

# 2<sup>nd</sup> Winter Youth Olympic Games in 2016

REPORT OF THE IOC EVALUATION COMMISSION  
Lausanne, November 2011



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# INTRODUCTION

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The IOC Evaluation Commission (the Commission) for the 2<sup>nd</sup> Winter Youth Olympic Games (YOG) in 2016 is pleased to present the result of its evaluation of the Lillehammer bid. (see Appendix A for Commission composition)

After an introduction that provides information on the methodology followed in assessing the city's project, this report contains the Commission's analysis of the Lillehammer bid and a number of appendices.

## METHODOLOGY

In order to assist the Lillehammer bid committee in replying to the IOC Questionnaire, the following services were provided by the IOC:

- **Youth Olympic Games Event Manual** which outlines the key principles as well as the obligations relating to the organisation of the Youth Olympic Games. As an appendix to the YOG Host City Contract, the Event Manual contains contractual requirements.
- **A workshop held in Lausanne on 11 May 2010:** the aim of the workshop was to brief Lillehammer on IOC requirements and to assist in understanding the concept and scope of organising the Youth Olympic Games.
- **Access to the IOC's Olympic Games Knowledge Management database** which holds detailed information and statistics on previous editions of the Olympic Games and Youth Olympic Games.
- **Access to a number of documents and information from the Singapore Youth Olympic Games Organising Committee (SYOGOC) and Innsbruck Youth Olympic Games Organising Committee (IYOGOC).**

Lillehammer replied to the IOC's questionnaire and submitted the following documents within the deadline agreed with the IOC (15 December 2010). These documents were reviewed and analysed by the IOC administration to assist the Commission with its evaluation.

- Candidature file
- Guarantees file
- Photographic file
- Maps
- CD ROMs containing electronic versions of the candidature file, photographic files and maps
- Additional financial information

Following such analysis, Lillehammer was required to submit answers to a number of questions addressed by the IOC to the bid committee together with any new guarantees obtained. These answers were submitted to the IOC by the deadline of 26 April 2011. The Evaluation Commission then met in Lausanne on 9 and 10 May 2011 to analyse the additional material submitted by the Candidate Cities and to hold a video conference call with the Lillehammer bid committee. Written answers to the commission's questions were then submitted to the IOC by the end of May 2011. The final deadline for the submission of any outstanding guarantees and information was 11 November 2011 when the Commission finalised its report.

The quality of the candidature file and other documents submitted to the IOC greatly assisted the Commission in assessing Lillehammer's proposal and preparing this report. The Commission was impressed by the level of detail shown throughout the documents provided and would like to congratulate Lillehammer and the Norwegian NOC on their ability to react and respond to the

Commission's questions in very short periods of time. The Commission would also like to acknowledge the significant level of commitment and support obtained from public authorities.

The task of the Evaluation Commission was to prepare a technical report to assist the IOC members in the important decision of electing the host city for the 2<sup>nd</sup> Winter Youth Olympic Games in 2016.

Through an analysis of the risks and opportunities included in the Lillehammer bid, the Commission endeavoured to assess how the YOG concept had been applied to the city's own context whilst placing a strong emphasis on the level of quality and detail relating to the technical aspects of the candidature file, thus giving an indication on the robustness of the project.

The Commission based its analysis on the information contained in the candidature file and other documents submitted by the Candidate City and assessed the city on the basis of a number of themes including, but not limited to, guarantees & legal matters, general infrastructure, sport, culture and education, venues, Youth Olympic Village, transport, security, accommodation and finance.

In drawing its conclusion, the Commission believed it should highlight the city's qualities in relation to the individual project it has proposed in response to the IOC's questionnaire and YOG concept as well as the risks presented in terms of jointly developing the project with the IOC to achieve successful Games in 2016.

The Commission's assessment of Lillehammer's bid for the 2<sup>nd</sup> Winter Youth Olympic Games in 2016 follows. Before entering the body of the report, the Commission would like to make a number of general comments.

### **GENERAL COMMENTS**

This report reflects the unanimous opinion of the Commission and takes into consideration all information received up until the deadline set by the IOC for submissions.

#### **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 and travel times**

All distances are given in km and travel times represent average 2016 bus travel times in minutes, as provided by the Candidate City in its candidature file.

#### **Map**

A map taken from Lillehammer's candidature file is included in Appendix B and will assist readers in understanding the city's overall concept and to situate the venues.

