Winter Olympic and Paralympic Games Switzerland 203x

Report on feasibility study

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The management summary

It has been 75 years since Switzerland last hosted the Olympic Games. After St. Moritz in 1948, all the subsequent candidates have been unsuccessful at various stages and for various reasons. One fact remains undisputed: the Olympic Games, now combined with the Paralympic Games, have the reach to sustainably develop society beyond the scope of just sport.

The Winter Olympic Games and Paralympic Games beyond 2026 have not yet been allocated. Given this, Swiss Olympic, in conjunction with Swiss Paralympic and the Olympic winter sports federations, has decided to clarify whether the Olympic and Paralympic Games could be held in Switzerland in 2030 or beyond. It is clear to all involved that hosting this major event in Switzerland must be a fit for our country in terms of size, and should only be pursued on all fronts if the conditions would produce real, lasting added value for Switzerland, and if both the Swiss population and national, cantonal and municipal politics support Switzerland hosting the Winter Olympic and Paralympic Games

One key factor in deciding to conduct this study was the changes that the International Olympic Committee (IOC) has made in recent years to the candidature process and to the requirements for organising the Olympic and Paralympic Games. The IOC states that the Olympic and Paralympic Games should be tailored to the host, and not the other way around – as has recently been the case. Swiss Olympic and the winter sports federations want to take advantage of this approach and become the first host country in the history of the Olympic movement. This approach is shared by the local, regional and federal authorities included in the feasibility study.

On behalf of the Swiss Olympic executive council, in April 2023 the steering committee – consisting of members of Swiss Olympic, Swiss Paralympic and the winter sports federations – commissioned a core team to conduct a feasibility study on the Winter Olympic and Paralympic Games 'Switzerland 203x'.

The feasibility study sought to answer two fundamental questions:

1 **Could major events such as Winter Olympic and Paralympic Games be hosted in Switzerland in 2030 or beyond in a financially, politically and technically responsible way?**

2 **How would organising the Winter Olympic and Paralympic Games positively impact and benefit Swiss society as a whole?**

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The key findings can be summarised as follows:

Vision
Switzerland has the potential and the knowledge to become the first (Para)Olympic host country in history to organise the Winter Olympic and Paralympic Games, promoting Switzerland's transformation into a sustainable society beyond the scope of just sport.

Legacy
Switzerland's ambition is to use the Winter Olympic and Paralympic Games as a platform to achieve a long-term, sustainable and positive impact on society, the environment, the economy and sport across the whole of Switzerland. This can be achieved if the Games are properly integrated, planned and implemented in line with the new concept.

Decentralised approach
The unconditionally pursued approach of organising competitions locally enables Switzerland's existing state-of-the-art sporting facilities to be put to use, as well as its event management skills stemming from the large-scale winter sports events that have been held here since 2020. Both these factors would also substantially reduce costs.

Transport und Accommodation
The decentralisation of the Winter Olympic and Paralympic Games enables Switzerland to exploit the strengths of its public transport infrastructure and put this to maximum use thanks to an efficient transport system. In addition, existing accommodation facilities could be used, eliminating the complexity and cost of creating Olympic and Paralympic villages.

Public support
A representative survey conducted by gfs.bern in September 2023 shows that 67% of the Swiss population would support hosting the Winter Olympic and Paralympic Games in Switzerland.

Political support
Municipalities and cantons with potential sites have already confirmed their fundamental support for the Winter Olympic and Paralympic Games. The sustainable, decentralised approach impressed national parliamentarians in informal exploratory discussions.

Security
The relevant conditions have been met, as confirmed by the board of the Conference of Cantonal Justice and Police Directors (KKJPD) at their meeting on 14 September 2023. Switzerland's security arrangements have proven their credentials at numerous major events. The decentralised running of the Winter Olympic and Paralympic Games facilitates arrangements in the host cantons, under which each canton is responsible for the sections taking place in their territory.

Financing
Based on the budget assessment, it would seem possible to generate an organisational budget of around CHF 1.5 billion predominantly from private funding – also thanks to a direct financial contribution from the IOC amounting to CHF 710 million. Financial analysis shows that it should therefore be possible to cover the organisational costs of hosting the Winter Olympic and Paralympic Games in Switzerland, using this decentralised format, without using any public funds. The public authorities would instead provide financial support to the Paralympics. Public resources would also be invested in legacy and security activities.

International Olympic Committee (IOC)
The IOC's commitment to reform how it awards the Olympic and Paralympic Games seems credible. For example, the idea of 'Switzerland 203x' being organised decentrally is also popular with the IOC. The initiators of the Olympic and Paralympic Games are now freer in how they develop and implement ideas, as is evident from IOC officials' statements in various Swiss media in recent months.

The report shows that it would be possible to host the Olympic and Paralympic Games in Switzerland in 2030 or beyond. The majority of the infrastructure required already exists, and financing predominantly via private funds is considered a realistic prospect. Those involved are convinced that this major event has the potential to make a positive impact on the whole of Switzerland. And our country can play a pioneering role in organising sustainable large-scale events. It is therefore proposed that the vision of the Olympic and Paralympic Games be further pursued in Switzerland, and that the IOC be informed that Switzerland is prepared to enter into 'targeted dialogue' at this stage.

The vision

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Switzerland 203x – Winter Olympic and Paralympic Games across the whole country

Switzerland will become the first (Para)Olympic host country in history and organise Olympic and Paralympic Games that become an expression of the transformation into a more sustainable society.

Transforming the Games for a more sustainable society

- The Olympic movement is at the beginning of a new era – with Games that are organised sustainably to benefit as many people as possible.
- Switzerland is well-positioned and willing to make a key contribution to this transformation.
- Our vision is to help promote this key moment for the Olympic movement – and take advantage of it to benefit Swiss society.
- To achieve this, we are adhering to a radical new concept with a three-step approach.

The first host country

A new, decentralised approach
Switzerland will become the first host country (rather than host city) in history and organise the Games decentrally across the entire country.

Existing infrastructure
Switzerland can use its existing infrastructure for this and will not need to build any new facilities.

A natural world winter sports hub
By 2027, Switzerland will have hosted the world championships for 8 to 10 of the 14 Winter Olympic sports. Switzerland is thus naturally positioning itself as a world winter sports hub – the Olympic Games 203x represent the culmination of this development and are an ideal platform for the country to position itself for the future.

For sustainable Games

Cost-efficient Games
This decentralised approach and the use of existing infrastructure will mean that the net costs of the Games are significantly lower than for previous projects.

Local expertise
The major events that are being organised in coming years will generate a great deal of local organisational expertise. This ensures that the Games will be tailored to their venues – and not the other way around. The country's national winter sports federations have been heavily involved since the outset.

Smart and resource-efficient
This decentralised, local approach combined with a world-leading public transport system will enable smart Games with reduced emissions.

To benefit Swiss Society

The country united
This national concept will unite all the country's linguistic regions – thereby promoting cohesion. The Olympic Games have the impact and resonance to achieve this.

By all, for all
The Games serve as a platform to promote social innovation within the country: with various organisational committees, with the promotion of volunteering in Swiss sport, and designing the Games as the most inclusive in history, which includes integrating the Paralympic and Olympic Games together more effectively.

Boosting Switzerland's capacity for innovation
The Games serve as a catalyst for promoting innovation in fields such as digital transformation and the energy revolution, in collaboration with leading institutions.

Figure 1 Vision for Switzerland 203x: transforming the Games to ensure a more sustainable society

Why?

The Olympic and Paralympic Games have always been much more than just a sporting event. The Games have consistently aspired to making an impact beyond the scope of sport. In ancient times, this meant paying homage to the gods, at the beginning of the modern era it was intercultural understanding, and now it is transforming into a sustainable society.

