

# 3<sup>rd</sup> Summer Youth Olympic Games in 2018

REPORT OF THE IOC WORKING GROUP  
Lausanne, November 2012



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# INTRODUCTION

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The IOC Working Group for the 3<sup>rd</sup> Summer Youth Olympic Games (YOG) in 2018 is pleased to present the results of its evaluation of the five candidate cities (listed in alphabetical order): Buenos Aires (ARG), Glasgow (GBR), Guadalajara (MEX), Medellin (COL) and Rotterdam (NED). The Working Group notes that the city of Poznan (POL) withdrew its candidature mid-October 2012.

Following an introduction that provides information on the methodology followed in assessing the cities' projects and some general comments about the process, this report contains the Working Group's analysis of each city as well as a number of appendices with additional information about the cities' projects.

## METHODOLOGY

In order to assist Candidate Cities 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 11-12 April 2012:** the aim of the workshop was to brief Candidate Cities 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, including a number of documents and information from the Singapore Youth Olympic Games Organising Committee (SYOGOC) and Innsbruck Youth Olympic Games Organising Committee (IYOGOC).
- **On-going assistance by IOC** through questions and answers with the bid committees during the preparation of their candidature files.

All five Candidate Cities replied to the IOC's questionnaire and submitted the following documents within the deadline agreed with the IOC (15 October 2012). These documents were reviewed and analysed by the IOC administration to assist the Working Group 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

The quality of the candidature files and other documents submitted to the IOC greatly assisted the Working Group in assessing each city's proposal and preparing this report. The Working Group was impressed by the level of detail shown throughout the documents provided by the cities and would like to congratulate both the Candidate Cities and their NOCs on their efforts in putting together their cities' projects and embracing the YOG concept. The Working Group would also like to acknowledge the significant level of commitment and support obtained from public authorities by the Candidate Cities.

The task of the Working Group was to prepare a technical report for the IOC Executive Board which will decide at its meeting in February 2013 which Candidate Cities shall be shortlisted for further evaluation.

Whilst carrying out an analysis of the risks and opportunities included in each of the Candidate Cities' projects, the Working Group placed 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 Working Group based its analysis on the information contained in the candidature file and other documents submitted by the Candidate Cities and assessed the cities 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 Working Group believed it should highlight each city's qualities in relation to the individual projects proposed and the YOG concept as well as the risks presented in terms of developing the project further to achieve successful Games in 2018.

The Working Group's assessment of each of the five Candidate Cities for the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 follows. Before entering the body of the report, the Working Group would like to make a number of general comments.

## **GENERAL COMMENTS**

This report reflects the unanimous opinion of the Working Group 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 2018 bus travel times in minutes, as provided by the Candidate Cities in their candidature files.

### **Definitions**

#### Venue

A site operated by the YOGOC and/or its partner agencies (usually by a multi-functional venue team), located within a secure perimeter, subject to the exclusive use of the YOGOC and/or its partner agencies, officially used to deliver the Youth Olympic Games.

#### Precinct

A number (more than one) of venues and/or facilities in close geographical proximity, which have a common secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.

#### Cluster

A number (more than one) of venues and/or facilities in close geographical proximity, which do not require a secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.

#### Zone

A number (more than one) of venues and or facilities in the same geographical area, which do not require a secure perimeter. The operations of the venues/facilities do not impact on each other.

### **Number of venues – counting methods**

For each Candidate City, venues have been counted according to the following principles:

- in the case of venues with multiple halls, each separate hall is counted as one venue
- a venue hosting two or more sports, not simultaneously, is counted as one venue (e.g. shared venue such as rowing/canoeing)
- road courses (cycling) and triathlon are counted as temporary venues

**Terrorism**

Terrorism has become a global concern and affects all Candidate Cities equally. The Working Group has not commented on this element of security in the individual city reports.

**Maps**

A map taken from each city'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 Working Group
- B. Maps
- C. Abbreviations

# BUENOS AIRES REPORT

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## VISION, CONCEPT AND LEGACY

Buenos Aires' vision is to build on Argentina's strong Olympic history to engage with the next generation and encourage greater investment in local sporting infrastructure and facilities. By hosting the Youth Olympic Games and as already planned by the city government, a new sports district would be developed through renovation and regeneration to meet the needs of a growing population and to host more international events.

The Autonomous City of Buenos Aires is the capital of the Federal Republic of Argentina and has a population of approximately 13 million.

Buenos Aires proposes to organise the 3<sup>rd</sup> Summer Youth Olympic Games from Tuesday 11 September to Sunday 23 September 2018.

The concept makes use primarily of existing venues concentrated in two main zones: the Green Corridor (19 competition venues) located on the banks of the River Plate and Roca Park (3 competition venues) located in the South of the City where the Youth Olympic Village would be constructed.

The main port of entry for the Youth Olympic Games would be Ezeiza International Airport, approximately 22km (36 minutes) south of the city.

Buenos Aires' bid to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 is lead by the Argentine Olympic Committee and the Government of the Autonomous City of Buenos Aires and has commitments and support from the local and central governments.

## SPORT & COMPETITION VENUES

Buenos Aires proposes a reasonably compact concept with 96% of competition venues (25 venues) located within 35km and 30 minutes of the Youth Olympic Village (YOV). The furthest venue (Rowing and Canoeing) is located 45km (40 minutes) from the YOY.

The majority of venues are concentrated in two main zones: the Green Corridor (19 venues) and Roca Park (3 venues) with an additional four stand-alone venues.

Out of the 26 competition venues proposed, 22 exist (including three venues requiring permanent works), two venues are to be built (Mountain Bike and Archery) and two venues are to be built as temporary venues (Triathlon and Road Cycling). All venues would be provided to the Youth Olympic Games Organising Committee (YOGOC) free of charge. The Working Group notes that construction costs appear to be low for the two new venues to be constructed and may need to be investigated further. A guarantee has however been provided by the local government to finance with no limitation the construction of permanent infrastructure necessary to host the Youth Olympic Games. The Working Group also notes that the configuration of the halls may need to be verified to ensure compatibility with the sports to be held at the Rural Convention Centre, especially in terms of ceiling height.

Buenos Aires has organised international events in four different Olympic sports and one international multi-sports event (7th South American Games in 2006) in the last 10 years.

The Working Group notes the low average temperatures of approximately 12°C during the competition period proposed and careful attention to fluctuations in daily temperatures will be required when planning the competition schedule.

## CULTURE AND EDUCATION PROGRAMME

The Bid Committee states that Buenos Aires' Culture and Education Programme (CEP) can be encapsulated by four words: learning, responsibility, sharing and celebration. It goes on to state that the aim of its CEP is to embrace and embody the values and the spirit of Olympism and to radiate them throughout the world.

Buenos Aires' CEP concept meets IOC requirements and key audiences have been identified, including young athletes, coaches and parents.

The culture programme offers a number of opportunities and will meet the expectations of learning to live together. The proposed "Gala evening" will however need to be evaluated further as the capacity of the "Colon Theatre" does not seem to match the overall number of participants.

With regards the education programme, activities are proposed to cover all five themes set by the IOC. However, the activity covering the skills development theme appears to be limited and further detail would be required to better evaluate the activities proposed for the healthy lifestyle and wellbeing theme. Whilst an essential activity such as sport initiation has been identified, another essential activity such as the World Culture Village is not foreseen.

Whilst most of the activities would take place at the YOY, further analysis would have to be carried out regarding the venues and activities located outside the YOY (estimated 30 minutes away).

The CEP budget appears to be realistic and consistent with the proposed programme.

### CEREMONIES

The Opening and Closing Ceremonies would be held at River Plate Stadium (55,000 capacity), within the Green Corridor Zone and the ceremonies budget seems realistic. The Ceremonies venue would also be used for football competitions.

### YOUTH OLYMPIC VILLAGE

Buenos Aires proposes a Youth Olympic Village (YOY) 24km (23 minutes) from Ezeiza International Airport. With the exception of the Rowing/Canoeing venue (45km/40 minutes), all venues are within 35km/30 minutes of the YOY.

The YOY would be built as part of the city's urban development project for the Roca Park area and would offer a total capacity of 6,264 beds in apartment style rooms, which meets IOC requirements. The YOY would consist of low-rise buildings of four and six storeys. Whilst room sizes appear to exceed requirements, exact sizes would need to be clarified as there appears to be a discrepancy between room and apartment sizes. The maximum bed to bath ratio would be in line with IOC requirements.

The land required for the YOY is owned by the city of Buenos Aires and has been reserved for residential use. The government of the city of Buenos Aires, through the City Housing Institute (IVC) would be responsible for designing, planning and building the YOY and the government of the city of Buenos Aires would also guarantee the cost of constructing the YOY up to a maximum of USD 90 million (in USD 2012). The Bid Committee states that the YOY would be provided free of charge to the YOGOC when it takes temporary custody of the YOY six months before the Games. However, the guarantee provided only mentions a period from 15 days before the Opening Ceremony. The city of Buenos Aires would be responsible for the permanent facilities while the YOGOC would be responsible for the temporary facilities.

The YOY would serve as the main CEP venue and would offer a range of services including free wifi throughout the common areas of the YOY, a medical clinic, retail outlets, a 3,500 seat dining hall, recreational facilities with a heavy focus on connecting the athletes through the latest IT resources, and a Digital Media Centre of 300m<sup>2</sup> which is less than the IOC requirement of 430m<sup>2</sup>. In addition, new and existing Roca Park sport infrastructure would provide training facilities for most sports.

The maximum price of USD 170 (in USD 2018) per person per day, including full board, taxes and commissions is guaranteed by the city of Buenos Aires and the Argentine Olympic Committee. The guarantee does however mention that the YOGOC and IOC would "discuss and agree a fair and equitable cost of accommodation in the YOY" which may need some clarification.

After the Games, as part of an urban development project planned by the city of Buenos Aires, the YOY would become high quality low-income social housing in an area where such accommodation is scarce.

## GENERAL INFRASTRUCTURE

Ezeiza International Airport is 22km (36 minutes) south of Buenos Aires and handles an estimated 9.5 million passengers annually. It serves 42 airlines which fly direct to 31 international destinations. It should easily cover Youth Olympic Games requirements.

A second airport (not mentioned as a Port of Entry), International Metropolitan Airport, is located on the banks of Rio de la Plata and handles around 8 million passengers annually. It serves 38 domestic and 11 international destinations.

Buenos Aires enjoys a wide range of transport routes and modes including underground subway, surface trains, taxis, buses (using new EcoBuses), MetroBuses (to be completed by 2018), trams and an expanding cycle network (including free pick-up stations). Upgrades to and expansion of transport infrastructure are ongoing to support population density, enhance long-distance connectivity and incorporate sustainability principles.

The extent and quality of the transport infrastructure in Buenos Aires indicate that there would be no need for additional construction or upgrade to meet the needs of the Youth Olympic Games.

The Main Media Centre (MMC) would be located at the existing Rural Convention Centre within the Green Corridor Zone and would be co-located with eight sports. Overall, the MMC would encompass 8,000m<sup>2</sup> which exceeds IOC requirements. The Working Group notes that the budget for the temporary works to setup the MMC (USD 110,000) appears quite low. The Rural Convention Centre is well served by public transport and the average travel time to the various competition venues is quite short (14 minutes). The Bid Committee states that early access to the MMC would be scheduled for up to three months before the Opening Ceremony but the guarantee provided only mentions a period from 15 days before the Opening Ceremony.