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### **Appendices**

- A. Composition of the Commission
- B. Map
- C. Abbreviations

# LILLEHAMMER REPORT

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## VISION, CONCEPT AND LEGACY

Lillehammer 2016's vision is to use the "Fundamental Principles of Olympism" and "Agenda 21 for Sports" as a basis to plan, develop and stage an event by the young, with the young, and for the young in a way that will inspire renewal and solidarity. Lillehammer wishes to create a highly visible international showcase for organised sport and youth's contribution to peace and reconciliation and sustainable development.

Norway has a high percentage of youth participating in organisations which form part of the Norwegian Children and Youth Council (LNU) and it is planned that the youth would have the responsibility for the YOG culture and education programme, both at the YOY and the venues as well as in the local community. Lillehammer 2016 pledges to deliver an event that sets an exemplary environmental precedent and the Youth Olympic Games would be used as a platform to develop a new generation of competitive athletes, leaders and volunteers in Norway.

Lillehammer proposes to organise the 2<sup>nd</sup> Winter Youth Olympic Games from Friday 26 February to Sunday 6 March 2016.

The concept is based around the use of existing venues located in four different areas: Lillehammer, Hafjell/Øyer (18km/22 minutes from Lillehammer), Gjøvik (47km/42 minutes from Lillehammer) and Hamar (65km/65 minutes from Lillehammer). Athletes and officials would be accommodated in two Youth Olympic Villages in Lillehammer and Hamar (Figure Skating, Speed Skating and Short Track Speed Skating).

The main port of entry for the Youth Olympic Games would be Oslo International Airport, approximately 145km south of Lillehammer.

The Municipality of Lillehammer is located in the County of Oppland in Norway and has a population of approximately 26,000.

Lillehammer's bid to host the 2<sup>nd</sup> Winter Youth Olympic Games in 2016 is led by the Norwegian National Olympic Committee and the City of Lillehammer and has commitments from local, regional and national levels of government, including the neighbouring Municipalities of Øyer, Hamar and Gjøvik and the Counties of Hedmark and Oppland.

The Bid Committee proposes a tangible and sustainable legacy in the form of a Centre for Olympic Youth Sports in Lillehammer. This centre would be established in cooperation with Norwegian institutions of research and higher education and would capitalise on existing venues and existing legacy centre partners. The aim would be to develop further and in novel ways young sport leaders, coaches and athletes for Olympic Winter sports, particularly from developing countries.

During the video conference, the NOC added that the 2016 Youth Olympic Games would also be an opportunity for Norway to revitalise its volunteer culture which would be an important legacy for the country and in line with the NOC's 4-year strategy to focus on youth.

## SPORT & COMPETITION VENUES

The proposed competition schedule includes all seven winter sports on the Olympic programme and comprises 15 disciplines and 63 events. The bid committee states that the YOGOC would cooperate closely with the respective national sport federations and the NOC to establish a strong basis for a successful Youth Olympic Games.

Lillehammer has a very good level of experience in hosting major international winter sports events including World Championships and World Cup competitions in the majority of winter sport disciplines, and the 1994 Olympic Winter Games.

Lillehammer proposes ten competition venues in four areas: Lillehammer, Hafjell/Øyer (18km / 22 minutes from Lillehammer), Gjøvik (47km / 42 minutes from Lillehammer) and Hamar (65km / 65 minutes from Lillehammer). Athletes competing at Gjøvik and Hamar would be accommodated at a

Youth Olympic Village in Hamar. Average travel distances to competition venues for the athletes staying at the Lillehammer village would be approximately 6km with the furthest venue located 18km away. Whilst the venues for Speed Skating and Figure Skating are in close proximity to the Hamar YOY, athletes competing in Short Track would need to travel 50km to the competition venue in Gjøvik. The Evaluation Commission therefore requested that the future YOGOC look into providing suitable training facilities for Short Track athletes in Hamar to avoid wasting too much time travelling to and from Gjøvik.

Of the ten competition venues proposed, three venues require permanent works including an almost completed upgrade and major extension of Kristin Hall to incorporate a new curling area with four curling sheets and a service building. In addition, a new training facility for ice hockey would be built, located adjacent to Kristin Hall. Whilst the bid committee states that the owner of these venues (Municipality of Lillehammer) is responsible for the works and has guaranteed access and use the venues, no guarantee has been provided for the planned works.

