these three sports/disciplines.

Two locations have been put forward to install a temporary ice rink to host Speed Skating competitions: an athletics track located in close proximity to the Youth Olympic Village and the athletics stadium to be used as the Opening and Closing Ceremony venue. The bid committee stated that it would enter into a discussion about the preferred location with the IOC, the relevant International Federation, Swiss Skating and Swiss Olympic, should Lausanne be awarded the Youth Olympic Games. The commission believes that the venue-sharing solution could create valuable synergies for the organisation of the Youth Olympic Games. The commission also notes that, whilst discussions about the future of the disciplines of Speed Skating and Short Track in Switzerland have taken place, no firm plan or financial commitments regarding any potential legacy have been made at this stage. At a cost of USD 2.185 million, the investment in this temporary facility represents a significant proportion of the operational budget (5.3%).

Proposals for the re-design of the Cross Country venue include moving the track to a slightly higher plateau to minimise the use of artificial snow as well as creating water and electricity spots to allow for the use of snow canons along the track. The bid committee stated that the local authorities would build the necessary spaces for service personnel such as offices, wax cabins, volunteers’ rooms and technical spaces. No guarantees have been received from the relevant authorities to confirm this commitment. The bid committee also stated that additional snow could be transported from the Biathlon and Ski Jumping venues in France (Les Tuffes), approximately 30 minutes away.

Learn & Share activities and venues

Learn & Share

In 2020, Lausanne would like to become a “laboratory” for new ideas, by the youth and for the youth.

Lausanne plans to develop and deliver a rich, fun and relevant programme of activities for athletes and local youth, calling upon youth to contribute to the future of the Olympic Movement by revisiting the Olympic values of respect, friendship and excellence.

The experience for athletes and local youth would be structured around three pillars:

- **Legacy** – share the history of modern Olympism and generate new ambassadors
- **Expertise** – explore the world of sports and of sporting events and develop talents
- **Vision** – discover technology, research and innovation in sports and life science to create leaders of tomorrow

Athletes would be called upon to produce 2,020 new ideas for the future of sport.

Opening and Closing Ceremonies

Pierre de Coubertin Athletics Stadium
Planned to be entirely renovated by summer 2019
12,000 seats
3km / 12 minutes from YOY (35 minutes' walk)

Medals Plaza

Outdoor venue in Flon district, Centre of Lausanne
Daily concert programmes planned
4km / 15 minutes from YOY
Direct access via public transport from YOY



Swiss Tech Convention Centre



Institute of Sciences of Sport
Lausanne University



Opening and Closing Ceremonies

Opportunities/Strengths

Lausanne 2020 has taken a rich, diverse and creative Learn & Share approach, which is supported by an ambitious concept. The many culture and education activities proposed fit within a strong and meaningful framework with a true ambition to inspire athletes and local youth and to showcase all opportunities offered by the world of sport.

Youth empowerment and involvement are very well embedded across the initial proposal which includes many ideas and projects that would engage with local, regional and national youth both before and beyond the Games, including via the education/school system.

The bid committee has secured the partnership of strong academic partners to reimagine the sport of tomorrow, offering multiple opportunities to use new technologies for the benefit of YOG 2020 and beyond. Strong links also seem to have been established between municipal, cantonal and federal youth and sports institutions to collaborate on the project.

In terms of reach, a number of innovative digital media initiatives are envisioned to help spread the YOG spirit and the Olympic values beyond Lausanne and the accredited participants.

Taking into consideration the richness of the initial Learn & Share proposal and the willingness of the bid committee to understand and meet the culture and education needs of the participants, the commission believes that Lausanne 2020 would be a good co-construction partner for the IOC.

The Opening and Closing Ceremonies would be held in a refurbished stadium, which would require minimal overlay, within walking distance of the YOY.

Risks/Challenges

With such a wide range of themes and activities proposed, care will need to be taken to ensure that core culture and education activities remain focused on Olympism and sport and that the programme in general caters to what is most relevant for each audience group (athletes and local youth).

The commission noted that the dispersed layout of the YOY and the use of decentralised Learn & Share venues may represent a challenge in terms of the athletes' experience of living together and actively participating in culture and education activities.