Switzerland as a winter sports country, with its capacity for innovation and its direct democracy at the heart of Europe, can play a key role in leading the Olympic and Paralympic movement into the future. The Games should be tailored to their venue, and not the other way around. For example, we can draw on the experience gained at the 2020 Winter Youth Olympics in Lausanne, where countless new ideas were successfully implemented, such as the concept of primarily using public transport. These ideas can now be translated to national level. Decentrally, inclusively and sustainably organised Games will benefit not only sport, but also Switzerland as a whole, which will be able to develop further in countless areas thanks to this major event.

The International Olympic Committee (IOC) has laid the foundations for a new era with the Agenda 2020+5 and the updated awarding and implementation criteria ('New Norm'). The vision of 'Switzerland 203x' is built on this foundation: as the first host country in the history of the Olympic and Paralympic Games, Switzerland would be playing a pioneering role helping to actively and innovatively shape this new (Para)Olympic era right from the outset – with Swiss society also permanently benefiting.

According to the IOC's 'New Norm', there should be as few losers as possible in the process of bidding for the Olympic and Paralympic Games. The modified candidature process provides for this. The ideas submitted by interested cities and regions are developed and reviewed in dialogue with the IOC. Those ready to do so can progress to the next stage of the process, and those not yet ready can adapt their timetable accordingly.

In summary, this means:

- **A shift towards an ongoing, three-level dialogue system with potential hosts to ensure gradual exchange on the path to a candidature.**

- **A greater emphasis on the financial, social and environmental sustainability of the Games, consistent with current global concerns.**

- **A greater readiness to tailor the Games to the host's circumstances, offering organising committees greater scope for developing innovative design strategies.**

For example, this approach saw the 2024 and 2028 Summer Olympic and Paralympic Games being awarded to the interested cities of Paris (2024) and Los Angeles (2028) as a dual process. Both cities originally applied for the 2024 event. The 2032 Summer Games were awarded to Brisbane by the IOC in 2019 without any competing bids, after the Australian city met all the requirements as part of the joint dialogue process.

The Winter Olympic and Paralympic Games beyond 2026 have not yet been awarded, in accordance with the IOC's new conditions: over a long period of time, no serious candidatures emerged, so the IOC extended the process, and various countries and cities now have Olympic plans for 2030 and beyond.

Venues are much freer than they have been in the past in how they choose to shape the Olympic and Paralympic Games. 'The Games should be tailored to their venue, and not the other way around' – this motto enables Olympic and Paralympic Games in Switzerland that match its size and requirements. This saves time and increases sustainability.

However, the IOC's commitment to reform as per the 'New Norm' for awarding Olympic and Paralympic Games has been called into question in the political arena and by the public. This has become evident from corresponding discussions and the results of a public survey (see the section 'Public support'). The experience gained from the steering committee and core group during the current process, however, suggests that IOC officials have a genuine and suitably large interest in promoting and supporting the transformation of the Olympic and Paralympic Games. For example, in dialogue conducted thus far, the IOC has supported the idea of a decentralised approach to 'Switzerland 203x'. The initiators of the Olympic and Paralympic Games are now in fact fundamentally freer in how they develop and implement ideas, as is evident from IOC officials' statements in various Swiss media in recent weeks.

How?

The core component of the Switzerland 203x concept is the decentralised organisation of the Olympic and Paralympic Games competitions using existing sporting infrastructure. All other elements of the vision are built upon this, and it forms the foundation for this feasibility study.

**Host country rather than host city:
Switzerland 203x**
Previously, the Olympic and Paralympic Games have been hosted by cities or regions. Candidatures taking a national approach are now permitted. Switzerland wants to become the first Olympic Games host country in history. Our country is virtually predestined to spearhead this paradigm shift. It would mean a decentralised Winter Games across the whole of Switzerland, in all four areas and language regions, in a unifying, resource-efficient form. A national approach would enable us to use existing infrastructure with no need to build new facilities.

**World winter sports hub Switzerland:
the infrastructure is largely already in place**
Winter sports are part of Switzerland's DNA. Countless world and European championships for winter sports were or are being held here between 2020 and 2030. By 2027, at least nine and potentially even ten of the 14 Olympic sports will have seen their world championships taking place in Switzerland. (Open candidacy for the 2025 Ski Mountaineering World Championships). Switzerland is thus positioning itself as a world winter sports hub in the 2020s – and has the infrastructure required to potentially host the Winter Games. The exception is a speed skating arena: Switzerland does not have one, and there is no need to build one – instead, a solution will be sought in consultation with national Olympic committees (see 'Venue working plan' section). Switzerland has fundamentally invested a great deal in sporting infrastructure in recent decades, and as a result of this investment is able to afford a financially rescaled Olympic Games.

2020 – 2030: major international winter sports events in Switzerland
2020 • Youth Olympic Winter Games, Lausanne
• World Wheelchair Curling Championship, Wetzikon
2021 • Winter Universiade Lucerne (cancelled due to Covid-19, but plenty of local expertise gained)
2021 • Para Bobsleigh World Championships, St. Moritz
2022 • Mixed Doubles Curling World Championship, Geneva
• Ski and Snowboarding Junior World Championships, Veysonnaz
2023 • Bobsleigh and Skeleton World Championships and Para World Championships, St. Moritz/Celerina
• Biathlon European Championships, Lenzerheide
• Ice Hockey U18 Men's World Championship, Basel/Porrentruy
2024 • Men's Curling World Championship, Schaffhausen
• Ice Hockey Women's U18 World Championship, Zug
2025 • FIS Snowboard, Freestyle and Freeski World Championships, St. Moritz Engadin
• Ski Mountaineering World Championships, Morgins (candidature)
• Biathlon World Championships, Lenzerheide
• CISM Military World Winter Games, central Switzerland and Goms
2026 • Ice Hockey Men's A World Championships, Zurich/Fribourg
2027 • Alpine Ski World Championships, Crans-Montana
• European Figure Skating Championships, Lausanne
2028 • Ice Hockey Women's A World Championships (planned candidature)
2029 • Special Olympics, World Winter Games
203x • Winter Olympic and Paralympic Games?

Major involvement from sports federations and use of regional expertise
As well as the existing infrastructure, major Swiss-wide sporting events in coming years will also generate significant organisational knowledge at the relevant competition venues. These event management skills can be put to use, and individual sporting disciplines can be coordinated at a regional level. The Switzerland 203x process has thus been conducted by national Olympic winter sports committees, Swiss Paralympic and Swiss Olympic working together since the outset. This makes it a sports project for the whole of society.

Cheaper, more local and more collaborative
Since there is no need to build any new sports facilities, costs will be much lower than they have been for previous projects. In addition, the IOC has begun financially resizing the Olympics. This begins with the candidature process: by introducing three stages of dialogue rather than a competition between different candidates, the cost risk for interested parties has been significantly reduced. In addition, the IOC contributes more financially and would, for example, contribute around half of the organisational budget for a Swiss Olympic Games in 2030. Any potential Swiss candidature would consistently adhere to this principle of resizing – to match the limited geographical space with excellent public transport connections – and help contribute to a low-emission Games.

The most integrative Games: by all, for all
A home Winter Olympic and Paralympic Games would be a unique opportunity for Swiss sport and our athletes. However, the goal must be to ensure that as many people and areas as possible benefit, whether directly or indirectly. The national concept incorporating all areas and language regions and the increased cooperation with the Paralympic Games for organisation and implementation forms the basis for this. This continues into the overall organisational structure for holding the Olympic and Paralympic Games in our country. These committees must represent the diversity of modern Switzerland in order to ensure balanced decision-making. The commitment shown by the organising committee, sports federations, economy, municipalities, cantons and federal government will ensure a legacy for the Olympic and Paralympic Games in Switzerland that extends far beyond sport and the duration of the event.