#### CULTURE AND EDUCATION PROGRAMME

The proposed Culture and Education Programme (CEP) shows appropriate understanding of the key principles but does not offer detail to understand the various activities or to establish the link between the activities and themes. During the video conference, the bid committee explained that it intends to collaborate with a large number of partners including universities, colleges and youth associations to conceive the Culture and Education Programme and the Commission feels confident that the organising committee, together with these external partners, would be capable of delivering a solid CEP programme.

Whilst the Commission believes that the two-village concept proposed will complicate the delivery of the Culture and Education Programme and may make it difficult to create a common atmosphere for all participants, the bid committee confirmed that a full CEP programme would be available at the Hamar YOY.

#### CEREMONIES

The Opening and Closing Ceremonies would be held at Stampesletta (6,000 – 8,000 capacity), adjacent to the Lillehammer Youth Olympic Village. The Medals Plaza is proposed in the centre of Lillehammer.

#### YOUTH OLYMPIC VILLAGE

The Lillehammer Bid Committee proposes a two-village concept, with a Youth Olympic Village in Lillehammer and a Youth Olympic Village in Hamar, 62km apart. The Youth Olympic Village in Hamar would accommodate athletes and team officials participating in Figure Skating, Speed Skating and Short Track Speed Skating.

The Youth Olympic Village in Lillehammer would comprise new residential buildings and the existing Birkebeineren Hotel & Apartments. The residential accommodation includes a total of 1,786 beds in a mixture of 2- to 4-bed rooms, and apartments with 5 beds. According to plans provided by the bid committee, space seems quite tight in the Lillehammer YOY in terms of bedroom size, common living areas and storage and the Commission strongly recommends that the future YOGOC study thoroughly all possible operational measures to optimise the available space. The Youth Olympic Village Square, which would include Culture and Education Programme activities and dining facilities, would be located in the existing Håkons Hall, 200m away.

The Student Welfare Organisation in the County of Oppland (SOPP) and the Lillehammer Cooperative Housing Association (LOBB), would be responsible for the planning and development of the new residential buildings. The land required for the construction is owned and donated by the Municipality of Lillehammer. Guarantees and construction timelines have been provided. Whilst it is planned for the 300 units (1,200 beds) to be constructed by SOPP to be completed by August 2014, the 60 units (240 beds) to be constructed by LOBB are only scheduled for completion in January 2016 which could be a risk.

The Youth Olympic Village in Hamar would be located in the existing Hotel Scandic Hamar. The residential accommodation includes a total of 466 beds in 239 single and double/twin rooms. Whilst confirming that a full CEP programme would be made available at the Hamar YOY, the bid committee states that residents staying at the Youth Olympic Village in Hamar would be shuttled to events and venues in Lillehammer five times during the Games. In addition, a common cultural experience would be planned, by shuttling all residents of the Lillehammer YOY to the Hamar YOY. Finally, some form of digital link between the two villages would also be envisaged to ensure a common CEP experience by all athletes.

The maximum bed:bathroom ratio proposed in both villages is in line with IOC requirements.

The Commission notes that the future organising committee would need to address the existing discrepancy in terms of level of service between the two villages (hotel vs. university accommodation) in order to deliver a harmonious Games experience to all participants in 2016.

Lillehammer Olympiapark has provided a full board daily rate guarantee for athletes and officials residing at the Lillehammer YOY during the Winter Youth Olympic Games in 2016 of NOK 595 per person, including VAT, (approx. USD 110). Such rate is provided in NOK 2011 and would be adjusted solely for inflation until 2016.

No guarantee has been provided for the full board daily rate for athletes and officials residing at the Hamar YOY.

#### GENERAL INFRASTRUCTURE

Oslo International Airport, located approximately 145km/120 minutes south of Lillehammer, is proposed as the port of entry for the Youth Olympic Games and is well connected to Lillehammer by highway and frequent express rail services. Oslo International Airport is linked to world air networks and offers capacity to meet the needs of the Youth Olympic Games. The bid committee confirmed that a shuttle bus would be implemented between the airport and Lillehammer at the cost of the YOGOC.

Hamar, Gjøvik and Hafjell appear to be well connected to Lillehammer and with adequate traffic management measures the existing transport infrastructure should cope with all Youth Olympic Games travel demands.

The level of information and communications technology in Norway and Lillehammer is considered high and is a European leader in broadband services.

The Main Media Centre (MMC) is planned to be located in a three-storey education building near the Lillehammer Youth Olympic Village. The layout may present some challenges due to the lack of large open interior spaces. Upgrade works would be completed prior to the Youth Olympic Games.