Technology and Telecommunications infrastructure is well implemented and seemingly capable of fulfilling YOG requirements. All guarantees regarding the allocation, management and control of radio frequencies as well as the use of frequencies free-of-charge by eligible accredited clients have been provided by the Secretariat of Communications of Argentina.

## TRANSPORT OPERATIONS

The Bid Committee states that all competition and CEP venues are within 30 minutes of the YOY, with the exception of Canoeing and Rowing (45.1km and 40 minutes). The travel times presented in the candidature file appear to be based on average speeds of 65-70km/hour which seem quite optimistic despite the implementation of dedicated lanes for accredited vehicles between YOY and Green Corridor zone.

The general concept of transport operations which includes shuttle bus circuits and leverages on existing transport infrastructure has been understood and should be sufficient to deliver all Youth Olympic Games transport requirements.

The Bid Committee proposes free access to public transport for all accredited clients and all ticketed spectators.

In terms of governance, the National Transport Secretary and the Under-Secretariat of Transport of the City of Buenos Aires would share responsibility for the management of traffic within the city and would coordinate their work through the YOGOC-led Transport Command Centre.

## ACCOMMODATION

The Bid Committee states that the total existing two to five star hotel capacity within a 20 km radius of Buenos Aires is 29,518 of which 3,562 rooms are guaranteed in 73 two to five star hotels. The guaranteed room capacity exceeds the IOC's minimum requirement.

The bid committee has provided the following guaranteed room rates in USD 2018, including breakfast and all taxes:

	4+ star				3 star				2 star			
	Single	Double	Twin	Suite	Single	Double	Twin	Suite	Single	Double	Twin	Suite
USD 2018	190	190	225	260	140	140	165	192	100	100	118	137

The proposed IOC hotel is the Sheraton Buenos Aires Hotel & Convention Centre, with 740 rooms, of which 250 have been guaranteed.

The proposed accommodation plan appears to be very compact and conveniently located, close to the city centre and public transport. Nevertheless, the high number of hotels proposed (73) may present some operational challenges. Increasing the percentage of guaranteed rooms in each property may alleviate this risk.

#### MEDICAL SERVICES AND ANTI-DOPING

The Bid Committee states that, according to Argentine law, spectators and the expanded Olympic Family would have the right to use the nation's free health care service. In addition, the Olympic family would have access to medical sports specialists free of charge.

Two hospitals have been identified as YOG hospitals: one would be dedicated to the YOY (9.8km/16 minutes) and the other to the sports areas and city centre.

The National Anti-Doping Commission is responsible for doping control in Argentina and would participate in creating and implementing the doping policy for the YOG.

The Minister of Health would grant the necessary authorisations to allow NOC team physicians to practice during the YOG.

#### SECURITY

The President of Argentina, the Minister of Security of Argentina and the City of Buenos Aires guarantee that their respective governments would take all necessary measures to ensure the safety and peaceful celebration of the YOG and that they would take part in the Olympic safety commission that would be created for the organisation of the YOG.

Both the central government and the city of Buenos Aires have committed to providing public services, including security, to the YOGOC free of charge.

Argentina has experience in providing security for major sports and cultural events.

#### CUSTOMS AND IMMIGRATION

All guarantees regarding free entry to the country and the import, use and export of goods free of any duties have been provided. It would, however, be necessary to clarify if the proposal made in the candidature file for the accreditation card to serve as an entry visa would be implemented. Work permits would be granted for IOC-designated, Games-related personnel for up to 15 months before the Games.

#### LEGAL MATTERS

In general terms, all guarantees requested have been provided and are clear and of good quality. The period of use of both the YOY and MMC would however need to be clarified as there are discrepancies between the statements in the candidature file and the respective guarantees.

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

Should the city of Buenos Aires be awarded the organisation of the YOG, the YOGOC would be an independent private limited liability corporation owned by the Argentine Olympic Committee and the Autonomous City of Buenos Aires, with IOC member and AOC President as president of the Executive Committee. The Working Group notes that it would be important to make sure that a public entity would be able to finance and cover the shortfall of such a private company.

The Bid Committee has pledged continuity of structure and personnel as the YOGOC is formed with a legal transition period not lasting longer than 30 days.

### MARKETING

The marketing agreement appears limited, focusing solely on the share of revenues with the NOC. The agreement does not adequately address all points requested by the IOC.

### FINANCE

Buenos Aires proposes a balanced YOGOC budget of USD 104.69 million (in USD 2018), based on an estimated annual inflation rate of 5.7% between now and 2018 and an exchange rate of USD 1 = ARS 4.50. The Working Group notes that, according to independent economic indicators, annual inflation rates in Argentina have in reality been much higher (approximately 16-25%) in recent years which could present a risk that the YOGOC would need to address. Approximately 66% of all revenues are guaranteed in the form of a government subsidy from the City of Buenos Aires. A contingency fund amounting to approximately 10% of the total YOGOC budget has also been included.

The additional financial information submitted to the IOC provides a good level of detail and appears to have taken into consideration key requirements and whilst it seems to lack Games operations understanding, the support from local government would provide significant opportunities to leverage on the city's regular operations.

According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution to the YOGOC budget would amount to approximately USD 13.8 million (13% of the budget). However, the bid committee's statement that it would negotiate a fair distribution of cost in the YOY with the IOC would need to be clarified.

The central government and the city of Buenos Aires have provided identical guarantees to provide free of charge public services in key areas relating to the YOG, within their corresponding jurisdictions. The Working Group notes that it will be important for the YOGOC to understand what the division of responsibilities and share of costs would be, as this could have an impact on the YOGOC's operational budget.

The non-YOGOC budget of USD 126.4 million includes all investments in permanent infrastructure directly related to the celebration of the Youth Olympic Games, the majority of which is allocated to the construction of the YOY.

The Autonomous City of Buenos Aires has guaranteed to cover any potential economic shortfall in the YOGOC budget.

# GLASGOW REPORT

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## VISION, CONCEPT AND LEGACY

Glasgow's vision is to empower young people across the world to be champions in their own lives and inspire the world to support them. Building on a 20-year strategy to achieve social renewal through regeneration with sport and culture at its forefront, hosting the Youth Olympic Games would enable the enhancement and acceleration of existing programmes directly related to young people. Glasgow also seeks to build on the London 2012 Olympic Games and use the momentum to ensure a powerful and impactful YOG six years later.

Glasgow City Council is the largest of the 32 local authorities in Scotland and has a population of approximately 600,000.

Glasgow proposes to organise the 3<sup>rd</sup> Summer Youth Olympic Games from Friday 20 July to Wednesday 1 August 2018.

The concept makes use primarily of existing venues and venues under construction for the Commonwealth Games that will take place in 2014. Venues are concentrated in four main zones: City West (8 competition venues), City Centre (5 competition venues) where the Youth Olympic Village would be constructed, City East (4 competition venues) and Strathclyde (4 competition venues).

The main port of entry for the Youth Olympic Games would be Glasgow International Airport, approximately 15.5km (25 minutes) west of the city.

Glasgow's bid to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 is led by the British Olympic Association, the Scottish Ministers (Scottish government) and Glasgow City Council through a contractual partnership and has additional commitments and support from the UK government.

## SPORT & COMPETITION VENUES

Glasgow proposes a compact concept with 80% of competition venues (20 venues) located within 23km and 20 minutes of the Youth Olympic Village (YOV) and 96% of competition venues within 30 minutes of the YOV. The furthest venue (Sailing) is located 53.7km (50 minutes) from the YOV.

The majority of venues are concentrated in three city zones: City West (8 competition venues), City Centre (5 competition venues) and City East (4 competition venues) with an additional zone to the east of the city (Strathclyde with 4 competition venues) and four stand-alone venues.

Out of the 27 competition venues proposed, 21 exist (including one venue requiring permanent works), one venue is to be built (Cycling BMX) and five venues are to be built as temporary venues (Beach Volleyball, Archery, Triathlon and Road Cycling).

Glasgow has organised international events in nine different Olympic sports in the last 10 years. The Olympic Games were organised in London in 2012 and Glasgow will host the Commonwealth Games in 2014.

## CULTURE AND EDUCATION PROGRAMME

Through its Culture and Education programme (CEP), Glasgow would like to showcase the Olympic values and Scottish heritage to the world's community of young people as well as put the needs, talents and aspirations of young athletes and all youth at the centre of the YOG. It would put forward innovative and interactive programmes to appeal to all athletes and young people across the globe.

Glasgow's CEP concept meets IOC requirements and key audiences have been identified, including young athletes, coaches and parents.

The culture programme proposed is diverse and includes traditional Scottish activities. The mix of classic cultural events and innovative projects would ensure the programme met the expectations and understanding of all audiences. Whilst the "year of Young people" is identified as an opportunity, it does not appear to have been translated at Games-time in the form of any specific events.

With regards the education programme, activities are proposed to cover all five themes set by the IOC. However, the skills development and healthy lifestyle and wellbeing themes seem to be integrated into one format which offers limited content. Essential activities such as sport initiation in an urban setting and the world culture village (Global Connections) have been identified. In terms of the setting for educational activities, the Working Group feels that the use of classroom and auditorium style venues may need to be further evaluated as a more interactive setting would be likely more appropriate for young athletes.

Most of the activities would take place at the YOYV, with a number of other venues close by (less than 15 minutes away).

The CEP budget appears to be realistic and consistent with the proposed programme.

#### CEREMONIES

The Opening and Closing Ceremonies would be held at the SECC National Arena (12,500 capacity) on the banks of the river Clyde, located ten minutes from the YOYV, and the ceremonies budget seems realistic. The Working Group notes that, according to the competition schedule, there would only be two days' transition between the Opening Ceremony and the beginning of gymnastics competitions which could be challenging.

#### YOUTH OLYMPIC VILLAGE

Glasgow proposes a Youth Olympic Village (YOYV) 18.5km (17 minutes) from Glasgow International Airport. 80% of all competition venues are within 23.2km/20 minutes of the YOYV with the Sailing venue being the furthest away (53.7km/50 minutes).

The YOYV would be built as part of the city's current housing strategy by accelerating the redevelopment of the Sighthill area into a vibrant new community. It would offer a total capacity of 7,140 beds in apartment, house and hotel style rooms which exceeds IOC requirements. The YOYV would consist of a mixture of two and three-storey terraced housing, four high-rise blocks and four and five-storey apartment blocks. The maximum bed to bath ratio would be in line with IOC requirements.

The land required for the YOYV is owned by Glasgow City Council, Glasgow Housing Association and City Property Glasgow Investments, with the exception of less than 1% which is owned by a small number of third parties. The bid committee states that voluntary or compulsory purchase orders could be used if required to acquire the land. The YOYV would be delivered through a public/private development partnership with Glasgow City Council responsible for overseeing the majority of works including additional temporary works and retrofit for the YOG in collaboration with the YOGOC. The Scottish Government and Glasgow City Council would jointly guarantee the delivery of the YOYV and Glasgow City Council has guaranteed to provide the YOYV free of charge to the YOGOC from January 2018.