Legacy: boosting volunteering, diversity and capacity for innovation
We are investing in the future with innovative, cross-sectoral management and volunteering projects. The Olympic and Paralympic Games will see Switzerland demonstrating its capacity for innovation. Furthermore, the unique power of this event will be used to boost volunteering as a major asset in Swiss sport for the long term. This impetus is needed, as volunteering is facing increasing challenges (and not just in the world of sport), and appreciation of the more than 660 million hours of volunteer work performed per year is falling. We are relying on our country's culture of volunteering and on innovations to aid and support this in the future.

The legacy

Creating **a legacy** that endures beyond the event itself and covers various areas of society is one of the main goals and challenges of organising the Olympic and Paralympic Games. The vision of the Olympic and Paralympic Games in Switzerland states that the Games are seeking to achieve 'transformation into a more sustainable society'. This is an ambitious goal. The framework developed in conjunction with the Swiss Federal Institute of Sport Magglingen SFISM includes twelve theses that form the basis for implementing a tangible legacy for the Olympic and Paralympic Games. At the same time, it is clear that developing and implementing a legacy for the Olympic and Paralympic Games in Switzerland should not be the responsibility of the sporting world alone. Instead, it requires additional public and legal support. What this might look like is described in the 'Governance' section.

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Framework

What remains from the Olympic and Paralympic Games once they are over? To discuss this question of legacy, a team from the Swiss Federal Institute of Sport Magglingen SFISM assisted this report by developing a legacy framework, i.e. a framework setting out the potential legacy of the Olympic and Paralympic Games in Switzerland.

The legacy framework is based on existing work conducted for past candidatures (Grisons 2022 and Sion 2026) and major events in Switzerland (UEFA Euro 2008 and EXPO 2002). Following in-depth literature research, the team used expert interviews, working meetings and workshops to develop the framework.

Organising the Games should leave a legacy that helps enable transformation into a more sustainable society. To achieve this, the concept of legacy must be organisationally rooted in the project right from the outset. A group looking after this legacy, operating alongside the organising committee, will ensure that it is developed as an integral part of the operational work.

The legacy framework below includes twelve theses that form the basis for a positive legacy. Six theses (G1–G6) address organisational aspects, or governance. Another six theses (I1–I6) set out possible content for initiatives covering the six areas of legacy – Switzerland as a country, sport, economy, social, environment and decentralisation.

GOVERNANCE	G1: Comprehensively illustrate the sustainability vision of the 203x concept in the legacy	
	G2: Clarify the 'legacy' claim of transformation into a sustainable society	
	G3: Anticipate the complex management task of 'legacy' with the public sector from an early stage	
	G4: Call for 'legacy' with the OCOG right from the outset	
	G5: Ensure a compatible 'legacy' for central shareholders and stakeholders	
	G6: Focus on and systematically establish 'legacy'	
INITIATIVES	I1: Boost external perception and the modern self-image of Switzerland as a country	Switzerland as a country
	I2: Improved framework and promotion conditions as a sporting 'legacy'	Sport
	I3: Productivity and appeal as a location for the sport economy	Economy
	I4: A modern, tolerant, cosmopolitan Switzerland as a social 'legacy'	Social
	I5: Environmentally responsible sports and winter sports tourism	Environment
	I6: Provide a 'legacy' thanks to world championships and the accompanying processes	Decentralisation

Figure 2 Legacy framework

Governance

The organisation's central managerial responsibility is to create a legacy for the Olympic and Paralympic Games. A positive legacy can be achieved if all decisions, processes and developments are conducted in line with this legacy. All decisions should be made with this in mind, otherwise difficult decision-making will see short-term success for the event being prioritised over legacy. The power of the Games will touch a whole range of stakeholders. This is particularly true for venues, cantons and the federal government. Legacy topics must be cultivated accordingly within the organisational network.

Private sport is operationally responsible for hosting the Olympic and Paralympic Games. The organising committee for the Olympic and Paralympic Games (OCOG) is responsible for its strategy and organisation. The OCOG should be flanked by a public sector

project organisation body to secure a legacy. This project organisation body helps the event organiser with overarching topics. The supporting organisational unit thus represents the concerns of central non-OCOG stakeholders at a regional, national and international level. Close operational collaboration throughout the project is crucial for this legacy's success.

Figure 3 is a diagram illustrating a potential framework for the project organisation. Including a delegate from the public sector means that legacy can be incorporated right from the outset. Whilst the OCOG focuses on organising and running the Games, the public sector delegate ensures a compatible legacy for central shareholders and stakeholders. Focusing on selected initiatives means that the legacy can be successfully achieved, rather than being lost across countless individual projects with no impact.
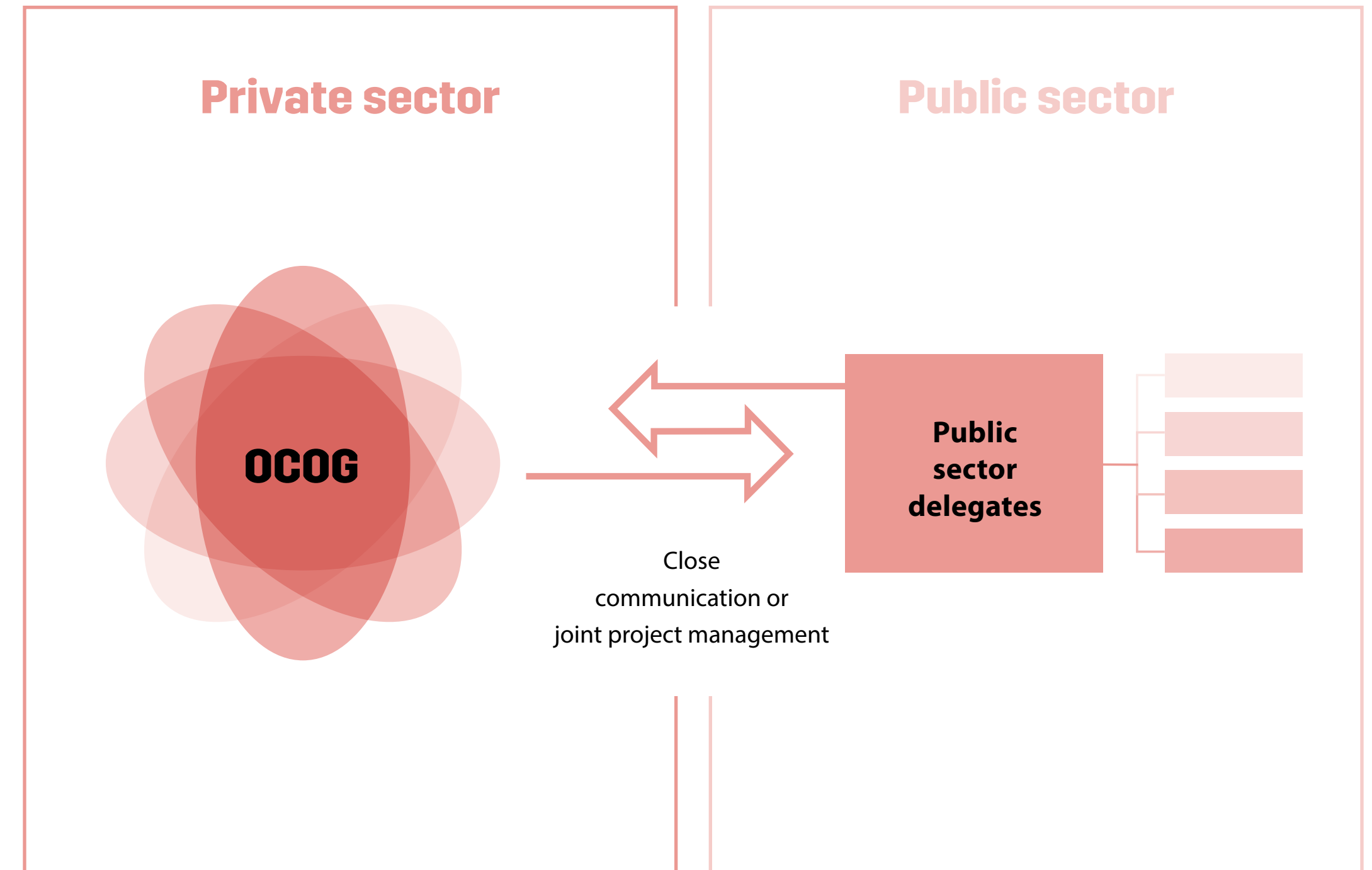

Private sector   **Public sector**

OCOG

Public sector delegates

Close communication or joint project management

Figure 3 Governance structure

<div style="border: 1px solid">**Strategy**</div>

The concept of sustainability described in this vision is covered by the traditional dimensions of 'social', 'economy' and 'environment'. Our understanding of legacy incorporates the characteristics of the Games. Sport is the focal point. This is a candidature from Switzerland with a strongly decentralised focus. The dimensions of 'sport', 'Switzerland as a country', and 'decentralisation' are therefore also listed separately.