#### TRANSPORT OPERATIONS

Venues are organised in small to medium clusters spreading out north and south of Lillehammer and the majority of competition venues and CEP venues are located within 5km of their respective Youth Olympic Village. The travel times presented in the candidature file appear to be based on average commercial speeds of 20-40km/hour on urban roads and 50-70km/hour on urban highways which seem reasonable.

The general concept of transport operations is well described and should be sufficient to deliver all Youth Olympic Games transport requirements, including for the general public.

#### ACCOMMODATION

The existing hotel capacity within a 20km radius of Lillehammer is 2,969 rooms, as confirmed by the Lillehammer Turist AS. The Lillehammer bid committee has received guarantees for over 2,000 of these rooms which is in line with IOC requirements. The Commission notes that 539 of such guaranteed rooms are in apartments or cabins which may present some challenges in terms of room allocation. However, the city's overall inventory shows that further capacity exists if required.

The bid committee has provided the following guaranteed room rates in NOK 2016, including breakfast, taxes and an administrative booking fee, which appear to be on the high side:

	4 star			3 star		2 star	
	Single room	Double room	Suite	Single room	Double room	Single room	Double room
NOK 2016	2,420	2,880	3,660	2,220	2,680	1,320	1,710
USD*	430	510	650	395	475	235	305

\*equivalent at today's exchange rate (11 November 2011)

#### MEDICAL SERVICES AND ANTI-DOPING

The Lillehammer Bid Committee states that during the entire period of the Youth Olympic Games, the Olympic Family would be covered by special health insurance in accordance with the requirements of the YOG Event Manual.

First aid services, patient transportation and emergency services would be available at the YOG Hotels, Youth Olympic Village, MMC and all venues. These services would supplement the existing emergency help and rescue services.

The nearest hospitals to the two Youth Olympic Villages are less than one kilometre away respectively and as such, no dedicated on-site medical centres are planned.

Anti-Doping Norway would be responsible for handling all doping control activities and would comply with all rules and requirements of the World Anti-Doping Code and IOC Anti-Doping Rules.

NOC team physicians would be required to obtain an authorisation from the Norwegian Registration Authority for Health Personnel to practice in Norway.

#### SECURITY

The Norwegian National Police Directorate would bear ultimate responsibility for the security of the event and would provide guidance and advice to the three regional police authorities involved in the project. One of the three regional police authorities (most likely Gudbrandsdalen Police District) would have an overall coordinating responsibility for security arrangements for the 2016 Winter Youth Olympic Games, under the supervision of the Norwegian National Police Directorate. The various local police departments would have operational responsibility at the YOG venues under their geographical command.

The Commission underlined that it would be important for the roles and responsibilities, including budget, to be clearly defined and understood by all parties involved in the security of the Youth Olympic Games.

#### CUSTOMS AND IMMIGRATION

The guarantee provided by the Ministry of Justice and the Police regarding access to the country is subject to the fulfilment of the ordinary conditions of the immigration legislation and compliance with the harmonised Schengen legislation. With respect to visa fees, the Ministry of Justice and the Police guarantees that the fees would be reduced or waived to the maximum extent within the framework of the Schengen acquis. It also expects that the precedent of the Innsbruck Youth Olympic Games (Austria also being a Schengen member state) will lead to the elaboration of practical guidelines and procedures for facilitating the issuing of visas to accredited persons as was the case with recent editions of the Olympic Games located within the Schengen zone. Finally, the Ministry guarantees that work permit applications for certain personnel required to enter the country for the organisation of the Youth Olympic Games would be granted according to the applicable conditions of the immigration legislation and dealt with in an expedited manner.

The Norwegian Customs and Excise Directorate states that all individuals entering Norway on a temporary basis (up to one year) may bring such goods as he/she may, to a reasonable extent, require for his/her stay in Norway, free of all customs duties, as long as such goods are re-exported after the Games. Specific regulations and procedures may apply to the importation of certain foods, medicines, and weapons.

## INTELLECTUAL PROPERTY

In general, Norway has an effective legal system for protecting intellectual property rights and Norway is a member of the World Intellectual Property Organisation and party to all relevant international treaties concerning the protection of intellectual property. The Norwegian Olympic Committee has long secured the protection of the Olympic Rings and designations in Norway by way of registration with the Norwegian Industrial Property Office.