Youth Olympic Village

Location	Lausanne University campus 58km/35 minutes from Geneva International Airport
Concept	Single village concept New construction of accommodation units (4 buildings planned for completion in October 2019) 5 hectares
Number of rooms/beds	700 units and 2,569 beds
Bed:bath ratio	In line with YOG requirements
Dining hall	Single dining hall in a building 9 minutes' walk from the residential zone Capacity = 600 seats Café in YOVSquare (100 seats) Access to MMC's dining hall in the immediate vicinity of YOVS
Training facilities	<ul style="list-style-type: none"> ✓ Two sports halls, gym and tennis courts on University campus ✓ 17 football fields adjacent to YOVS ✓ Sports halls of the City of Chavannes, adjacent to YOVS ✓ Many running opportunities (around campus and along shore of Lake Léman) ✓ YOVS plans under development could include a sports hall with a gym
Post-Games use	Student accommodation
Maximum daily rate for full board accommodation	USD 180 per person per day (in USD 2020)



Opportunities/Strengths

The capacity of the newly-constructed accommodation units that would form the YOVS was scaled on legacy-mode requirements (student housing). With YOG requirements standing at maximum 1,770 beds, the commission notes that there could be an opportunity to reduce the number of hotel rooms required for other client groups, should the decision be made to accommodate such client groups closer to the YOVS.

Additional space would be available for NOC activities such as meeting, medical services and storage.

The bid committee stated that it would investigate the possibility of providing breakfast within the residential zone, which would be more convenient for residents.

Whilst the bid committee believes that distances within the YOY (maximum 400m.) would make movement between locations easy and fast, it has stated it would construct temporary footbridges and put bikes and mobility support robots at athletes' disposal to facilitate internal movements within the YOY.

Risks/Challenges

The YOY would be housed in new accommodation units, the construction of which is governed by tight timelines with a planned handover to the YOGOC in November 2019. In the event that the YOY would not be delivered on time, the bid committee has put forward a number of alternative solutions.

The distances and layout between the different YOY elements – Residential Zone, Learn & Share activities, Dining Hall, Transport Mall – as they stand in the current plan could prove practically challenging in terms of delivering the expected YOY atmosphere. The Commission does, however, believe that alternative feasible solutions could be explored to enhance the overall YOY experience.

Five competition venues would be located approximately 60 minutes from the YOY (representing approximately 53% athletes). The bid committee confirmed that day facilities and services would be provided at these outdoor venues to ensure the needs of participants would be met.

General Infrastructure

Official port(s) of entry	Geneva International Airport (58 km/35 minutes from YOY) Lausanne train station could also serve as an alternative port of entry
Main Media Centre (MMC)	Existing Amphimax building (Lausanne University Campus) (3,400m ²) Parking area available in the immediate vicinity of MMC
Radio frequencies	<ul style="list-style-type: none"> ✓ The Federal Office of Communications (OFCOM) would allocate, manage and control radio frequencies ✓ The relevant procedure to guarantee free of charge provision of frequencies would be initiated immediately after the announcement of the host city

Opportunities/Strengths

The Main Media Centre (MMC) would be located in an existing building within the Lausanne University Campus, next to the Youth Olympic Village. The MMC would provide easy access to the transport hub and public transport network. Overall, the MMC would encompass 3,400m² which fulfils YOG requirements.

A parking area in the immediate vicinity of the MMC would also be available and the bid committee stated that the building would be able to accommodate a number of facilities and services to support the media during the Games.

Risks/Challenges

The current period during which the organising committee would have exclusive use of the MMC (20 Dec 2019 to 19 Feb 2020) may not be sufficient to ensure overall installation and operations. (The Event Manual recommends having access to the MMC up to three months before the Games)

Transport Operations

Opportunities/Strengths

A YOG transport shuttle system would be put in place to serve the needs of accredited clients.

Accredited persons would benefit from free access to all public transport serving the Canton of Vaud, including one return train journey between Geneva airport and Lausanne. Ticketed spectators would benefit from reduced fares when presenting their competition tickets.

Risks/Challenges

The travel times presented in the candidature file appear to be based on slightly ambitious speeds. In order to ensure that travel times to the furthest venues remain approximately 60 minutes from YOY, the bid committee plans to implement significant traffic management measures such as reserved lanes on strategic routes, police escorts and total restriction of road works on the main highways.

Accommodation

OVERVIEW

Total room inventory	3,292 within 20km in 2-5 STAR facilities
Number of guaranteed hotels	44 (existing) 2 (planned)
Number of guaranteed rooms	1,911 (existing) 145 (planned)
No minimum stay period	Not confirmed by individual hotels. Over-arching letter provided by Lausanne Tourism bureau.
Reservations	Through a central reservation agency

MAXIMUM ROOM RATES

	4 STAR		3 STAR		2 STAR	
	Single	Double	Single	Double	Single	Double
USD*	283	395	197	280	154	283

*in USD 2014, including breakfast, taxes (with the exception of the "taxe de séjour" – approx. USD2.60 which is charged per person per night and payable onsite) and 10% commission for Lausanne Tourisme

Opportunities/Strengths

The overall hotel inventory in the area (3,292 rooms) would be sufficient to cover YOG client needs as well as regular city business. The bid committee has guaranteed sufficient rooms in all Swiss regions that would host YOG events, thereby meeting the needs of the various client groups.