Initiatives are formulated across these six dimensions via specific measures during the course of the work conducted. Selected sustainability topics are outlined in these boxes. These and other examples can be found in the Kempf report (2023)[1].

The sub-goals for each element should be specified at an early stage. This enables goals to be defined and the OCOG's aspirations in the various areas to be determined. Goals also help with prioritising measures. The OCOG will need to actively tackle the most important topics with central partners and determine a meaningful target level.

The Games can achieve a lot, but not everything. A good legacy means being able to meet expectations and consistently keep the promises made during the candidature.

Environmental sustainability
Organising the Olympic and Paralympic Games in as resource-efficient a way as possible is the core element for any candidature. As well as basic climatic conditions, detailed analyses must also include tailoring to the specific conditions at the planned venues. The decentralised concept could be a major advantage here, as local organising committees are best positioned to understand local conditions and will have contact with a wide range of interest groups.

Social sustainability
Volunteers who perform their tasks with commitment and enjoyment are key to a successful Games. The potential offered by volunteering is huge: the Games make use of well over 12,000 volunteers, who offer their commitment for the benefit of society. Sport already includes volunteering programmes that could be used and updated. The programmes could be networked even more effectively with club activities

thanks to the Olympic and Paralympic Games. Programmes could be made even more effective thanks to sponsor involvement: if sports federations and volunteering were made more attractive as part of sponsors' corporate social responsibility projects, this would provide a lasting boost to volunteer work and club life in Swiss sport.

Sporting sustainability
The Games are a perfect way to attractively present the cultural asset of snow sports to the general public, especially children and young people. There is a tradition of Olympic education programmes. Sport, exercise and snow sport culture can be conveyed at school, as part of voluntary school sport, and via sports clubs. Children and young people can be encouraged to take up sporting activities. If all schoolchildren in Switzerland were given the opportunity to visit the Games, or were even given the day off school, as was the case in Lillehammer in 1994, a whole generation would be enthusing about an unforgettable experience.

Economic sustainability
With a budget of around CHF 1.5 billion, the Olympic and Paralympic Games will significantly help provide added value in the Swiss sporting economy, which experience from other major sporting events suggests will far exceed the costs at a factor of 1.5 to 3. The Olympic and Paralympic Games also create professional opportunities. A whole sector, and with it many committed young people, will be able to benefit from the opportunities emerging in the sport economy – all the more so if the Olympic and Paralympic Games involves the use of world-leading technologies for event production and the media dissemination of the Games within Switzerland.

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1   Kempf. H., (2023).
    Legacy Framework Switzerland 203x EHSM report 14.09.2023

Next steps

During the course of the project, some tasks have emerged that the candidature will need to tackle. The next steps to secure the legacy are set out herafter:

1. The IOC expects an impact study on macroeconomic effects (added value, employment and tax effects).

2. IOC must be given a CO_2 budget for the planned 203x Games and a carbon management system must be developed.

3. The IOC should provide a concept for evaluation the Games based on the new OECD standard for events

4. It is vital that the various different interest groups should be included. The dates and content of discussions with these stakeholders must be set in a subsequent project step.

5. It is important to involve the public. If need be, some of the legacy projects can be supplemented and prioritised on a publicly accessible platform. The concept could be linked with crowdfunding.

6. A budget (finance commitments, cost estimates) and descriptions of prioritised measures will be required.

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The Games

Venue working plan

To achieve the vision's goal of becoming the first host country in (Para)Olympic history, the steering committee set the target of hosting competitions across all four parts of the country. The planned implementation can be seen in the venue working plan (VWP): the competitions are spread across the whole of Switzerland and are earmarked for existing sporting facilities that will be hosting world and/or European championship or world cup events between 2020 and 2030. The exception is a speed skating arena: Switzerland does not have one and there is no need to build either a permanent or temporary one – Instead, a solution for holding the speed skating competition will be sought in consultation with national Olympic committees (see Page 22). This means that no new competition venues will be constructed for the Winter Olympic and Paralympic Games. Whether or not competitions will in fact be held in the venues currently listed in the VWP will depend heavily on the site municipalities, cantons and other organisations involved. Adjustments could therefore be made to the VWP during the course of the process. This is also because holding the Olympic Games in Switzerland could include examining the possibility of hosting sports disciplines that are not currently on the Olympic programme (e.g. Telemark skiing).

The Venue working plan was developed based on the following principles:

• Incorporating all regions of the country

• Using existing sport infrastructure = no new buildings

• Using competition venues hosting world and/or European championships or regular world cup events between 2020 and 2030

• Making use of existing organisational expertise

• The VWP corresponds with the relevant federations' large sporting event strategies

• The VWP matches the federations' sports facility strategies and the federal government's National Sports Facility Concept (NASAK)

• Using existing volunteer concepts and the current culture of volunteering

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Figure 4 and 5 show the currently planned competition venues, the locations for the opening and closing ceremonies (see 'Ceremonies' section), and the location of the main media centre (MMC), international broadcasting centre (IBC) and main press centre (MPC). The world and European championship logos also indicate which have been held in Switzerland or will be in the coming years. This makes it clear which event management skills are already in place or will be further developed over the next few years. The discipline of ski mountaineering has traditionally had a high profile in Switzerland and will be included on the programme of the 2026 Winter Olympic Games in Milano Cortina as an additional event[2]. Whether the sport will remain on the Olympic programme has not yet been decided. Morgins has therefore been included as a potential competition venue, although no detailed investigations have yet been conducted for ski mountaineering.

Venue working plan for the Winter Olympic Games 203x (Version 2.10.2023)
Figure 4

2 Milano Cortina 2026: ski mountaineering to debut (olympics.com)

Venue working plan for the Winter Paralympic Games 203x (Version 2.10.2023)

Snow Sports

- Para-Snowboard
- Para Ski Alpine
- Para Cross Country
- Para Biathlon

Ice Sports

- Para Sledge Hockey
- Para-Curling
- Para Bob

🔥 Opening / Closing ceremony

BASEL
ZÜRICH
ZUG
BERN
IBC MPC
ENGELBERG
LENZERHEIDE
ST.MORITZ - CELERINA
FRIBOURG
LAUSANNE
KANDERSTEG
GOMS
ST.MORITZ - ENGADIN
MORGINS
CRANS MONTANA
TBD
GENF
LUGANO

The locations for the Winter Paralympic Games generally match those for the Winter Olympic Games. In selecting these, it must be ensured that barrier-free access can be provided at every stage. For efficiency reasons, the para cross-country skiing and para biathlon competitions will be held at the same venue. The para ski competitions are currently planned to take place in Crans-Montana. However, according to Swiss Paralympic, access to the competition slope must be reviewed for athletes in wheelchairs. St. Moritz could be planned as the competition venue.

Table 1 sets out the details of the planned competition venues according to sporting discipline. It also lists which sporting events are to be held at these venues in the future, and the maximum number of spectators that can be accommodated. Audience capacities for ice sports are based on the maximum capacity of the relevant stadiums. Audience capacities for snow sports and the Olympic bob run are based on planning work completed for the world championships.