The YOYV would serve as the main CEP venue and would offer wifi in central hubs, a medical clinic, retail outlets, a 2,000 seat dining hall (as well as two further possible restaurant areas capable of seating 200 people), recreational facilities and a 430m<sup>2</sup> Digital Media Centre which meets IOC requirements.

The maximum price of USD 60 (in USD 2018) per person per day, including full board, taxes and commissions is guaranteed by Glasgow City Council. According to the candidature file, the total charge per person has been set at a preferentially low rate.

After the Games, the YOYV would provide sustainable and integrated community housing, a new campus school, a library and sport facilities available for wider community use as part of Glasgow's ongoing renewal and regeneration programme.

#### GENERAL INFRASTRUCTURE

Glasgow International Airport is approximately 15.5km (25 minutes) west of Glasgow city centre and handles an estimated 3 million passengers annually. It serves 30 airlines and its direct international links include numerous daily scheduled flights to major hubs such as London Heathrow, Amsterdam Schiphol and Dubai. The Bid Committee states that alternative ports of entry would be available at

Glasgow Prestwick Airport (60km) and Edinburgh Airport (75km) and that dedicated arrival and departure services would be provided at all airports.

Glasgow's existing transport infrastructure comprises widespread road networks and services including railway, subway, buses, taxis, footways and a cycle network. Most venues are connected to the city centre by existing public transport services. With infrastructure funding committed by the government up to 2020 there would be no need for additional construction or upgrade to meet the needs of the Youth Olympic Games.

The Main Media Centre (MMC) would be located in a stand-alone temporary building adjacent to the SECC precinct that would host eight sports and the Opening and Closing ceremonies. Overall, the MMC would allow space for approximately 5,000m<sup>2</sup> which is in line with IOC requirements. Direct covered access would be provided to both the SECC precinct and media hotel from the MMC. Public Transport to/from the MMC includes train and bus services and the average travel times to competition venues (excluding the sailing venue) is quite short (14 minutes). The Scottish Government and Glasgow City Council would jointly guarantee the delivery of the MMC and SECC has guaranteed exclusive use of the venue for a rental cost of GBP 240,000.

Technology and Telecommunications infrastructure is well implemented and seemingly capable of fulfilling YOG requirements. The UK government has provided a guarantee to allocate, manage and control radio frequencies and to provide them free of charge to eligible accredited clients.

### TRANSPORT OPERATIONS

The Bid Committee states that all competition and CEP venues are within 30 minutes of the YOV, with the exception of Sailing (53.7km and 50min). The travel times presented in the candidature file appear to be based on average speeds of 45km/hour which may be quite optimistic depending on how successfully the traffic management measures are to be implemented. Traffic management measures on the Games Route Network would include waiting and loading restrictions, priority lanes, dedicated lanes and intelligent traffic management systems. Additional contingency routes have been developed.

The general concept of transport operations which includes common shuttle bus circuits and leverages on existing transport infrastructure has been understood and should be sufficient to deliver all Youth Olympic Games transport requirements. Glasgow's proposal for pool vehicle services may however be overscoped.

All venues are served by existing metro/rail and/or bus services and in some cases would be supplemented by park & ride facilities. Whilst the Bid Committee proposes free access to public transport within the city for all accredited clients and all ticketed spectators, the Working Group notes that it would be necessary to clarify the scope of public transport, particularly regarding the city limits.

In terms of governance, the Scottish Government and Glasgow City Council would share responsibility for the management of traffic within the city and the implementation of effective transport and traffic command.

### ACCOMMODATION

The Bid Committee states that the total existing two to four star hotel capacity within a 20 km radius of Glasgow is 10,654 and 3,462 rooms have been guaranteed in 41 two to five star hotels. The guaranteed room capacity exceeds the IOC's minimum requirement.

The Bid Committee has provided the following guaranteed room rates in USD 2018, including breakfast and taxes:

	4 star			3 star			2 star		
	Single	Double	Suite	Single	Double	Suite	Single	Double	Suite
USD 2018	300	316	625	229	245	270	181	198	N/A

Whilst the rates guaranteed by the Bid Committee are in USD, prices included in all hotel guarantees are provided in GBP. The Working Group notes that it will be important to understand how the YOGOC would deal with foreign exchange fluctuations.

The proposed IOC hotel is the Hilton Glasgow, with 319 rooms, of which 200 have been guaranteed.

The proposed accommodation plan appears to be compact and conveniently located, close to the city centre and public transport.

#### MEDICAL SERVICES AND ANTI-DOPING

The Bid Committee states that medical services would be provided free-of-charge to the accredited YOG family for illness or injuries which occur during the YOG. It would need to be clarified whether this would cover all accredited persons. Visitors to Scotland are entitled to free emergency treatment and certain categories of overseas visitors are exempt from charges for healthcare (e.g. European citizens exercising their social security rights, or persons from countries with reciprocal arrangements with UK).

Two hospitals have been identified as YOG hospitals.

UK Anti-Doping is responsible for the implementation and management of the UK's anti-doping policy.

Whilst NOC team physicians are usually not allowed to practise in UK, the Bid Committee states that a system identical to the one implemented for London 2012 would be adopted during the YOG, allowing team physicians to practise and treat non-UK nationals in the UK during the YOG. The registration process would however need to be clarified, as it proved to be laborious for the London 2012 Olympic Games.

#### SECURITY

Whilst the Bid Committee states that the National Police Service to be newly formed in 2013 would have overall responsibility for security at the Youth Olympic Games, the UK government, the Scottish government and Glasgow City Council have guaranteed that they would work together and cooperate on matters of security as necessary for the safety and peaceful celebration of the YOG.

Whilst no formal guarantee has been provided, the additional financial information provided by the Bid Committee indicates that the majority of security costs would be covered in the non-YOGOC budget.

Scotland and the UK have experience in providing security for major sporting events.

#### CUSTOMS AND IMMIGRATION

All guarantees regarding free entry to the country and the import, use and export of goods free of any duties have been provided. The Working Group notes that relevant immigration rules relating to "responsible adults" accompanying children to whom they are not a parent or guardian would continue to apply and that the YOGOC would need to ensure the relevant procedures are included in the registration process. Work permits would be granted in a simplified and expedited manner.

#### LEGAL MATTERS

In general terms, all guarantees requested have been provided and are clear and of good quality. Following the experience of the football event held in Glasgow during the London 2012 Games, however, clarification regarding the enforcement of the guarantees and commitments provided would have to be given by the various levels of authorities.

The Bid Committee states that the outcome of the referendum on self-government scheduled in Scotland in autumn 2014 would not affect the guarantees provided.

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

Should the city of Glasgow be awarded the organisation of the YOG, the YOGOC would be constituted as an independent legal entity. The main stakeholders would be the British Olympic Association, Glasgow City Council and the Scottish government, but the legal structure of this entity would need to be clarified.

### MARKETING

The marketing agreement does not provide sufficient detail in terms of the clear definition of roles, responsibilities and procedures. In addition, the agreement does not include any information regarding financial terms and revenue projections.

### FINANCE

Glasgow proposes a balanced YOGOC budget of USD 357.8 million (in USD 2018), based on an estimated annual inflation rate of 2.5% between now and 2018 and an exchange rate of GBP 1 = USD 1.58. Approximately 77% of all revenues are guaranteed in the form of government subsidies from the Scottish Government and Glasgow City Council. A contingency fund amounting to approximately 9% of the total YOGOC budget has also been included. Whilst no specific guarantees have been provided, further revenues amounting to 6.6% of the YOGOC budget have been included from estimated grant funding awards aimed most likely at CEP activities, ceremonies and sport presentation and operations. Finally, the Working Group believes that the local sponsorship revenue estimates of USD 41 million or 13% of the YOGOC budget could be optimistic.

The additional financial information submitted to the IOC provides a comprehensive level of analysis and appears to have taken into consideration key requirements, based on the 2014 Commonwealth Games experience. However, overlay costs for competition and training venues seem to be high and a number of costs could be further refined and adapted in order to better reflect the YOG concept.

According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution to the YOGOC budget would amount to approximately USD 6.6 million (1.8% of the budget).

The Working Group notes that, according to the guarantees provided, rental costs would be charged for the use of the majority of venues, amounting to approximately GBP 5 million, which have been included in the non-YOGOC budget. According to the additional financial information provided by the Bid Committee, the non-YOGOC operations budget of USD 82.8 million also includes incremental costs covering medical services, transport, security, administration, city celebrations and dressing as well as a contingency. Whilst no specific guarantees have been provided, the additional financial information specifies that the budgeted non-YOGOC costs shall be borne by the Scottish Government and Glasgow City Council. In addition, capital investments amounting to USD 299 million (BMX, Diving and YOV construction) have been identified and guaranteed jointly by the Scottish Government and Glasgow City Council.

The Scottish Government and Glasgow City Council have guaranteed to cover any potential economic shortfall in the YOGOC budget; however the split of responsibilities has not been clearly identified.

# GUADALAJARA REPORT

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## VISION, CONCEPT AND LEGACY

Guadalajara's vision is to bring the Olympic Movement and its values to the youth of the world, and particularly to Latin America, to celebrate sport as an ideal habit to foster individual health and social unity and to unite the cultures of the 204 NOCs by sharing their experiences and ideas. The bid's slogan is "Guadalajara as the heart of something great" leading to three guiding principles for the project: the heart of Olympism, the heart of sport and the heart of the world. Through hosting the Youth Olympic Games, Guadalajara is keen to ensure a celebration of young athletes throughout the Americas by building on Rio 2016 and to bring long-term benefits to local, national and international communities through the promotion of Olympism, healthy habits and cultural participation and dialogue.

The City of Guadalajara is the capital of the state of Jalisco and has a population of approximately 4.34 million.

Guadalajara proposes to organise the 3<sup>rd</sup> Summer Youth Olympic Games from Saturday 21 July to Thursday 2 August 2018.

The concept makes use primarily of existing venues grouped by the Bid Committee into five large zones: the Olympic Zone which will also include the Youth Olympic Village (5 competition venues), City Centre Zone (3 competition venues), Colomos Zone (14 competition venues), Lake Zone (3 competition venues) and Chapala Zone (2 competition venues).

The main port of entry for the Youth Olympic Games would be Guadalajara International Airport, approximately 21km (26 minutes) south of the city.

Guadalajara's bid to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 is led by the three levels of government and the Jalisco Sports Council (CODE) and the Mexican NOC is part of the Advisory Council.

## SPORT & COMPETITION VENUES

Guadalajara proposes a relatively compact but dispersed city-centred concept with 89% of competition venues (24 venues) located within 23km and 26 minutes of the Youth Olympic Village (YOY). The furthest venue (Rowing and Canoeing) is located 112km (72 minutes) from the YOY. In addition, the venue for Sailing is located 53km (45 minutes) and the venue for Triathlon 58km (50 minutes) from the YOY.

The venues are grouped by the Bid Committee into five large zones: the Olympic Zone (5 competition venues), City Centre Zone (3 competition venues), Colomos Zone (14 competition venues), Lake Zone (3 competition venues) and Chapala Zone (2 competition venues).

Out of the 27 competition venues proposed, 21 exist (with none requiring permanent works) and six venues are to be built as temporary venues (Beach Volleyball, Cycling Mountain Bike, Triathlon, Modern Pentathlon (Running/Shooting and Fencing) and Road Cycling). The Working Group notes that guarantees are missing for eight of the competition venues in terms of use of venue.