The bid committee stated that other alternative accommodation options (e.g. University dormitories, accommodation in private homes, one-star or unclassified hotels, guest houses, bed & breakfast and campsites...) could be made available to athletes' families, spectators and volunteers.

Risks/Challenges

Guaranteed room rates have been submitted in USD 2014 and not USD 2020. However, the Mayor of Lausanne and the Tourism Bureau confirmed that the only possible increase in the guaranteed prices would be in line with the official annual inflation rate.

The guarantees submitted by the individual hotels do not ensure that no minimum stay would apply, that ambush marketing would be prevented and that agreements would be binding to the end of the YOG. The Lausanne Tourism bureau has provided an over-arching letter covering these points. It is not clear, however, whether Lausanne Tourism has the necessary jurisdiction over individual hotels to make these commitments binding.

Medical Services and Doping Control

YOG hospital	Centre Hospitalier Universitaire (CHUV) 5.7 km / 12 minutes from YOY
Entity responsible for Doping Control	Antidoping Switzerland, on behalf of Swiss Olympic and Swiss Federal Office of Sports Lausanne 2020 would make use of the WADA-accredited laboratory in Lausanne
NOC team physicians	Would have the right to practice medicine in Switzerland on the sole condition that they would only practice within the context of the Youth Olympic Games

Participants' personal insurance would be used as a priority to cover health care expenses during the Youth Olympic Games. The insurance provided by Lausanne 2020 would act as a supplement, should the participants' coverage be insufficient. The bid committee stated that the Lausanne 2020 insurance would also cover costs for participants without any coverage, as well as repatriation costs when indispensable.

Security

Entities involved	Public and private partners at communal, cantonal and federal levels Collaboration with French authorities for events taking place in France (Les Tuffes/Chaux Neuve)
Authority responsible for security	Cantonal Security Council

Experience

Extensive experience in securing international events
World Gymnaestrada (2011)
Annual Athletissima IAAF Diamond League meeting

Legal matters

Intellectual property

- ✓ Domain names (.com, .org, .net, .ch) protected
- ✓ Wordmark LAUSANNE 2020 registered

Structure of the YOGOC

YOGOC would operate as a not-for-profit association.
Main stakeholders:

- City of Lausanne
- Canton of Vaud
- Swiss Olympic

Customs

Customs facilitation would be granted for the temporary import of personal and sport equipment.
Duties would be payable for imported materials such as consumer goods, publicity material, food and beverages and pharmaceutical material.

Immigration

- ✓ A simplified system for obtaining entry visas and work permits would be developed
- ✓ Accredited persons would receive free Schengen visas from the Swiss authorities which would also allow entry into the French territory

Opportunities/Strengths

Legal aspects of the bid, including customs and immigration, have been well addressed in the candidature file, demonstrating a good understanding of YOG requirements.

The registration for the protection of the wordmark “Lausanne 2020” and of relevant domain names has been completed and the candidature file and guarantees confirm that the existing legal framework allows for the protection of Olympic properties.

The commission notes the willingness of the Swiss authorities to find pragmatic solutions in order to meet IOC requirements, building on the experience gained in the organisation of previous international sports events in Switzerland.

Risks/Challenges

A number of guarantees have been provided “subject to compliance with Swiss law”. The concrete implementation of certain requirements (e.g. temporary entry to the country, work permits, import and export of goods free of customs duties...) and, in particular, any potential impact of applicable laws and regulations would have to be further assessed, should Lausanne be awarded the Youth Olympic Games.

The exact scope and processes of cooperation with the French NOC and relevant French authorities would have to be further defined to ensure the respect of the Host City Contract and Olympic Charter in all aspects that concern the events to be held in France.

Marketing

Local sponsorship	USD 5.16 million (12.22%)
Official suppliers	USD 1.173 million (2.78%)
Ticket sales	USD 469,000 (1.11%)
Licensing	USD 293,000 (0.69%)
Lotteries	USD 176,000 (0.42%)

Opportunities/Strengths

Lausanne 2020's YOGOC budget includes revenues of USD 6.62 million from sponsorship, suppliers and licensing. Should the target be met, this would be a very successful winter YOG marketing programme. The bid committee stated that it had already received encouraging signs of support in terms of sponsorship. Should Lausanne 2020 fail to reach the target revenue, the Mayor of Lausanne has confirmed that the City of Lausanne and Canton de Vaud would cover any potential shortfall.

The bid committee stated that support from the two largest NOC sponsors was agreed and that, should a sponsorship category be declined by an NOC sponsor, the organising committee would be free to go to market for sponsorship in the same category.

Risks/Challenges

The management of marketing rights for the events to be held in France would need to be specifically coordinated and confirmed with the French NOC.