Sport	Venue	Future events	Gross capacity		
			Seats	Standing room	Total
Biathlon	Roland Arena Lenzerheide	Biathlon WC 2025; WC Biathlon	5,000	15,000	20,000
Bob	Olympia Bob Run, St. Moritz – Cellerina	IBSF Bob & Skeleton WC 2023	1,800	10,200	12,000
Luge	Olympia Bob Run, St. Moritz – Cellerina	IBSF Bob & Skeleton WM 2023	1,800	10,200	12,000
Skeleton	Olympia Bob Run, St. Moritz – Cellerina	IBSF Bob & Skeleton WM 2023	1,800	10,200	12,000
Curling	to be defined		6,000	–	6,000
Ice Hockey F Zug	Bossard Arena, Zug	IIHF Ice Hockey U18 WC 2024 Women	9,000	–	9,000
Ice Hockey M Fribourg	BCF Arena, Fribourg	IIHF Ice Hockey WC 2026 Men	8,930	–	8,930
Ice Hockey M Zurich	Swiss life Arena, Zürich	IIHF Ice Hockey WC 2026 Men	11400	–	11,400
Figure Skating	Vaudoise Arena, Lausanne	ISU Figure Skating EC 2027 (candidature)	8,000	–	8,000
Short Track	Vaudoise Arena, Lausanne	ISU Figure Skating EC 2027 (candidature)	8,000	–	8,000
Ski Jumping L	Gross-Titlis-Schanze, Engelberg	FIS Ski Jumping WC (annual)	6,000	9,000	15,000
Ski Jumping S	Swisscom Nordic Arena, Kandersteg		6,000	9,000	15,000
Nordic Combined L	Gross-Titlis-Schanze, Engelberg	FIS Ski Jumping WC (annual)	6,000	9,000	15,000
Nordic Combined S	Swisscom Nordic Arena, Kandersteg		6,000	9,000	15,000
Cross Country	Nordic Center Ulrichen – Goms	CISM Military World Winter Games 2025	4,500	10,500	15,000
Ski Alpine	Crans Montana	Alpine Ski WC 2027, FIS Ski WC Women (annual)	7,500	22,500	28,500
Aerials	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Big Air Ski	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Big Air Snowboard	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Halfpipe Ski	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Halfpipe Snowboard	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Moguls	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Ski Cross	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Slopestyle Ski	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Slopestyle Snowboard	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Snowboard Cross	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Snowboard parallel	St. Moritz / Engadin	FIS Snowboard, Freestyle and Freeski WC 2025	5,000	15,000	20,000
Speedskating	to be defined		–	–	–

Table 1 Details of the Venue working plan for the Winter Olympic Games

Expressions of interest

The national winter sports federations involved in the project have requested expressions of interest from all municipalities, cantons and infrastructure operators as per **Table 1,** based on the locations where there are plans for competitions and other Olympic infrastructure, and received them all, with one exception. Although the city of Bern supports hosting the Olympic and Paralympic Games in principle, they feel that looking at 2030 and 2034 makes for too tight a schedule. All other municipalities, cantons and infrastructure operators have expressed their interest in providing 'their' competition venues and hosting Olympic and Paralympic competitions under the same framework as for a world championships. The requirements for the canton of Ticino and for the sports of curling and speed skating still need to be clarified, as detailed hereafter.

Canton of Ticino

The vision states that the Olympic and Paralympic Games competitions should be spread across all regions of the country. The canton of Ticino has expressed an interest in organising competitions via an official letter to the project managers. Given this, there are currently discussions being held regarding organisation of one or more of the following sports in Ticino, in accordance with the federations' and the IOC's requirements:

• Curling
• Short track
• Women's ice hockey
• Freestyle skiing moguls and/or aerials

Curling

Various major international curling championships have been held in Switzerland in the past. The World Men's Curling Championship is taking place in Schaffhausen in 2024. However, the arena in Schaffhausen is not suitable for the Olympic Games due to its size and infrastructure. Switzerland does not have any curling-specific competition venue that would meet the requirements of an Olympic Games event. However, there are various ice hockey stadiums in Switzerland that would be suitable places to host curling competitions. In addition, Switzerland has infrastructure that has been proven to be competition-ready, in the form of the St. Jakobshalle in Basel and the Postfinance Arena in Bern.

Speed skating

Switzerland does not have any training or competition facilities for speed skating. There are not currently any projects to build a new 400 m track. According to the Swiss Ice Skating federation, the arenas in Inzell (DE) and Heerenveen (NED) could be used for Olympic competitions. Specific discussions must be conducted regarding this as part of targeted dialogue. It also must be checked whether speed skating competitions could be held in the facilities used for the Milano Cortina Olympic Games in 2026.

Paralympic Games

The Winter Paralympic Games are organised based on the same principles as the Winter Olympic Games. They fundamentally use the same competition venues, infrastructure, accommodation etc., with the aim being to reduce the total costs of the Olympic and Paralympic Games as far as possible.

This will of course meet the specifications laid down by the International Paralympic Committee (IPC) and the International Olympic Committee (IOC). Particular attention is paid to implementing the UN Convention on the Rights of Persons with Disabilities as regards barrier-free access. All statements made as part of this feasibility study apply equally to the Olympic and Paralympic Games. Any exceptions will be specifically indicated as such: for example, the financing review was prepared for both the Olympic and Paralympic Games, and the costs of the Paralympic Games have been identified separately.

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Ceremonies

Ceremonies are a core part of the Winter Olympic and Paralympic Games. The IOC distinguishes between three ceremony types: opening ceremonies, closing ceremonies and medal ceremonies[3]. Ceremonies give the organising committee an opportunity to highlight Olympic values and local culture.

The ceremonies are therefore an opportunity to develop initiative 1 from the legacy framework: 'Boost external perception and the modern self-image of Switzerland as a country'. The national, decentralised concept promotes and enables new ways of achieving this. The aim is for all athletes to be able to experience the ceremonies live, even if they are some distance apart. This require new, creative, and in some cases digital solutions.

Opening and closing ceremonies

The opening ceremonies for both the Olympic and Paralympic Games will be held in the Olympic capital of Lausanne. The city of Lausanne and the canton of Vaud have declared their support for this idea to the project management by means of an official letter. As well as the main event in Lausanne, local satellite events will also take place across the whole of Switzerland. Satellite events in all regions of the country will match the national concept, make the Games accessible to a broader audience, reduce the environmental impact thanks to shorter transport routes, and offer economic benefits thanks to larger ticket sales.

Satellite events are currently planned in Zurich, Crans-Montana, St. Moritz and Ticino, meaning that a greater proportion of the Swiss population will be able to celebrate the event in person. In terms of costs, according to the IOC and the assessments of the mandated experts at Altman Solon, it is vitally impor-

tant that the satellite events be held in competition venues that are also being used for sporting events. This multiple use of competition venues will reduce the high costs of technology and broadcasting.

The closing ceremonies for both the Olympic and Paralympic Games will be held in the Swiss federal capital of Bern. The current concept and calculations relating to financial feasibility do not allow for any satellite events. The next step should be to check whether the marginal costs of satellite events for closing ceremonies could be covered by the additional revenue.

For the financing review, assumptions were made regarding the potential number of spectators. It was assumed that the opening and closing ceremonies for the Olympic Games would be attended in person by a cumulative total of 83,000 spectators. The celebrations traditionally achieve high viewing figures worldwide. For example, the opening ceremony for the Beijing Winter Olympic Games in 2022 was followed by an estimated one billion people, or approximately 15% of the population of the planet[4].

Medal ceremonies

The presentation of medals should represent a unique experience for both athletes and audiences thanks to authentic staging. Decentralisation is also a core element of medal ceremonies: awarding medals directly at competition venues will minimise technology and broadcasting costs. In addition, transport for athletes, officials and audiences will be reduced to benefit environmental sustainability.
The decentralised concept for ceremonies will be enhanced with innovative ideas and technologies. As part of the legacy activities, the Games should help speed up the development of entertainment concepts and technologies.