Guadalajara has organised international events in nine Olympic sports and one major international multi-sport event (XVI Pan American Games in 2011) in the last 10 years.

## CULTURE AND EDUCATION PROGRAMME

The Bid Committee states that Guadalajara's vision would be to educate and communicate the ideals of the Olympic Movement, healthy habits and skill development, cultural diversity and expression, and environmental and social responsibility through exciting and unforgettable experiences.

Guadalajara's concept would evolve around five core ideas: Olympism, Sport, Cultures, Planet and Network. Key audiences have been identified, including young athletes, coaches and parents.

The culture programme is not detailed and does not therefore offer any opportunity for analysis.

With regards to the education programme, the Skills development and Wellbeing and healthy lifestyle themes include limited activities and further content would need to be developed to meet the IOC's objectives. The proposed concept does not offer sufficient detail to allow further evaluation. Whilst some activities are identified on digital media, the issues of language and promotion are not mentioned and would require further analysis.

CEP venues offer a compact proposal with activities taking place at the YOY or within very short distances (average 15 minutes)

The proposed CEP budget appears high in relation to the concept and activities described.

## CEREMONIES

The Opening and Closing Ceremonies would be held at Guadalajara Stadium (50,000 capacity) located to the west of the city, 14 minutes from the YOY. The proposed budget seems over-estimated and does not appear to reflect the overall concept and spirit that should prevail for Youth Olympic Games ceremonies. The Ceremonies venue would also be used for football competitions.

## YOUTH OLYMPIC VILLAGE

Guadalajara proposes a Youth Olympic Village (YOY) 21km (26 minutes) from Guadalajara International Airport. 89% of all competition venues are within 23km/26 minutes of the YOY with the Rowing/Canoeing venue being the furthest away (112km/72 minutes). In addition, Triathlon would be 58km/50 minutes and Sailing 53km/45 minutes from the YOY.

The Bid Committee states that it would set groundbreaking sustainable building practices as part of the city's commitment to reduce environmental impact by implementing a concept of modular construction for the Residential Zone of the YOY. The YOY would consist of temporary and existing buildings and would be located in the Expo Guadalajara area. Temporary construction would be modular and portable in style and the YOY would offer a total capacity of 6,100 beds in line with IOC requirements. The maximum bed to bath ratio would also be in line with IOC requirements.

A public tender would determine the company responsible for the construction of the Residential Zone whilst Expo Guadalajara would be responsible for the YOY Square, Operational Zone and certain residential services located in the Expo area. Whilst the candidature file states that the YOGOC would be responsible for financing the temporary works required at Expo Guadalajara and that State and Federal governments would be responsible for the cost of constructing the modular temporary housing area, no guarantees have been provided. The Working Group also notes that no use of venue guarantee has been provided by Expo Guadalajara.

The YOY would serve a significant number of CEP activities and would offer free internet access as required by the IOC, a medical clinic, retail outlets, a 2,800-seat dining hall, recreational facilities and a 552m<sup>2</sup> Digital Media Centre with free internet access which exceeds IOC requirements. In addition, training facilities for seven sports would be provided within Expo Guadalajara.

The maximum price of USD 100 (in USD 2018) per person per day, including full board, taxes, commissions and applicable charges has not been guaranteed.

After the Games, the modular buildings which formed the YOY would be relocated throughout Mexico and would also be used to house athletes in high performance sport centres in order to contribute to the country's sports and social development.

## GENERAL INFRASTRUCTURE

Guadalajara International Airport is approximately 21km (26 minutes) south of Guadalajara city centre and handles an estimated 7.2 million passengers annually. In 2012, USD 11.5 million were invested in expanding and renewing airport buildings. The Bid Committee states that Guadalajara International Airport staff would work with Mexico City International Airport to offer high quality services to all YOG clients arriving by air. Flight time between the two airports is 55 minutes and there are currently 63 daily flights connecting the two cities. Whilst Mexico City International Airport is not listed as an official port of entry, the Working Group notes that close collaboration would be crucial.

Guadalajara's existing transport infrastructure comprises road networks, light rail transit, pre-rail bus lines, Macrobus, public bus system, taxi fleet and a growing bicycle route network. Infrastructure development is carried out and financed by the three levels of government and whilst ongoing plans to create new infrastructure would benefit transport capacity and efficiency, no developments would be required specifically for the Games.

The Main Media Centre (MMC) would be located within the existing Expo Guadalajara exhibition centre and in close proximity to the Youth Olympic Village and the proposed IOC hotel. Overall, the MMC would encompass 5,247m<sup>2</sup> for the International Broadcast Centre (IBC) and 1,910m<sup>2</sup> for the Main Press Centre (MPC) which exceeds IOC requirements. Average travel time to the various competition venues would be 21 minutes. It is not clear who would be responsible for the construction of the MMC as the Bid Committee mentions on the one hand that the State of Jalisco would cover all required adjustments and refurbishment works required for the MMC and on the other hand, it mentions that, as the Expo is an existing venue with no permanent works required, all temporary work costs would be covered by the YOGOC. In any case, no guarantees have been provided regarding financing or use of venue.

Technology and Telecommunications infrastructure exists and is seemingly capable of fulfilling YOG requirements. Whilst a guarantee to provide a statewide radio communications network during the Youth Olympic Games has been given by the Integral Communications Centre of the State of Jalisco, there is no guarantee that radio frequencies would be provided free of charge to eligible accredited clients.

#### TRANSPORT OPERATIONS

The Bid Committee states that all competition and CEP venues are within 30 minutes of the YOY, with the exceptions of Sailing (53km and 45 minutes), Rowing/Canoeing (112km and 72 minutes) and Triathlon (58km and 50 minutes). The travel times presented in the candidature file appear to be based on average speeds of 56km/h which seem quite optimistic despite the implementation of dedicated Youth Olympic Lanes for accredited vehicles. In addition, an average speed of 93km/h has been used for the furthest venue (Rowing/Canoeing) which is considered unrealistic.

The general concept of YOG transport operations appears to have been understood; however refinement (particularly regarding the Common Shuttle Service and the Pool Vehicle Service) would be necessary should Guadalajara be awarded the Youth Olympic Games.

The Bid Committee proposes free access to the Olympic Transport Network for all accredited clients and spectators. Whether such Olympic Transport Network includes the existing public transport network would need to be clarified.

The Working Group notes that the spread of venues across the city and the distances involved may increase operational difficulties in terms of transport and may prove challenging.

In terms of governance, the Transport and Transit Control Centre (TTCC) would be operated by the Jalisco Secretariat of Transportation and would sit within the Command and Control Centre (CCC) which would be operated by the Federal Police.

#### ACCOMMODATION

The Bid Committee states that the total existing two to five star hotel capacity within a 20 km radius of Guadalajara is 15,404 of which 5,756 are guaranteed in 76 hotels. Bearing in mind that the Bid Committee has secured over 2,000 rooms for spectators, the guaranteed room capacity meets the IOC's minimum requirement. The Working Group notes that a high proportion of rooms has been guaranteed in five star hotels (2,620 rooms in 25 hotels).

The Bid Committee has provided the following guaranteed room rates in USD 2018, including breakfast and taxes:

	5 star			4 star			3 star			2 star		
	Single/ Double	Deluxe	Suite	Single/ Double	Deluxe	Suite	Single/ Double	Deluxe	Suite	Private	Shared with bathroom	Shared with community bathroom
USD 2018	200	367	1,904	127	150	210	77	85	105	50	43	30

Two hotels are proposed for the IOC: the Hilton Guadalajara Hotel, with 450 rooms, of which 300 are guaranteed, and the Westin Guadalajara Hotel, with 221 rooms, of which 120 are guaranteed. Both hotels are located within 30 metres of the YOY and MMC.

The proposed accommodation plan appears to be very compact and in close proximity to the city centre. Nevertheless, the high number of hotels proposed (76) may present some operational challenges. Increasing the percentage of guaranteed rooms in each property may alleviate this risk.

#### MEDICAL SERVICES AND ANTI-DOPING

The Bid Committee states that medical services would be provided to all accredited persons and venue spectators free of charge.

The Real San José hospital has been identified as the YOG hospital and a polyclinic would be provided at the YOY.

The National Anti-Doping Committee set up by the National Sports and Physical Culture Commission (CONADE) is responsible for regulating doping control in Mexico.

The Bid Committee states that NOC team physicians would be entitled to practice without exception or limitation during the Youth Olympic Games.

#### SECURITY

The Bid Committee states that security organisations from the three levels of government would participate in a coordinated effort to ensure a safe and secure Youth Olympic Games.

The Secretary of Public Safety of the State of Jalisco which would operate the Security Command and Control Centre and sit under the overall Command and Control Centre operated by the Federal Police, has provided a guarantee that the YOG would be held in a secure and peaceful manner. However, no guarantees have been provided by other leading security organisations such as the Secretariat for National Defense (SEDENA), the Federal Police and the Guadalajara Public Security Department (SSC).

Mexico has experience in providing security for major national and international events including sport events.

#### CUSTOMS AND IMMIGRATION

The Bid Committee states that all accredited persons would follow an exclusive entry procedure replicating the process in place during the Pan American Games whereby visas would be issued free of charge through Mexico's diplomatic and consular offices for nationals of countries that require them. Exclusive customs lanes would be available at both Mexico City and Guadalajara International airports. Similarly, the Bid Committee states that appropriate work permits would be issued at least one year before the Games in a rapid and simplified manner and that regulations allowing temporary duty-free imports are in place. However, guarantees have either not been provided or do not confirm the statements made in the candidature file.

## LEGAL MATTERS

Guarantees have been provided by the three levels of government but a significant number of the guarantees requested by IOC are missing or do not reflect the commitments made in the candidature file.

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

Should the city of Guadalajara be awarded the organisation of the YOG, the YOGOC would be constituted as a public decentralised organisation with the three levels of government as the main stakeholders.

The Bid Committee has pledged to develop plans to activate the YOGOC within 90 days of the election of the Host City and to facilitate a smooth transition with the continuation of the bid team.

## MARKETING

The marketing agreement, which begins one year earlier than requested, does not contain sufficient detail and does not provide any information regarding the split of revenues between the YOGOC and the NOC. In addition, whilst a sentence is included in the marketing agreement, no guarantee has been provided regarding the unconditional participation in IOC marketing programmes. There is no guarantee either regarding legislation to reduce and sanction ambush marketing.

## FINANCE

Guadalajara proposes a balanced YOGOC budget of USD 294.786 million (in USD 2018), based on an accumulated inflation rate of 23.17% from 2012 to 2018 for prices in MXN and 13.89% for prices in USD. The Bid Committee has used varying exchange rates for the period 2012-2018 which, as already identified by the Bid Committee, would be a risk that the future YOGOC would need to address. Whilst national and regional government subsidies represent approximately 83% of all revenues, these have not been guaranteed. In addition, the ticketing revenue target of USD 6.6 million could be considered optimistic. A contingency fund amounting to approximately 10% of the total YOGOC budget has been included.

The additional financial information submitted to the IOC is very detailed as the Bid Committee has probably taken advantage of the recent Pan American Games experience.

The ceremonies budget of approximately USD 35 million is considered very high and may not reflect the YOG concept. Under the Transport caption of the YOGOC budget, USD 7.6 million are allocated to air tickets for athletes and delegations. As these costs are covered by IOC for the Youth Olympic Games, it would be necessary to understand what would be included in the YOGOC budget.