Finance

YOGOC budget <i>(in USD 2020)</i>	Balanced YOGOC budget USD 42.221 million Based on exchange rate USD 1 = CHF 0.8786 Based on an average annual inflation rate of 0.5% 2015 Consumer Price Index*: 126.03
Revenues	66.66% Government subsidies (<i>Federal level would be approved after election – by end March 2016</i>) 14.17% IOC contribution (USD 5.983 million) 17.22% Local sponsorship, suppliers, licensing, lotteries and ticket sales
Shortfall guarantee	Guaranteed by City of Lausanne and Canton of Vaud, in equal proportions

* Figure from Numbeo – the world's largest database of user-contributed data about cities and countries worldwide. Numbeo provides current and timely information on world living conditions including cost of living

Opportunities/Strengths

The Lausanne 2020 bid enjoys strong support from all levels of government.

Whilst the subsidy shares of the regional and municipal governments have been guaranteed, the commission notes that, according to the Swiss legal system, the Federal Council can only initiate parliamentary procedures for approving and confirming its share of subsidies in the YOGOC budget (USD 9.382 million or 22% of the YOGOC's overall budget) after Lausanne's election as the host city. Based on past experience, the bid committee is very confident that the federal government would financially support the event, should Lausanne be elected host city.

In the meantime, an additional guarantee was provided by the Mayor of Lausanne, stating that, in the event the federal government's share of the subsidies did not materialise, the Canton de Vaud and the City of Lausanne would cover the full amount of subsidies, in addition to covering any potential shortfall in the YOGOC budget. He added that the potential deficit in the subsidies would be covered before the end of the organising committee's lifecycle to ensure smooth operations throughout Games preparations.

Risks/Challenges

Operational details and the split of responsibilities between French and Swiss authorities may not be fully scoped which may have a slight impact on current budget assumptions.



Athlete experience

<p>Concept</p>	<p>One-village concept which would provide a tremendous living, learning and interacting experience for athletes, thus supporting the Learn & Share aspects of the Youth Olympic Games.</p> <p>47% of athletes would compete at venues within 30 minutes of the YOY.</p> <p>33% of athletes would compete at venues within 10 minutes of the YOY.</p>
<p>Sport and venues</p>	<p>The majority of venues to be used for the Youth Olympic Games already exist, providing tried and tested facilities that would benefit the smooth running of competitions. Lausanne also has a broad experience in running international events.</p> <p>In terms of training facilities, athletes would have access to two sports halls, a gym and tennis courts on the University campus, 17 football fields adjacent to the YOY, many running opportunities along the shore of Lake Léman and plans for the YOY could include a sports hall with a gym.</p>
<p>Learn & Share</p>	<p>Learn & Share activities are a critical part of the athlete experience at the Youth Olympic Games.</p> <p>Lausanne would like to become a “laboratory” for new ideas, by the youth and for the youth. A rich, fun and relevant programme of activities would be developed, calling upon youth and young athletes to contribute to the future of the Olympic Movement.</p> <p>The dispersed layout of the YOY and the use of decentralised Learn & Share venues may represent a challenge in terms of the athletes’ experience of living together and actively participating in culture and education activities.</p> <p>Ceremonies and the Medals Plaza are an important part of the athlete experience as, for most participating athletes, the Youth Olympic Games are the first multi-sport event they attend.</p> <p>Opening and Closing Ceremonies would take place in an outdoor athletics stadium to be renovated by summer 2019, 12 minutes from the YOY (or a 35-minute walk).</p> <p>The Medals Plaza would be located in an outdoor temporary venue in the centre of Lausanne. Daily concert programmes would be planned, providing athletes with a festive evening gathering place, 15 minutes from the YOY and accessible via public transport.</p>
<p>Youth Olympic Village (YOY)</p>	<p>The YOY would be located in Lausanne, at the centre of the YOG project, and would consist of newly constructed accommodation units that would become student housing after the Games. The construction is governed by tight timelines with a planned handover to the YOGOC in November 2019. Alternative solutions have been put forward by the bid committee in the event the YOY would not be delivered on time.</p> <p>A single dining hall would be conveniently located in a building 9 minutes’ walk from the residential zone. The possibility of serving breakfast within the residential zone would be investigated as this would be more practical for athletes and residents.</p>

Athlete experience (continued)

Youth Olympic Village (YOV)

Athletes would benefit from services and recreational facilities such as cafés, shops and free Wi-Fi access throughout the village.

Five competition venues would be located approximately 60 minutes from the YOV and day facilities and services would be provided at these outdoor venues to ensure the needs of participants would be met.

Travel times

Airport – YOV: 58km / 35 minutes

A YOG transport shuttle system would be put in place and athletes would also have access to free public transport.

The travel times presented by the bid committee appear to be based on slightly ambitious speeds. However, reasonable travel times between YOV and competition venues would allow athletes to watch competitions and support other athletes when their schedules permit.



Diablerets – Alpine Skiing



Medals Plaza



Leysin – Halfpipe and Slopestyle