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3   IOC (2021). Olympic Games Guides on Ceremonies
4   Beijing opening night lures 15 percent of world | Reuters

Accommodation

An evaluation of accommodation capacity, which was also conducted with a view to experience gained from the world championships being held in Switzerland from 2020, shows that Switzerland fundamentally has enough beds and bedrooms available in hotels to cover demand for the Olympic and Paralympic Games. The next step must be to work with accommodation owners to analyse capacities and prices in order to secure beds during the relevant time period.

Below is an analysis of accommodation for the 'Olympic and Paralympic villages' and 'IOC stakeholder groups'. Spectator accommodation was excluded and will be analysed in detail at a subsequent stage.

Olympic and Paralympic villages

The Olympic and Paralympic villages are where the athletes and team officials live during the Olympic and Paralympic Games. The concept of villages has been hugely important in the history of the Olympic and Paralympic Games. In addition, under the decentralised concept for Switzerland 203x, accommodation should be as close to the competition venues as possible and consist of existing buildings.

According to calculations made by the IOC[5] regarding the Olympic Games, the athletes and team officials at the Winter Olympic Games will require around 5,300 beds in Olympic villages. Of this, the IOC has calculated around 3,200 beds for athletes and around 2,100 beds for officials. The concept of Switzerland 203x means that more team officials will be required per athlete than would be the case with a centralised concept. The IOC's calculations include an average athlete-to-official ratio of 1 : 0.7. The additional officials

required by the decentralised concept increase the ratio to nearly 1:1, with the additional officials not being housed in the Olympic villages.

Detailed evaluations regarding Paralympic accommodation will be finalised at a later stage. Given the evaluations made so far, the project managers are currently assuming that sufficient accessible rooms and beds will be available.

IOC stakeholder groups

The IOC stakeholder groups include the Olympic Family[6], delegates from national and international federations and national Olympic committees, technical delegates, technicians, media professionals, sponsors and guests. They will require a total of 23,800 rooms in 2 to 5-star hotels.

The requirements by location according to the venue working plan were estimated following expert discussions with national and international sports federa-

tions and based on practical experience. The 23,800 hotel rooms were then distributed across all sites in the current VWP.

Switzerland Tourism and the Federal Statistical Office provided the data foundation for analysing capacity by location. The data shows how many hotel rooms are in principle available by category (number of stars) within a radius of 0 – 10 km and 10 – 50 km from the competition venues and IBC/MPC.

Comparing requirements and capacity for each site showed that sufficient hotel rooms are available within a radius of no more than 50 km from the individual sites in the VWP. In principle, both Olympic/Paralympic accommodation groups and the IOC stakeholder groups could be accommodated in hotels. In addition, Switzerland has para-hotels that have not yet been included in the calculations.

As part of the legacy work, it is worth reviewing what alternatives to hotels could be developed. A textbook example of this is Vortex in Lausanne, which was used as athlete accommodation for YOG 2022.

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5   Accomodation_Olympic Villages – Proposal Swiss Olympic 07-2023
6   The Olympic Family consists of various groups of leaders from the Olympic movement, including the IOC President and IOC members, the presidents and secretaries general of international federations and national Olympic committees, the chairs and CEOs of TOP partners, future OCOG executives and more.

Transport and mobility

Mobility plays a key role in working towards more sustainable, resource-efficient Games in line with the vision. To this end, the primary plan is to maximise the use of existing, efficient public transport by all user groups. This means adapting the IOC's requirements to the country's existing facilities as per Agenda 2020+5. The company Citec Ingénieurs Conseils[7] was commissioned to evaluate mobility-related aspects of the Winter Olympic and Paralympic Games 203x in Switzerland, which confirmed their feasibility.

This report examines mobility-related aspects, and at this stage touches on the following main topics relating to transport:

- The general transport concept (for different user groups)
- The accessibility of mountain regions
- A risk analysis
- A calculation of financial aspects (anticipated transport budget)

It is important to specify the importance of a transport concept for a major event such as this, as the question of the mobility/accessibility of the different venues interacts directly with security, ticketing and accommodation, as well as access control, marketing and so on.

Switzerland has one of the most efficient and densest rail networks in the world, meaning that the event and the IOC's various requirements can be adapted to the country's existing facilities as per Agenda 2020+5. Hosting the Olympic and Paralympic Games in Switzerland represents a huge opportunity to reduce the number of kilometres travelled by motorised vehicle compared with past Olympic and Paralympic Games.

In the run-up to organising the Winter Olympic and Paralympic Games, the World Championships in Switzerland provide a fantastic opportunity to extensively test the transport and mobility concept, identify improvements for the Olympic and Paralympic Games, and optimise service levels for the various different user groups.

Transport concept

For most stakeholders at the Games, the general transport concept is primarily based on an existing railway network of short and long-distance routes, unique worldwide. In fact, the four major Swiss and European railway axes cover nearly all the venues.

Transport network for athletes

The transport network for athletes consists of the following main elements:

- **Connections between airports (Geneva or Zurich) and Olympic accommodation**
  In current practice, an athletes' accommodation shuttle service takes athletes to their accommodation upon their arrival. For mobility purposes, it is proposed that the use of public transport should be maximised (as far as possible); this will reduce costs, but also increases requirements relating to security and logistics (in particular transporting a large amount of luggage).

- **Connections between ceremony venues and Olympic Games accommodation**
  It is assumed that an athletes' accommodation shuttle service will provide transport between accommodation and ceremony venues. This element is a sensitive one; discussions must be held with SBB in good time regarding if and when special trains could be arranged for certain major hubs (concentrations of numerous athletes) – e.g. between Bern-Zurich-Chur or Lausanne-Sierre-Brig. Shuttle trains will also be operated from these hubs to Olympic accommodation. In terms of mobility, having several ceremony sites at the same time would be of great interest, as it would significantly reduce the costs and risks involved with the associated travel.

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7   Citec Ingénieurs Conseils is a company that has been working in the event logistics sector for more than 25 years. It is involved in developing mobility concepts of all sizes, often linked with major international and global events, and covers all aspects of transport and mobility from planning through to operational management. Past projects include various Summer and Winter Olympic and Paralympic Games, such as Paris 2024 and Milano Cortina 2026.

- **Connections between athlete accommodation and competition venues**
  An athlete (or team) shuttle service would serve as the (generally short to very short) connection to competition venues.

- **Private journeys by athletes (e.g. if athletes travel to a competition venue as a member of the public)**
  These journeys are made using public transport. It would not be sensible or sustainable to provide a country-wide shuttle/taxi system.

Transport network for the Olympic Family

The main way for the Olympic Family to reach venues is a combination of train + shuttle/taxi service (= Tx Taxi system)[8].

The transport network for the Olympic Family consists of the following main elements:

- Connections between airports (Geneva or Zurich) and Olympic Family accommodation: A shuttle/tax service for Olympic Family accommodation will ensure that the Olympic Family are taken to their accommodation upon their arrival in Switzerland.

- Connections between Olympic Family accommodation and competition venues: A shuttle/taxi service will provide a link between accommodation and main stations, and between main stations and competition venues. In between this, longer journeys will generally be completed by train.

- Connections will also be provided between different accommodation sites, but making maximum use of public transport services. Specific trains are thus planned for the Olympic Family, with sections of first class being reserved.