According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution to the YOGOC budget would amount to approximately USD 11.7 million (4% of revenues).

The non-YOGOC Budget (capital & operations) is estimated at approximately USD 91.3m (in USD 2018) but no guarantees about the financial responsibilities have been provided.

Whilst the Mexican Government, through the National Physical Education and Sports Commission (CONADE), has provided a guarantee assuming financial support in the event additional fund raising programmes such as sponsorship and ticket sales do not reach the expected level, it does not expressly refer to the coverage of any potential economic shortfall in the YOGOC budget.

# MEDELLIN REPORT

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## VISION, CONCEPT AND LEGACY

Medellin's vision is to build on its recent experience of social transformation through a programme of public investment in youth which was to change the lives and future of the next generation in order to evolve into a productive and respectful society. By hosting the Youth Olympic Games, Medellin intends to take its journey to a new level as it would provide the ultimate vehicle to showcase the city to the international community. In addition, the Youth Olympic Games would bring sporting, social and Olympic legacy to the city and its young population.

The city of Medellin is the capital of the region of Antioquia and has a population of approximately 2.4 million.

Medellin proposes to organise the 3<sup>rd</sup> Summer Youth Olympic Games from Saturday 4 August to Thursday 16 August 2018.

The concept makes use primarily of existing venues, the majority of which are concentrated within the city boundaries. The concept includes one major precinct (UDAG) comprising eight venues which will host ten sports as well as the Opening and Closing ceremonies. In addition, three venues (Rowing/Canoeing, Sailing and Triathlon) are located in the area of Guatapé, 75km from the YOYV.

The main port of entry for the Youth Olympic Games would be the Jose Maria Cordova International Airport located approximately 40km (79 minutes) south east of the city.

Medellin's bid to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 is led by the Colombian Olympic Committee and the city of Medellin with the full support of the national government of Colombia and the region of Antioquia.

## SPORT & COMPETITION VENUES

Medellin proposes a compact concept with 87% of competition venues (21 venues) located within 9km and 17 minutes of the Youth Olympic Village (YOYV). The furthest venues (Rowing/Canoeing, Sailing and Triathlon) are located in Guatapé, 75km (150 minutes) from the YOYV.

With the exception of the three venues located in Guatapé, all venues are located within the city boundaries and are grouped in three precincts: UDAG (8 venues), Plaza Mayor (2 venues) and UDB (2 venues) as well as the El Rodeo zone (3 venues) and an additional six stand-alone venues.

Out of the 24 competition venues proposed 20 exist (including 10 venues requiring permanent works), one venue is to be built (BMX) and three venues are to be built as temporary venues (Triathlon, Sailing and Road Cycling). With the exception of the Plaza Mayor venues for which rental costs would be charged, all venues would be provided to the Youth Olympic Games Organising Committee (YOGOC) free of charge.

Medellin has organised international events in ten different Olympic sports and one international multi-sports event (IX South American Games in 2010) in the last 10 years.

## CULTURE AND EDUCATION PROGRAMME

The Bid Committee states that each Culture and Education Programme (CEP) activity would embody four objectives that would sustain and strengthen the athletes' Olympic spirit: Dream, Experience, Share and Transform ("DEST"). These DEST objectives would draw YOG participants together with the youth of Medellin to ensure a fruitful exchange that would remain with each young person for the rest of his/her life.

Medellin's CEP concept meets IOC requirements and offers good content with innovative proposals. Key audiences have been identified with the exception of coaches.

The culture programme is not very detailed but the Working Group believes that, based on the country's traditions and culture as well as the comprehensive education programme proposed, Medellin would be capable of delivering a good cultural programme.

With regards the education programme, activities are proposed to cover all five themes set by the IOC and the Skills development and Wellbeing and healthy lifestyle themes are particularly well addressed. Whilst the "YOU" programme appears interesting in terms of objectives, it may be challenging to deliver in terms of reach and complexity. In addition, two essential activities – Sport initiation and World Culture Village – are not foreseen.

Whilst most of the CEP activities would be located at the YOY in Medellin, the Working Group notes that the existence of additional accommodation in Guatapé for athletes competing in Rowing, Canoeing, Sailing and Triathlon may prove challenging in terms of the experience of all YOG participants in learning to live together.

The budget, whilst realistic, would require further analysis as some activities have not been reflected in the financial breakdown provided.

### CEREMONIES

The Opening and Closing Ceremonies would be held at Atanasio Girardot Stadium (45,000 capacity), within the UDAG precinct. The Ceremonies venue would also be used for football competitions. The proposed budget seems realistic.

### YOUTH OLYMPIC VILLAGE

Medellin proposes a Youth Olympic Village (YOY) 40km (79 minutes) from Jose Maria Cordova International Airport. With the exception of the Guatapé zone, all venues are within a 9km radius of the YOY (17 minutes). The Guatapé zone is located 75km (150 minutes) from the YOY and includes venues for Sailing, Canoeing, Rowing and Triathlon.

In line with Medellin's long-term housing demand, the YOY would be a new construction offering a total capacity of 6,032 beds in apartment style rooms which meets IOC requirements. The YOY would consist of mid-rise buildings of maximum 14 storeys. The maximum bed to bath ratio would be in line with IOC requirements. In addition to being allocated beds in the YOY, accommodation (400 beds) would be provided at a hotel in Guatapé. The Working Group notes that 400 beds may not be sufficient for all athletes, team officials and IF representatives involved.

The Municipality of Medellin owns the majority of the land required for the construction of the YOY. The other two owners have provided guarantees that they would sell their land to the city. The Institute of Social Housing and Habitation for Medellin (ISVIMED) would be responsible for managing the delivery of the YOY on behalf of the municipality. The Mayor of Medellin guarantees that the YOY would be delivered to the YOGOC free of charge, four months prior to the Games.

The YOY would serve as the primary CEP venue and would offer internet access in both accommodation and common spaces, a medical clinic, retail outlets, a 2,000-seat dining hall, recreational facilities and a 500m<sup>2</sup> Digital Media Centre which exceeds IOC requirements.

The maximum price of USD 100 per person per day, including full board, taxes and commission has been guaranteed by the Bid Committee.

After the Games, the YOY would become an urban housing development and parks legacy for the city, providing new residential areas, public green spaces and recreational opportunities. The YOY is fully budgeted by the Municipality which would be eligible to receive funding from the national budget for this project and would proceed regardless of the bid outcome.

### GENERAL INFRASTRUCTURE

Jose Maria Cordova International Airport is located approximately 40km (79 minutes) from the centre of Medellin and operates regular flights to and from 11 domestic and 9 international destinations. By 2013, Jose Maria Cordova International Airport will have undergone significant expansion. The city also has a local airport, Enrique Olaya Herrera Airport, located in the South West of Medellin which serves domestic and regional flights. Together these airports handle approximately 4.5 million

passengers annually. The Bid Committee states that it would collaborate closely with the El Dorado International Airport in Bogota to ensure swift customs and immigration procedures and transfers to Medellin. The Working Group notes that this would be essential to meet Youth Olympic Games requirements as Bogota would be the main point of entry for most YOG clients.

Medellin's transport infrastructure includes metro lines, metro and touristic cable cars, Bus Rapid Transit, urban buses, taxis and a growing cycle network. Whilst no additional infrastructure would be required to meet the needs of Youth Olympic Games transport within the city of Medellin, Games operations would benefit significantly from the ongoing implementation of the city's 2006-2030 master plan which includes the construction of a new tramway line combined with two new metro cables (due for completion December 2014), and a new bus rapid transit line (due for completion June 2015). The Working Group notes, however, that public transport routes between Medellin and Guatape are not indicated and would need to be clarified.

The Main Media Centre (MMC) would be located at the Convention & Exhibition Centre in Plaza Mayor and would be co-located with four sports. Overall, the MMC would encompass 5,400m<sup>2</sup> in two exhibition halls which meets IOC requirements. Plaza Mayor is within easy access of all forms of public transport and the average travel time to the various competition venues within Medellin is short (8 minutes). Plaza Mayor has guaranteed exclusive use of the venue, free of charge, from two months before the Games.

Technology and Telecommunications infrastructure is existing and seemingly capable of fulfilling YOG requirements. All guarantees regarding the allocation, management and control of radio frequencies as well as the use of frequencies free of charge by all client groups have been provided by the President of Colombia.

#### TRANSPORT OPERATIONS

The Bid Committee states that, with the exception of the venues in Guatape (Rowing, Canoeing, Sailing, Triathlon), all venues are within 17 minutes of the YOY. Guatape is located 75km (150 minutes) from the YOY but it is not clear whether there are any Public Transport connections between Medellin and Guatape. The travel times presented in the candidature file appear to be based on average speeds of 30km/hour which seem realistic.

The general concept of transport operations which includes a common shuttle service has been understood and the Bid Committee describes the implementation of Youth Olympic Lanes and other traffic management measures to maximise efficiency and should be sufficient to deliver all Youth Olympic Games transport requirements.

The Bid Committee proposes free access to public transport for all accredited clients, including workforce. In addition, ticketed spectators using public transport would benefit from reductions in rates. It is not clear, however, if this would extend to the Guatape area.

In terms of governance, Medellin's transport secretariat would be responsible for all transport operations in the city and would operate the city transport and traffic command and control centre. Similarly, the Mayor of Guatape has guaranteed that the transport secretariat of Guatape would operate the city' transport and traffic command and control centre.

#### ACCOMMODATION

The Bid Committee states that the total existing two to five star hotel capacity within a 20 km radius of Medellin is 5,074 of which 4,364 rooms are guaranteed in 84 two to five star hotels. The guaranteed room capacity exceeds the IOC's minimum requirement. Nevertheless the proportion of two star hotels is significantly high and the Working Group notes that approximately 1,000 of the guaranteed rooms are reserved for spectators. In addition, 248 rooms have been guaranteed in 10 two to five star hotels to serve the Guatape area. The Working Group notes, however, that over 50% of these rooms are located over 60km from Guatape which could be challenging.

Whilst the Bid Committee has provided the following maximum guaranteed room rates in USD 2018, including breakfast and taxes, the Working Group notes that some guarantees include higher rates:

	4 star			3 star			2 star		
	Single	Double/ Twin	Suite	Single	Double/ Twin	Suite	Single	Double/ Twin	Suite
USD 2018	250	300	405	190	190	298	105	124	149

The proposed IOC hotel is the Hotel Intercontinental, with 294 rooms, of which 265 have been guaranteed. The maximum room rate at the IOC hotel would be USD 311.

The proposed accommodation plan appears to be grouped in two main areas within the city of Medellin. Nevertheless, the very high number of hotels proposed (94) may present some operational challenges. In addition, accommodation secured in the Guatape area may not be sufficient to meet Youth Olympic Games needs and would need further investigation.

#### MEDICAL SERVICES AND ANTI-DOPING

The Bid Committee states that medical services would be provided free-of-charge to all YOG clients and spectators entitled to access YOG venues.

Two hospitals have been identified as YOG hospitals: General Hospital in Medellin and San Juan De Dios hospital in Guatape.

As the majority of health institutions in Medellin are private according to the candidature file, it would be important to verify the arrangements between the YOGOC and these entities.