## STRUCTURE OF THE YOUTH OLYMPIC GAMES ORGANISING COMMITTEE (YOGOC)

Should Lillehammer be awarded the 2<sup>nd</sup> Winter Youth Olympic Games in 2016, the Youth Olympic Games Organising Committee would be a direct successor of the bid committee and a private limited liability company owned by the NOC and the Municipality of Lillehammer. The Government of Norway may also be invited to join.

## FINANCE

The Lillehammer bid committee presents a balanced YOGOC budget of USD 63.86 million (2010 figures) in its candidature file. Approximately 49% of all revenues are guaranteed in the form of government support. The IOC financial contribution would amount to approximately USD 23 million (36% of the budget) and would include the cost of full board at the Youth Olympic Village (EUR 3.9 million) as well as additional funding of EUR 13.5 million for an infrastructure investment that would serve as a legacy after the Youth Olympic Games. Marketing revenues would amount to approximately USD 10 million (14% of the budget). An overall contingency amounting to 11% of the total YOGOC budget has been included. It is the intention of the bid committee that the balance of such reserve post in the budget after the Games be converted to a fund for the financing of the Centre for Olympic Youth Sports in Lillehammer. If the legacy fund turns out to be smaller than planned, the objectives of the programme would have to be reviewed.

The Norwegian government has guaranteed to cover any potential economic shortfall in the YOGOC budget.

## CONCLUSION

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In conclusion, the Evaluation Commission would like to reiterate its thanks and satisfaction to Lillehammer bid committee and Norwegian NOC for the tremendous work carried out and the open and transparent nature of their collaboration with the IOC throughout the bid process. It would also like to congratulate them for their enthusiasm and dedication to the Youth Olympic Games project which has been clearly demonstrated in the way Lillehammer has embraced the concept put forward by the IOC and translated it according to its own culture and circumstances.

Having carried out a technical evaluation of the project put forward and held a video conference call with the Candidate City, the Commission feels that Lillehammer could organise the 2<sup>nd</sup> Winter Youth Olympic Games in 2016. However, there are risks and opportunities associated with the project which have been mentioned throughout this report.

Through its analysis of Lillehammer's candidature file and all other documents provided throughout the bid process, the Evaluation Commission has found Lillehammer's candidature to host the 2<sup>nd</sup> Winter Youth Olympic Games in 2016 to be technically sound and reasonably compact, highlighting a good use of existing venues and a very good level of experience in hosting international and multi-sport winter events as the bid's principal strengths.

The Evaluation Commission would like to point out a number of areas which would need particular attention, should Lillehammer be awarded the 2016 Youth Olympic Games.

- Lillehammer's two-village concept would need to be carefully thought-through to ensure that a harmonious Games experience is provided to all participants, especially in terms of consistency of service levels between the two villages (hotel vs crowded university accommodation)
- The two-village concept will also increase operational complexity with regards the delivery of the culture and education programme and will need to be taken into consideration throughout the planning process to ensure a common YOG atmosphere for all participants
- The involvement of four municipalities (Lillehammer, Hafjell/Øyer, Gjøvik and Hamar) as well as two counties (Oppland and Hedmark) and the national government may add complexity in the planning and delivery of the operational services to be provided by the different authorities and it will be important to clearly define the roles and responsibilities of each party, including budget.
- The Lillehammer YOGOC budget includes an overall contingency of 11% which shall be used as a legacy fund for the financing of the Centre for Olympic Youth Sports in Lillehammer after the Games. Should the legacy fund turn out to be smaller than planned, the objectives of the legacy programme would need to be reviewed.

### CONCLUSION

**To conclude its analysis, the Evaluation Commission believes Lillehammer's project to host the 2<sup>nd</sup> Winter Youth Olympic Games in 2016 presents minimal risk to the IOC.**