Olympic Games Concept Map | Venue and Transport Map | 22.09.2023

Transport Legend

Alpine Olympic Rail Ring and Airport Connexions
- Main railway + Motorway
- Main railway
- Local rail and cable links
- International official Airport/ outside of the ring
- Regional Airport
- Main rail line stations
- Local rail station

International network Connexions
- Main railway + Motorway
- Main railway + Highways
- Main rail line stations
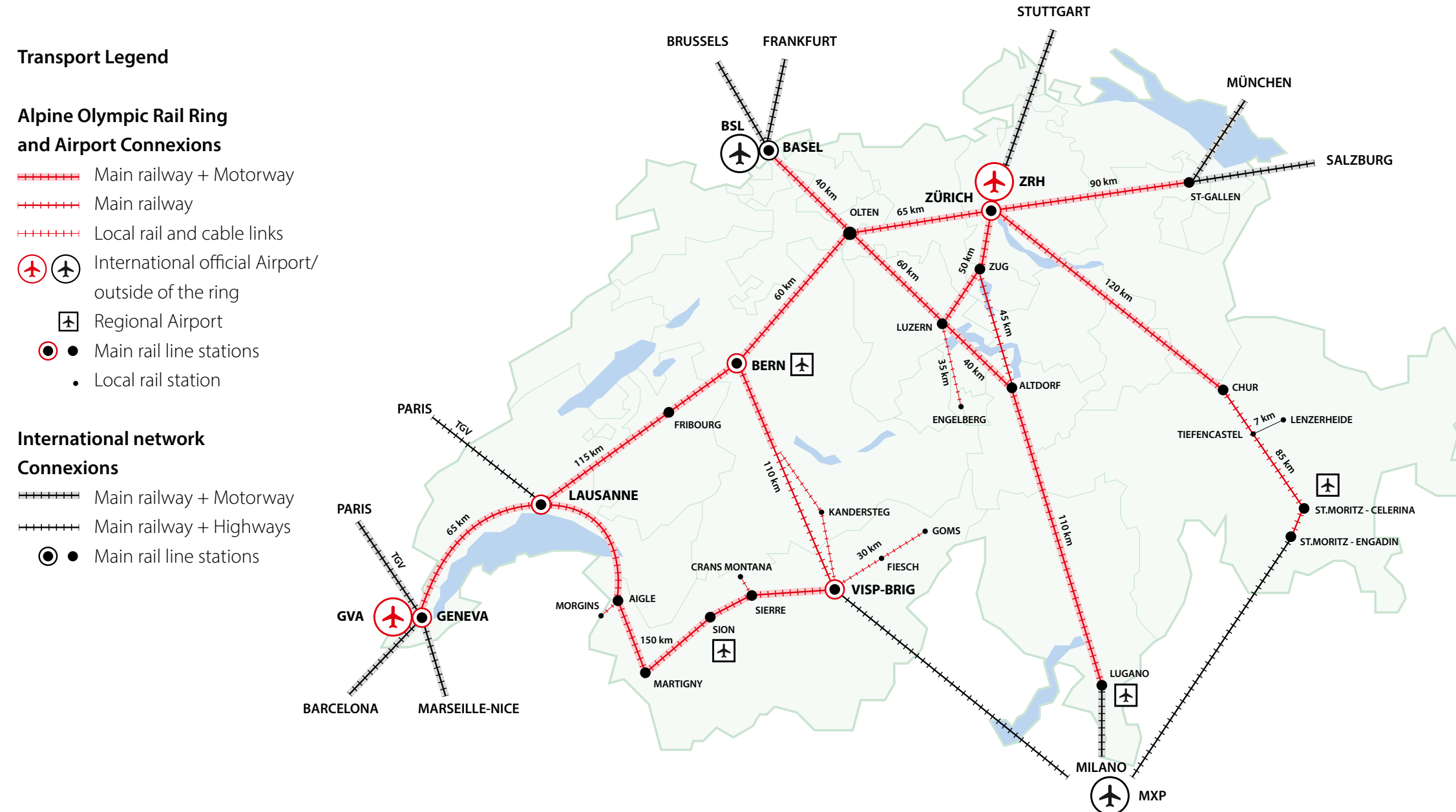
Figure 6 Olympic Games venue and transport concept map

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8   Tx Taxi: simplified system; formerly T1, T2, T3

Transport network for media professionals

Two major connections must be provided for media professionals: between media hotels and competition venues, and between media centres and competition venues. The preferred method of transport will therefore be a train, or a combination of train and shuttle bus.

The transport network for media professionals consists of the following main elements:

• Connections between airports (Geneva or Zurich) and media hotels upon arrival in Switzerland will generally be by train.

• Connections between media hotels and competition venues: A media hotel shuttle service will enable media professionals to travel by train (e.g. in Lausanne, Bern or Zurich). The competition venues will then be reached by a public transport system (train + shuttle bus) that will in principle, with a few exceptions, resemble that used by spectators (via transport hubs or the system's main train stations). In most cases, they will not have use of the taxi service (Tx Taxi system).

• Connections between media centre and competition venues: In most cases, the media centre (Lausanne, Bern and Zurich) will be connected to venues via a train and shuttle system.

Transport network for spectators

The main method of transport for spectators to reach competition venues will therefore be a train, or a combination of train and shuttle bus.

The transport network for spectators consists of the following main elements:

• For travel outside the Olympic site, a system of P+R facilities is planned for the key catchment areas (e.g. in Brig and Martigny for travellers from Italy, or in Geneva for travellers from France). These will serve as both short-term parking (travelling to a competition site and returning the same day) and long-term parking (staying in the Games area for multiple days).

• In major cities (Fribourg and Bern), spectator connections (e.g. between a P+R facility and the station) will be organised via one-off additions to the already high-performing public transport networks, in a form that has already been tried and tested, e.g. every weekend for Swiss ice hockey or football championship games.

• Access to mountain regions will be via transfer points (existing stations) for train-bus or train-train transfers, as virtually all mountain regions also have excellent train connections (Kandersteg, Engelberg, Goms, St. Moritz) or are supplemented by cable car connections (Crans-Montana). As these train or cable car lines generally do not have sufficient capacity, the concept for reaching mountain regions will generally be supplemented with a shuttle system for spectators.

• The Games volunteers and staff will also be able to make use of the same transport system. Furthermore, most of these will be housed in accommodation near the locations where they are working.

• Sponsors will generally be transported from their hotels to competition venues by bus.

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Transport concept for mountain regions

A transport concept has been developed for the seven mountain regions of Crans-Montana, Engelberg, Goms, Kandersteg, Lenzerheide and St. Moritz. The majority of these areas have a great deal of experience with major sporting events and the associated travel for audiences.

The common limitations and working hypotheses considered are as follows:

• Where possible, there should be different access for accredited individuals (athletes, Olympic Family, media), spectators and sponsors; this also applies to event sites and how they are configured (front of house and back of house).

• The sites will be filled and also vacated within three hours. In order to counter the peak in demand at the end of the competition, it is standard practice to schedule entertainment at venues.

• Assumptions regarding the capacity of connecting transport methods (rail, road, cable car) are sys-

tematically stated and take into account 'specific Games operations', i.e. as far as possible they are reserved for Games users (in particular roads) or have a maximum possible level of service (maximum number of trains).

• A certain distance is systematically envisaged between the venue and the spectator loading zone (~1 km; 10–15 min. on foot) to dilute flows and alleviate peaks.

• The spectator delta (compared to the theoretically planned capacity of the event site), which cannot be accessed either by train (insufficient train capacity) or on foot (on-site accommodation), is expected to be at the park + ride (private car + shuttle bus).

• Particular attention will be paid to the St. Moritz cluster, which under current planning includes four different competition sites (see 'Venue working plan' section). Depending on the schedule and the ticketing choices (possibility of combined tickets for multiple sessions), interesting transport optimisations could be implemented (e.g. reducing the number of shuttles inside the cluster).

Transport budget

As per the concept described, transport costs are estimated to be around CHF 140 million. This includes costs for both accredited individuals and spectators. To make maximum use of public transport, a combination of tickets is planned using public transport for the Olympic and Paralympic Games. Around CHF 48 million has been budgeted for to safely implement this additional service.