COLDEPORTES is the national anti-doping organisation in Colombia and would be responsible for implementing the anti-doping control programme for the Youth Olympic Games.

The Bid Committee states that NOC team physicians would be allowed to practice without exception or limitation during the YOG on the condition of providing a number of official documents and information to allow the Colombian Ministry of Social Protection to deliver the necessary temporary permits.

#### SECURITY

The Colombian National Police would be the leading organisation for planning and implementation of security for the Youth Olympic Games and would ensure the integration of security operations.

The President of the Republic of Colombia, as the ultimate authority for all security matters, has guaranteed that all necessary measures would be taken to ensure the security and peaceful celebration of the YOG. The regional and local governments have provided identical guarantees.

All security costs have been guaranteed by the three levels of government and services would be provided to the YOGOC free of charge.

Colombia has experience in the delivery of security for national and international events including sport events.

#### CUSTOMS AND IMMIGRATION

All guarantees regarding free entry into the country have been provided. It would, however, be necessary to clarify if the proposal made in the candidature file for the accreditation card to serve as an entry visa would be implemented. The requirement for foreign nationals to obtain a status of residence to work in Colombia would also need to be clarified. The national government has guaranteed that all necessary measures would be taken to ensure the entry and residence of all persons working on the delivery of the YOG.

Whilst the national government has guaranteed the import, use and export of goods free of any duties, further confirmation would have to be obtained to ensure that all necessary exemptions are granted in relation to any applicable regional or municipal taxes or duties.

## LEGAL MATTERS

In general terms, all guarantees requested have been provided and are clear and of good quality. It should however be confirmed whether all domain names expressly relating to Medellin 2018 are under the ownership of the Bid Committee. The Working Group also notes that whilst the Bid Committee has filed for protection of the word mark “Medellin 2018”, this has not yet been granted.

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

Should the city of Medellin be awarded the organisation of the YOG, the YOGOC would be constituted as a non-profit corporation and would be tax exempt within the Colombian territory.

The three levels of government and the Colombian Olympic Committee would be the main stakeholders.

The Bid Committee promises to transition to the YOGOC in a quick and efficient way with most of the bid team transferring to the YOGOC.

## MARKETING

The marketing agreement foresees a separate marketing plan for the NOC and the YOGOC which raises the concern that the two programmes may not be aligned. Further detail would be required to adequately address all points requested by the IOC.

## FINANCE

Medellin proposes a balanced YOGOC budget of USD 170.573 million (in USD 2018), based on an average annual inflation rate of 3.8% and an estimated exchange rate of USD 1 = COP 1,836.45. Approximately 80% of all revenues are guaranteed in the form of a government subsidy from the city of Medellin. A contingency fund amounting to approximately 10% of the total YOGOC budget has also been included.

The additional financial information submitted to the IOC provides a good level of detail and appears to have taken into consideration key requirements.

According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution to the YOGOC budget would amount to approximately USD 9.3 million (5% of the budget). Further revenue is foreseen from sponsorship and licensing (15%) and the Working Group notes that no ticketing revenue is included as Medellin commits to providing access to the events free of charge.

The three levels of government have provided identical guarantees that related operations and services for the YOG, including but not limited to security, medical services, customs and immigration and education and cultural programmes would be provided to the YOGOC free of charge.

The non-YOGOC budget presented by the Bid Committee is estimated at approximately USD 1 billion but includes all investments in permanent infrastructure (venues, transport, YOV...) that are planned to be carried out within the short and midterm development plan of the city.

The President of the Republic of Colombia has guaranteed to cover any potential economic shortfall in the YOGOC budget.

# ROTTERDAM REPORT

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## VISION, CONCEPT AND LEGACY

Rotterdam's vision is to demonstrate that sport can be used as a vehicle to inspire young people to develop and use their talents to the full. The Bid Committee believes that hosting the Youth Olympic Games would act as a catalyst to expand the scale and scope of existing sport programmes to foster the well-being and development of young people in Rotterdam and inspire others too. It also promises that the youth would play a significant role in planning and organising the event.

Rotterdam is the second largest city in the Netherlands, located in the province of South Holland and has a population of approximately 620,000.

Rotterdam proposes to organise the 3<sup>rd</sup> Summer Youth Olympic Games from Saturday 18 August to Wednesday 29 August 2018.

The concept makes use primarily of existing venues, mainly concentrated in three clusters and zones: Village cluster (10 competition venues), Stadium cluster (3 competition venues) and Park zone (10 competition venues).

The main port of entry for the Youth Olympic Games would be Schiphol International Airport, approximately 60km (40 minutes) north east of the city.

Rotterdam's bid to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 is lead by the Netherlands Olympic Committee and Sport Federation and has the support of the city of Rotterdam and the national government.

## SPORT & COMPETITION VENUES

Rotterdam proposes a compact concept with 89% of competition venues (23 venues) located within 10km and 17 minutes from the Youth Olympic Village (YOV). The furthest venue (Sailing) is located 41km (37 minutes) from the YOV.

The majority of venues are concentrated in three clusters and zones: Village cluster (10 competition venues including a precinct hosting 9 sports), Stadium cluster (3 competition venues) and Park zone (10 competition venues) with an additional three stand-alone venues.

Out of 26 competition venues proposed, 18 exist, one venue is to be built (Athletics) and seven are to be built as temporary venues (Archery, Cycling BMX, Road Cycling, Beach Volleyball, Triathlon, Modern Pentathlon and Sailing). The Working Group notes that guarantees are missing for five of the competition venues in terms of venue use. The Working group also notes that the dimensions of the swimming pool (6 lanes, 25 metres) would need to be further assessed by the international federation in order to evaluate the compatibility with the proposed events for swimming.

Rotterdam has organised international events in nine different Olympic sports in the past ten years.

## CULTURE AND EDUCATION PROGRAMME

Rotterdam's vision for its Culture and Education Programme (CEP) is to realise a catalyst for positive change, particularly in the lives of the young participants and of the local young people in Rotterdam. Young people would be key players in developing and delivering CEP activities.

Rotterdam's CEP concept meets IOC requirements and offers good content with innovative proposals. Key audiences have been identified.

The culture programme appears quite diverse offering not only festivals and concerts but also integrating opportunities for participants to develop their own artistic skills and contributing in an interactive way to the cultural activities.

With regards to the education programme, activities are proposed to cover all five themes set by the IOC and the Skills development and Wellbeing and healthy lifestyle themes are well addressed. The Working Group notes that sport initiation sessions are proposed with an emphasis on offering opportunities for young athletes to experience other Olympic sports.

Most activities would be located at the Youth Olympic Village and a number of other CEP venues are proposed within the city.

Whilst the overall CEP budget appears realistic, the culture part seems rather low in relation to the proposed pre-Games and Games-time activities. It would be interesting to better understand what is integrated into the education budget vs the culture budget.

## CEREMONIES

The Opening and Closing Ceremonies would be held at Stadium de Kuip (51,000 capacity), home of a Premier League Football Club and within the Stadium cluster. The budget, whilst realistic, could be considered low in relation to the size of the venue.

## YOUTH OLYMPIC VILLAGE

Rotterdam proposes a Youth Olympic Village (YOV) 65 km (48 minutes) from Schiphol International Airport and, with the exception of the Sailing venue (41km/37 minutes), all venues are within 28km/25 minutes of the YOV.

The YOV would be a mix of existing and temporary construction with a total capacity of 5,800 beds in rooms with shared bathrooms. The Bid Committee has not foreseen the 5-8% contingency of beds as recommended in the YOG Event Manual so capacity barely meets IOC requirements. In addition, the surface area of single and triple rooms do not appear to meet IOC requirements (7.5m<sup>2</sup> vs 9m<sup>2</sup> for single rooms and 15m<sup>2</sup> vs 18m<sup>2</sup> for triple rooms according to the candidature file). The Working Group also notes that there are discrepancies between the information included in the candidature file and the photographic file in terms of room sizes and bed to bath ratios (4:1 or 5:1).

The city of Rotterdam has provided a guarantee for the use of the land and the venue owner (Ahoy) guarantees exclusive use of the venue from 1 August which may not allow sufficient time for the construction of temporary accommodation and the fit-out of the Ahoy building for use as a village. Stichting YOG Rotterdam 2018 Foundation has provided a guarantee that it would hire a reputable company to construct the flexible accommodation for the YOV.

The YOV would serve as the primary CEP venue and would include internet access in the YOV Square, a medical centre, some retail outlets, a 2,000-seat dining hall, recreational facilities and a 430m<sup>2</sup> Digital Media Centre with free wireless which meets IOC requirements.

The maximum price of USD 109.50 (in USD 2018) per person per day, including full board accommodation, all taxes and commissions as well as inflation has been guaranteed by the Stichting YOG Rotterdam 2018 Foundation.

After the Games, the Bid Committee states that the temporary constructions would be used for other events as a sustainable way to accommodate large numbers of participants in a compact way.

## GENERAL INFRASTRUCTURE

Schiphol International Airport is 60km (40 minutes) north east of Rotterdam and handles approximately 50 million passengers annually, serving 313 international destinations. It should easily cover all Youth Olympic Games requirements.

The Bid Committee states that participants and visitors would also be able to use Rotterdam-The Hague Airport which is located approximately 7km (12 minutes) from the centre of Rotterdam and handles approximately 1.2 million passengers annually.

Rotterdam metropolitan region has a dense road network and an integrated network of high-speed rail, regular rail, metro, trams, buses, river transport, taxis and park-and-ride terminals. Current projects to upgrade one of the motorways, convert a railway line into light-rail and construct an additional motorway would be completed well before 2018. Transport infrastructure in the Rotterdam

region would be capable of meeting transport needs during the Youth Olympic Games and no further construction would be required.

The Main Media Centre (MMC) would be located within the Stadium cluster. The Main Press Centre (MPC) would be located within the De Kuip stadium that would host the Opening and Closing Ceremonies whereas the International Broadcast Centre (IBC) would be a temporary building to be constructed in the parking area of Topsportcentrum Rotterdam. The MMC would be adjacent to venues for three sports. Overall, the MMC would allow space for approximately 5,500m<sup>2</sup> (4,000m<sup>2</sup> for IBC and 1,500m<sup>2</sup> for MPC) which meets IOC requirements. The MMC would be well served by public transport and, with the exception of Sailing, average travel time to the various competition venues is quite short (10 minutes). Stichting YOG Rotterdam 2018 Foundation has provided a guarantee that it would hire a reputable company to construct the temporary part of the MMC.

Technology and Telecommunications infrastructure is well implemented and seemingly capable of fulfilling YOG requirements. Radio frequencies would be provided to YOG clients free of charge as Stichting YOG Rotterdam 2018 Foundation has guaranteed that the YOGOC would cover all costs associated with the allocation and use of radio frequencies, which by law cannot be waived in the Netherlands.

### TRANSPORT OPERATIONS

The Bid Committee states that all competition and CEP venues are within 25 minutes of the YOY, with the exception of Sailing (41km/38 minutes). Based on Rotterdam's compact venue master plan, 15 sports/disciplines would be within walking distance of the YOY. The travel times presented in the candidature file appear to be based on average speeds of 30km/hour within the inner city which seem reasonable and 63km/hour for outlying venues which seem quite optimistic.

The general concept of a common shuttle service appears to have been understood. However, there is no reference to pre-planned or pool vehicle services.