## COMPOSITION OF THE EVALUATION COMMISSION

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**CHAIR** Mrs Yang YANG

**OLYMPIC GAMES EXECUTIVE DIRECTOR** Mr Gilbert FELLI

**MEMBERS**

Mr Roger TALERMO

Mr Fredi SCHMID

Mr Christophe DUBI

Mr Essar GABRIEL

Ms Jacqueline BARRETT

**IOC ADMINISTRATION**

Mr Antoine GOETSCHY

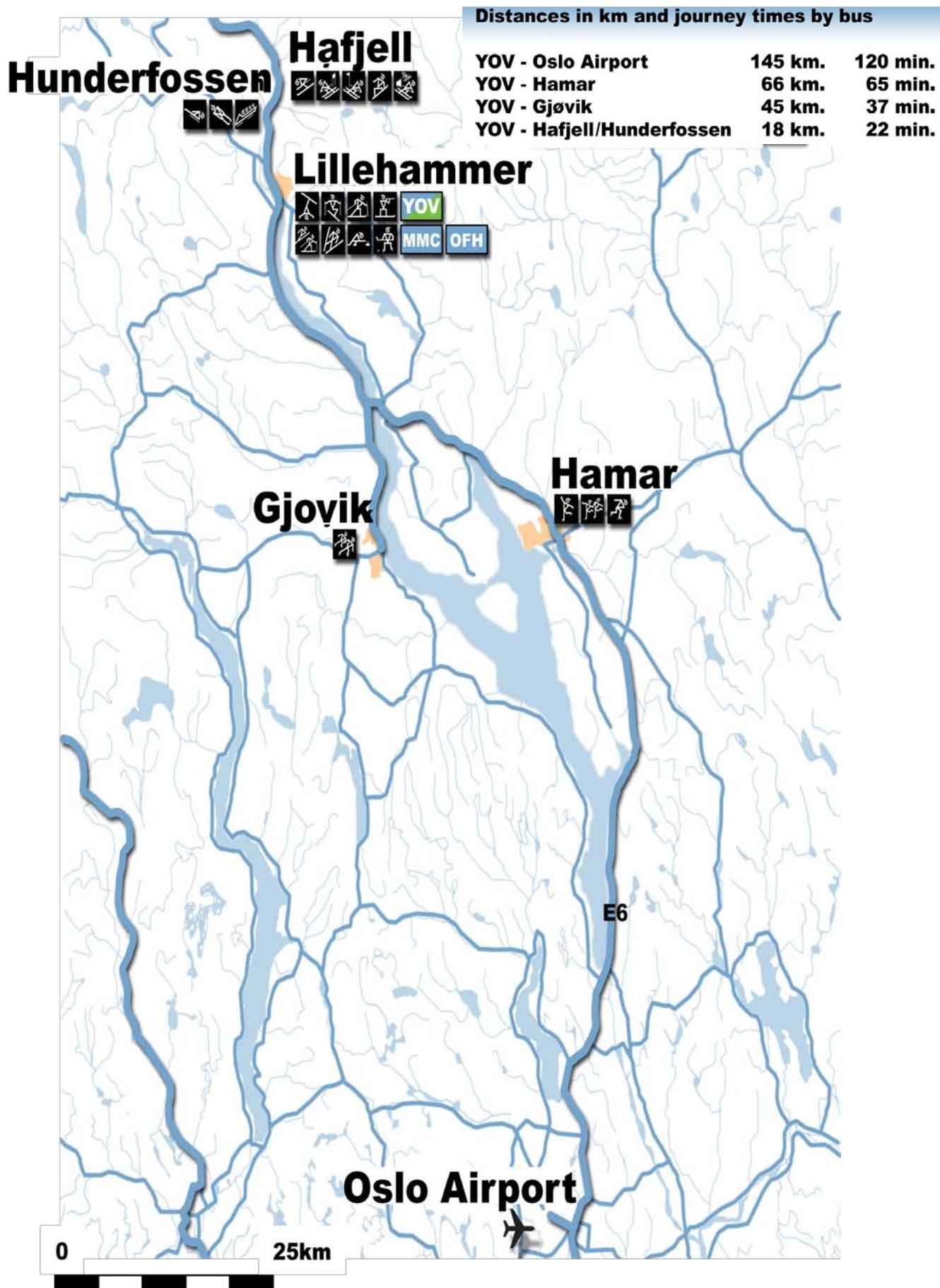
Mr Toshio TSURUNAGA

**TECHNICAL EXPERT**

Ms Ingrid TOZER

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

# Appendix B – Lillehammer 2016



## ABBREVIATIONS

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<b>CEP</b>	Culture and Education Programme
<b>EUR</b>	Euro
<b>IF</b>	International Federation
<b>IOC</b>	International Olympic Committee
<b>MMC</b>	Main Media Centre
<b>NOC</b>	National Olympic Committee
<b>NOK</b>	Norwegian Krone
<b>USD</b>	United States Dollar
<b>YOG</b>	Youth Olympic Games
<b>YOGOC</b>	Youth Olympic Games Organising Committee
<b>YOV</b>	Youth Olympic Village