Traffic management measures (including dedicated traffic lanes) may be implemented if deemed necessary, but the Bid Committee states that this would be decided at a later stage.

The Bid Committee does not mention whether accredited YOG clients would benefit from free-of-charge public transport which is an IOC requirement. It does state however that YOG visitors and spectators would be offered train tickets at reduced rates in combination with tickets for sport competitions.

In terms of governance, the Bid Committee states that the YOG transport command centre would cooperate closely with the security command centre in directing traffic throughout the Games and the Mayor of Rotterdam guarantees the commitment, resources and cooperation of the city for safe, efficient and reliable transport during the Games.

### ACCOMMODATION

The Bid Committee states that the total existing two to four star hotel capacity within a 20 km radius of Rotterdam is 5,217, of which 3,667 rooms are guaranteed in 44 two to four star hotels, including 495 rooms in five planned hotels to be built. The guaranteed room capacity exceeds the IOC's minimum requirement. The Working Group notes that a number of hotel guarantees do not include rate currency, minimum stay, breakfast and taxes.

The Bid Committee has not provided maximum guaranteed hotel room rates as requested. The guarantees provided include rates in EUR and these range from EUR 50 to EUR 229 for single/double rooms.

The proposed IOC hotel is the Hilton Rotterdam, with 245 rooms, of which 220 have been guaranteed.

The proposed accommodation plan appears to be very compact and conveniently located in close proximity to the city centre, the YOY and the Park.

### MEDICAL SERVICES AND ANTI-DOPING

The Bid Committee states that essential medical care should be provided free-of-charge to YOG participants from the European Union or from countries with which the Netherlands has bilateral agreements on the basis that such participants would have to obtain specific documents from their insurance companies prior to travelling. For other participants, the YOGOC would take out private medical insurance with financial limitations which may not fulfil IOC requirements. Details of the arrangements should be confirmed.

The Bid Committee has not confirmed whether NOC team physicians would be allowed to practice during the YOG and no hospital has been identified as an official YOG hospital.

The Anti-doping Authority the Netherlands is responsible for doping control in the Netherlands and would ensure that testing proceeds smoothly during the Games.

### SECURITY

The Dutch government has issued a model guarantee for major international sports events, in which the framework of security measures is described and the Minister of Health, Welfare and Sport declared that it would be applicable to the YOG in 2018. However, it is stated in this model guarantee that its purpose is "to inform organisers of what guarantees the government can provide and that these can be tailored to the specific event". The Working Group does not feel therefore that this represents a firm commitment for the YOG.

The Mayor of Rotterdam guarantees the commitment, resources and cooperation of the city for the safe and peaceful celebration of YOG.

The Netherlands has experience in providing security for national and international large-scale sporting events.

### CUSTOMS AND IMMIGRATION

The Netherlands is part of the Schengen zone. Based on past experience of the YOG in Innsbruck, and according to the document provided, it is expected that access to the country and delivery of work permits for accredited persons would not be an issue. The delivery of visas would be free of charge.

### LEGAL MATTERS

Due to the Dutch government being dissolved at the time of the preparation of Rotterdam's candidature file, guarantees have not been provided by the Central and Municipal governments in a number of fields. Elections took place in September and a coalition government has now been formed. However, no decision regarding the Youth Olympic Games has yet been taken and guarantees remain outstanding.

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

Should the city of Rotterdam be awarded the organisation of the YOG, the current foundation acting as the Bid Committee would be transformed into the YOGOC within five months of the election. This should facilitate a smooth transition.

The Working Group notes that it would be important to clarify the rights and obligations of a foundation under Dutch law and regulations with regards to fulfilling the obligations and operations of the YOGOC.

### MARKETING

The marketing agreement was only provided in Dutch which prevented the Working Group from analysing its content.

## FINANCE

Rotterdam proposes a balanced YOGOC budget of USD 107.487 million (in USD 2018) based on a forecast inflation ranging from 1.75% to 2.25% until 2018 and an exchange rate of EUR 1 = USD 1.3. Government subsidies (national and local) represent approximately 40% of all revenues but have not been guaranteed. In addition, approximately 26% of revenues are foreseen through lottery funds which have not been guaranteed. Revenues from the private sector in the form of sponsorship, suppliers or donations towards the culture and education programme amount to approximately 24% of the YOGOC budget and seems quite optimistic. A contingency fund amounting to approximately 5% of the total YOGOC budget has also been included.

The additional financial information submitted to the IOC lacks detail in terms of budget estimates and assumptions.

In terms of expenditure, the Working Group notes that budgets appear low and underscoped in a number of areas including temporary works for the MMC, technology, transport, administration, security etc. In addition, a number of obligations included in the Event Manual do not appear to have been taken into consideration including insurance, sourcing of sport equipment such as horses and boats etc.

According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution to the YOGOC budget would amount to approximately USD 10.8 million (10% of the budget).

The Bid Committee states that no capital investment directly related to the Youth Olympic Games would be required, therefore no details have been provided for the non-YOGOC budget. However, according to the candidature file, USD 3.3 million are to be covered by entities other than the YOGOC for the construction of the new athletics stadium and no guarantee has been provided.

Coverage of any potential economic shortfall in the YOGOC budget has not been guaranteed.

# CONCLUSION

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In conclusion, the Working Group would like to reiterate its thanks and satisfaction to the five candidate cities and their respective NOCs for the tremendous work carried out. 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 the cities have embraced the concept put forward by the IOC and translated it according to their own cultures and circumstances.

Having carried out a technical evaluation of each city's project, including the guarantees provided, the Working Group would like to summarise the risks and opportunities highlighted throughout this report in the conclusions hereunder:

## **BUENOS AIRES**

Buenos Aires proposes a reasonably compact project and makes good use of existing venues. The guarantees provided by Buenos Aires are generally solid. It would however be necessary to clarify the period for which the YOGOC would have ownership of the venues for the Youth Olympic Village and the Main Media Centre as there are discrepancies between the statements in the candidature file and the guarantees provided. It would also be important to ensure that a public entity would be able to finance and cover any shortfall of the YOGOC budget as the YOGOC would be set up as a private company.

In terms of Culture and Education programme, whilst all IOC themes are covered, the Skills development and Healthy lifestyle and wellbeing themes would need to be further detailed and contain more activities.

Buenos Aires' YOGOC budget, whilst lacking Games operations understanding, appears to be consistent with the levels of service described in the candidature file and most key costs have been taken into consideration. In addition, the support from local government would provide significant opportunities to leverage on the city's regular operations as public services would be provided free of charge. Any shortfall in the YOGOC budget would be covered by the Autonomous City of Buenos Aires. High inflation rates from 2012 to 2018 would also be a risk that would need to be addressed by the future YOGOC.

**To conclude its analysis, the Working Group believes Buenos Aires's project to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 presents minimal risk to the IOC.**

## **GLASGOW**

Glasgow proposes a compact project and makes good use of existing venues. Glasgow has good experience in hosting international and multi-sport events and will host the Commonwealth Games in 2014. The guarantees provided by Glasgow are generally clear and of good quality.

In terms of Culture and Education programme, whilst all IOC themes are covered, the Skills development and Healthy lifestyle and wellbeing themes appear to have been merged into one format which offers limited content.

Glasgow's YOGOC budget appears to be consistent with the levels of service described in the candidature file and most key costs have been taken into consideration. Estimated local sponsorship revenue seems rather optimistic. Any shortfall in the YOGOC budget would be covered jointly by the Scottish Government and Glasgow City Council, however, the split of responsibilities has not been clearly identified.

**To conclude its analysis, the Working Group believes Glasgow's project to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 presents minimal risk to the IOC.**

**GUADALAJARA**

Guadalajara proposes a city-centred, relatively compact but dispersed concept and makes good use of existing venues. Guadalajara has a good level of experience in hosting international and multi-sport events. Guarantees have been provided by the three levels of government but a significant number of guarantees are missing or do not match commitments made in the candidature file. These include the financing and construction of the Youth Olympic Village and Main Media Centre as well as guarantees concerning customs and immigration and the use of a number of competition venues.

In terms of Culture and Education programme, the Skills development and Healthy lifestyle and wellbeing themes include limited activities and further content would need to be developed to meet the IOC's objectives. The proposed concept does not offer sufficient detail to allow further evaluation.

Guadalajara's budget appears to be consistent with the levels of service described in the candidature file. However, government subsidies representing approximately 83% of all revenues have not been guaranteed. A high accumulated inflation rate from 2012 to 2018 would also be a risk that would need to be addressed by the future YOGOC. Finally, whilst the Mexican Government would assume financial support in the event additional fund raising programmes do not reach the expected level, it does not expressly refer to the coverage of any potential economic shortfall in the YOGOC budget.

**To conclude its analysis, the Working Group believes Guadalajara's project to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 presents some risk to the IOC.**

**MEDELLIN**

Medellin proposes a compact concept and makes good use of existing venues. Medellin has good experience in hosting international and multi-sport events having hosted the IX South American Games in 2010. The guarantees provided by Medellin are generally clear and of good quality.

In terms of Culture and Education programme, all IOC themes are covered and the concept offers generally good content with innovative proposals despite some activities not having been included. It would be important to ensure that all participants would enjoy the same YOG experience and full CEP programme, especially for athletes located in the Guatape area.

Medellin's YOGOC budget appears to be consistent with the levels of service described in the candidature file and most key costs have been taken into consideration. The bid enjoys strong support from all levels of government in terms of direct subsidies to the budget as well as operations and services delivered free of charge to the YOGOC.

**To conclude its analysis, the Working Group believes Medellin's project to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 presents minimal risk to the IOC.**

**ROTTERDAM**

Rotterdam proposes a compact concept and makes good use of existing venues. Rotterdam has good experience in hosting international events. Whilst the bid enjoys support from the various levels of government, a number of important guarantees are missing due to the fact that the Dutch government was dissolved at the time of the preparation of the candidature file and no decision has yet been made by the new coalition government in place with regards its involvement in the Youth Olympic Games.

In terms of Culture and Education programme, all IOC themes are covered and the concept offers generally good content with innovative proposals.

Rotterdam's budget appears to be underscoped in a number of areas and a lack of detail in the additional financial information does not allow a full understanding of budget estimates and assumptions.

**To conclude its analysis, the Working Group believes Rotterdam's project to host the 3<sup>rd</sup> Summer Youth Olympic Games in 2018 presents many risks to the IOC.**

## COMPOSITION OF THE WORKING GROUP

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**OLYMPIC GAMES EXECUTIVE DIRECTOR**

Mr Gilbert FELLI

**MEMBERS**

Mr Guido de BONDT

Mr Andrew RYAN

Mrs Yumilka RUIZ LUACES

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Mr Patrick STALDER

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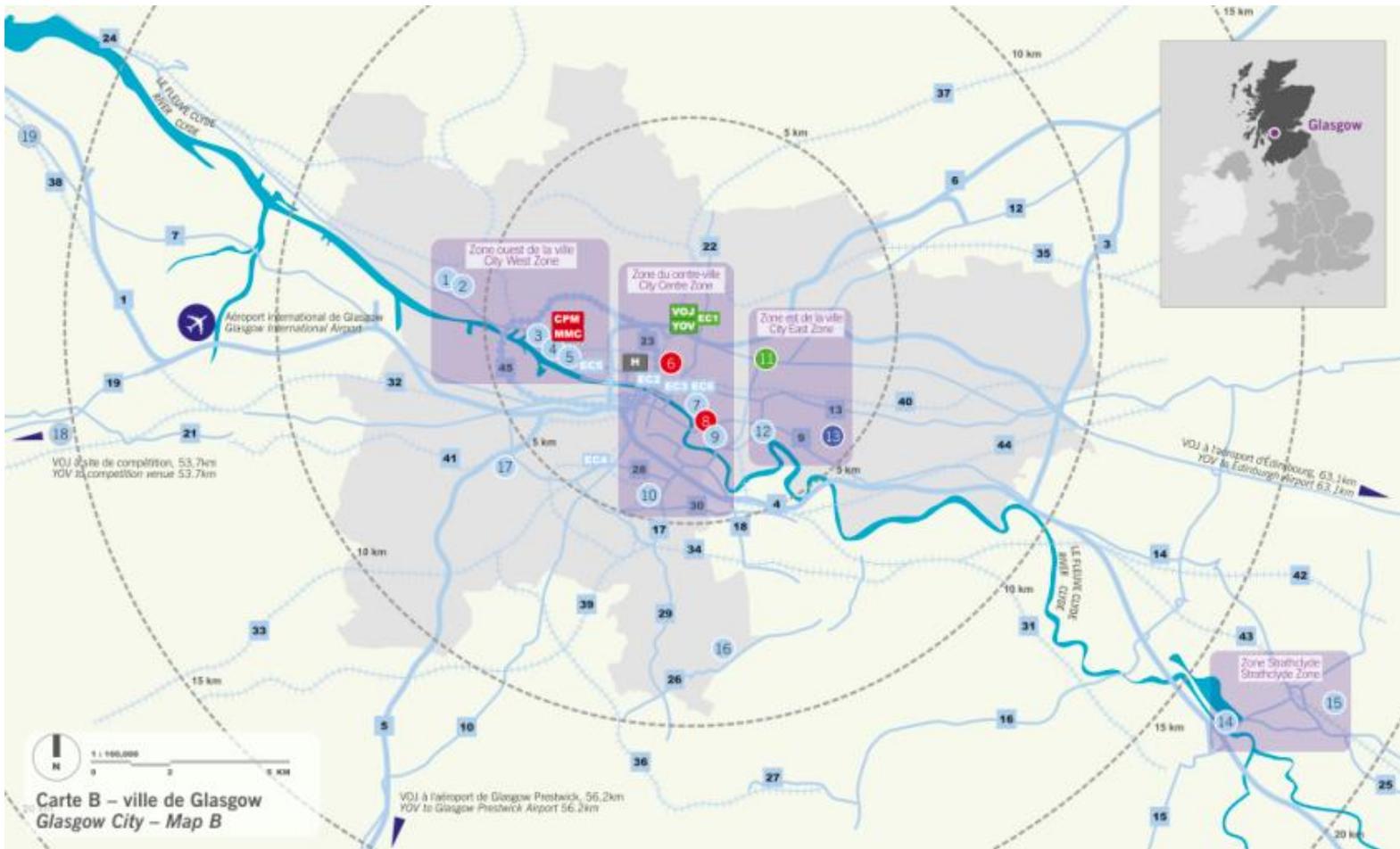
Mr Argyris CARIDAKIS

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.

# Buenos Aires 2018

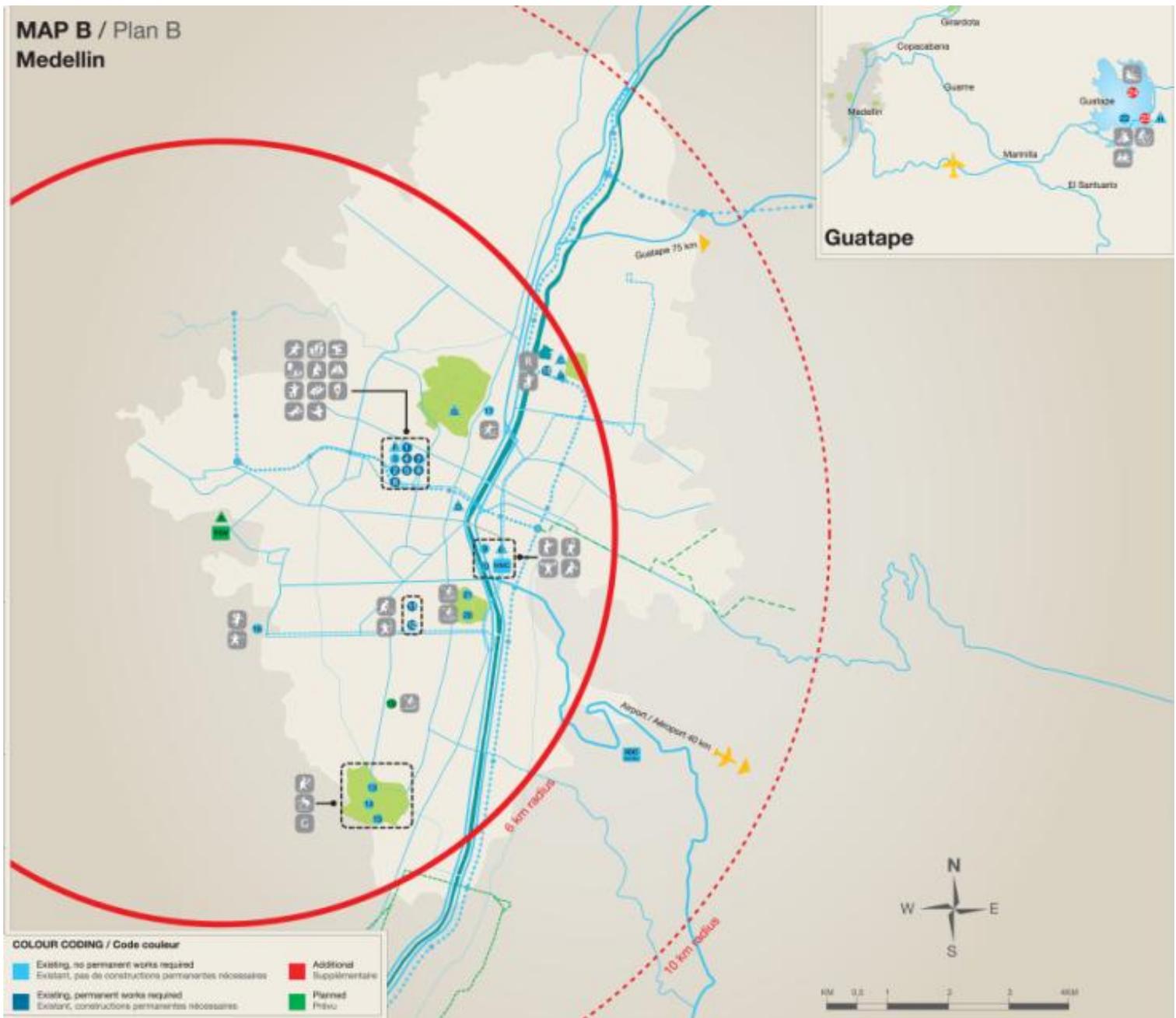


# Glasgow 2018

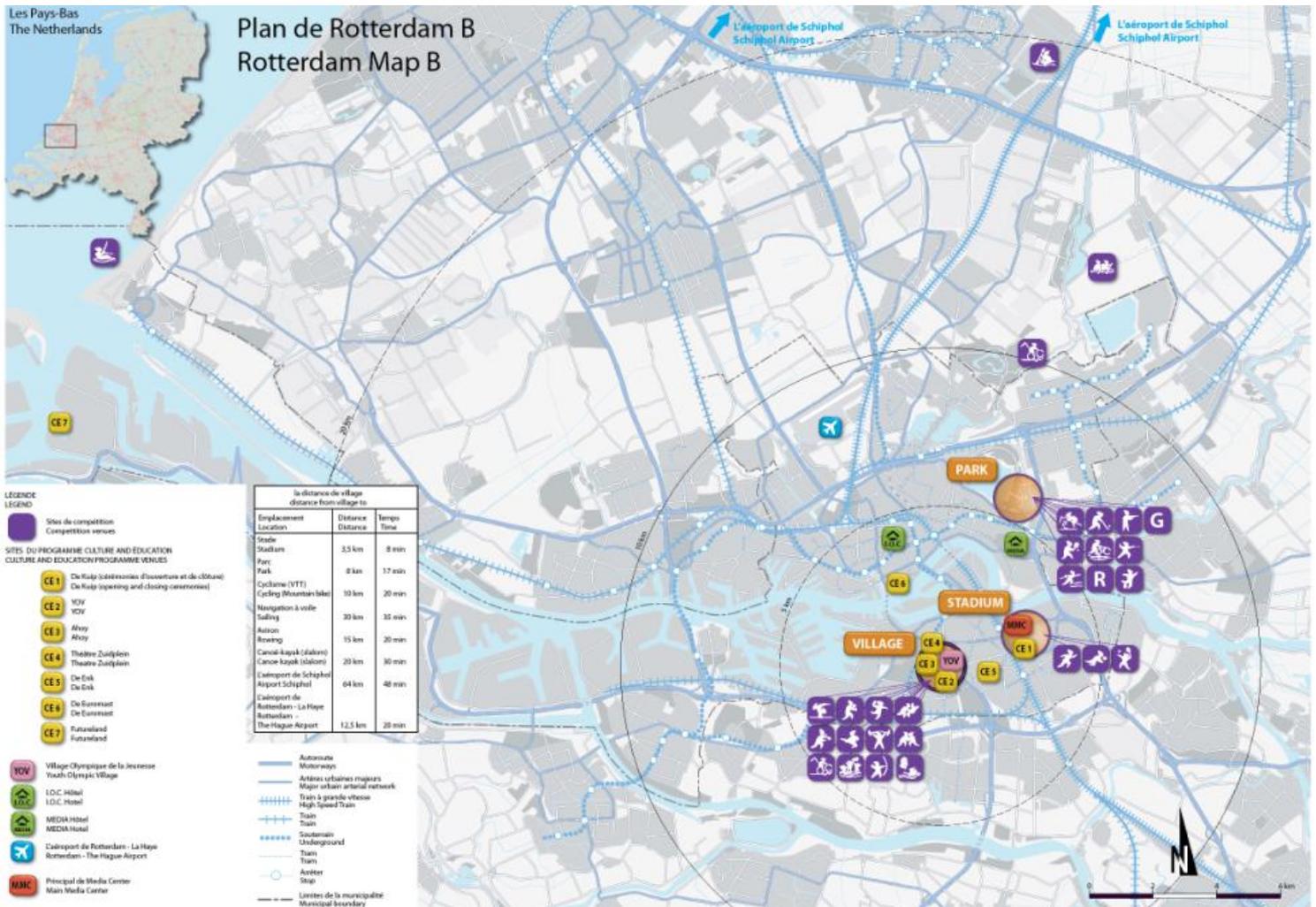




# Medellin 2018



# Rotterdam 2018



## ABBREVIATIONS

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<b>CEP</b>	Culture and Education Programme
<b>IF</b>	International Federation
<b>IOC</b>	International Olympic Committee
<b>MMC</b>	Main Media Centre
<b>NOC</b>	National Olympic Committee
<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