It should be noted that at event sites, the level of service for transport decreases as the event site's capacity increases. Experience shows that the closer you get to maximum capacity (by increasing the number of spectators), the worse the level of service will be (traffic jams, longer shuttle waiting and journey times for all guests etc.). Furthermore, as the service level drops, the costs and risks increase, even exponentially so. This means that it is important to find the right balance between these different metrics, even if it impacts the planned capacity of a site.

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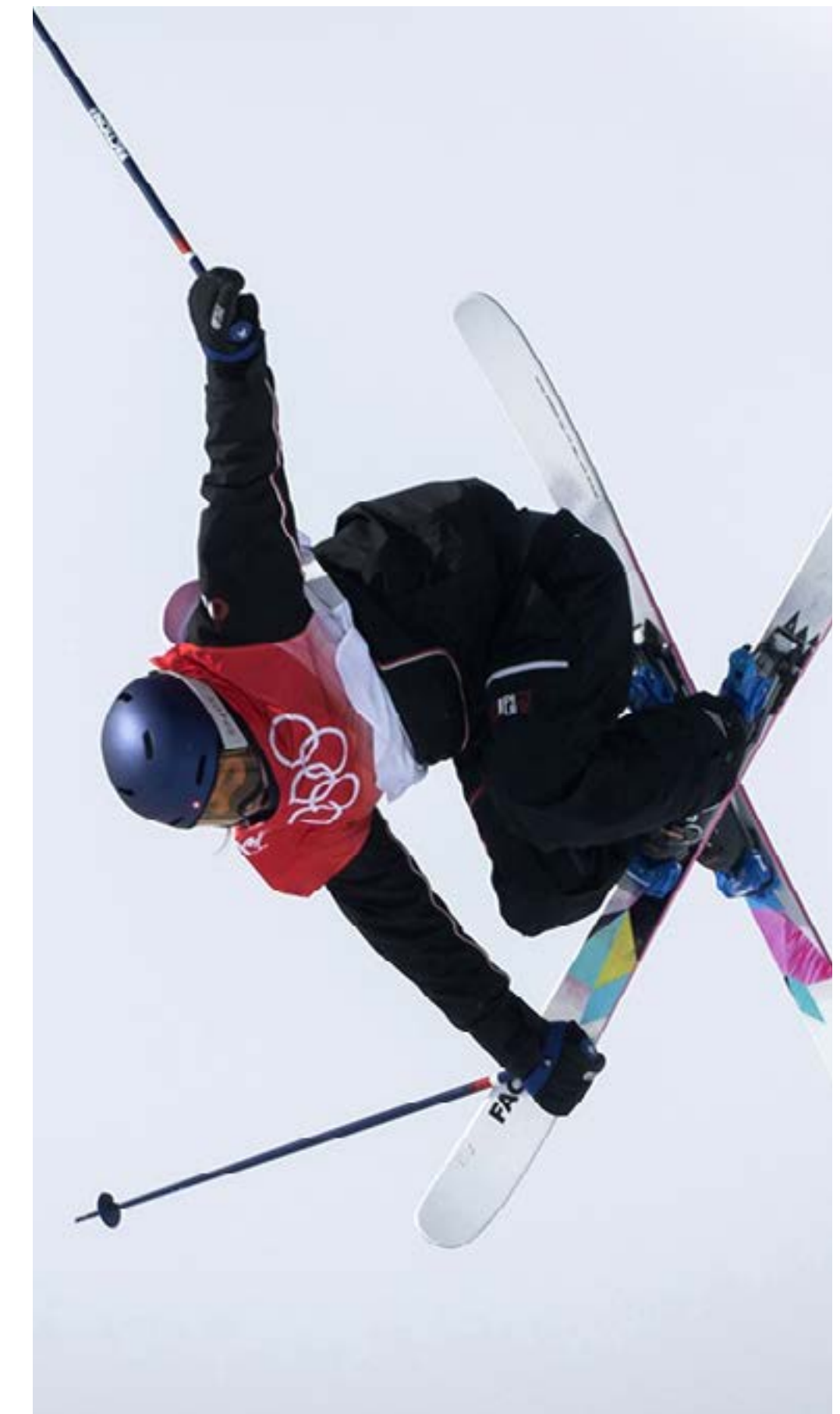
Risk analysis

Around twenty traffic-related risk situations have been identified, analysed and evaluated for their potential impact. Overall, the majority of these points are risks with a fairly moderate impact that would not prevent such an event from being implementable in Switzerland. The risks identified are being incorporated into further clarification efforts and the process of further developing and refining the concept.

Impact of mobility on legacy

In terms of legacy, transport elements must also be incorporated into long-term plans for the various areas. The following elements can also be highlighted:

• The use of public transport (in particular trains) by the general public should be expanded after the event. People's habits (and mobility experience) in terms of choosing a mode of transport might thus change, in particular with regard to how they travel to the mountains (the long-term impact of a one-off event).

• Taking into account particular needs in respect of transport infrastructure, in particular the question of accessibility for disabled people. The level of service (frequency, duration, newer vehicles etc.) of public transport etc. The Games will serve to accelerate development.

• Digital initiatives relating to mobility (combined ticket system, journey planner etc.)

• Unique expertise, enabling the local organisations/municipalities organising future events to benefit from specialist knowledge and experience in mobility management for events such as these.

• Other projects relating to what the area needs (long-term process) and wants to develop (e.g. improving multimodal transport hub points).

Citec Ingénieurs Conseils, as the body responsible for clarifying transport questions, confirms that the Winter Olympic and Paralympic Games 203x would be feasible in Switzerland in terms of mobility. The transport and mobility concept with maximum use of public transport will be a key parameter in hosting a resource-efficient Olympic and Paralympic Games.

As a next step, it will be essential to incorporate the various relevant mobility stakeholders (public transport, traffic, airports, federal government, cantons, municipalities etc.) into the process and have them validate the plausibility of the plan. These are fundamental partners for ensuring that the event runs smoothly. A detailed demand model will be used to refine the transport concept and plan further aspects of transport management.

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Technology

Analysis of technology-related matters shows that feasibility is largely confirmed. Detailed clarification is required in terms of the provision of the corresponding bandwidth for telecommunications and their redundancy in mountain regions.

In order to assess technological feasibility for the Olympic and Paralympic Games, the company Altman Solon was commissioned to provide an initial feasibility evaluation in accordance with the IOC's stipulations.

The IOC's Olympic Host Contract includes nine operational technology requirements, primarily relating to telecommunications and spectrum services and to compliance with agreements made with TOP sponsors[9].

- Telecommunications services (TEC 01): Requirements to organise a forum with relevant local mobile network operators (Swisscom, Sunrise, Salt) and ensure a 'sufficient Internet connection' for the Olympic and Paralympic Games.

- Spectrum services (TEC 02): Organising and managing frequency bands for wireless equipment involved in hosting the Olympic and Paralympic Games.

- Other requirements (TEC 03-09): Collaboration with TOP sponsors and general requirements for development and project managements.

Technology expenditure is driven primarily by TOP sponsors' obligations, which increases confidence in the financial and technical feasibility of systems and services. Only 25% of the technology budget (approx. CHF 66 million) hinges directly on organisation by the OCOG, notably telecommunications and spectrum services (highly specific to Switzerland). The remaining 75% will be covered by turnkey solutions from TOP sponsors (Deloitte, Omega, Samsung, Panasonic etc.), has been technically tried and tested, and will be secured via appropriate (financial) contracts.

Telecommunications services have been confirmed to be fundamentally feasible across all sub-areas (fixed network, mobile network and frequency bands). There is a remaining risk of cost overruns notably regarding the provision of redundant, physically separated dark fibre[10] in mountain areas, which will require further clarification with network operators.

- **Fixed network**
  The majority of the planned venues in urban areas already have sufficient connectivity facilities (10 Gbit/s) and access to dark fibres has been analysed as being sufficient. Mountain regions, on the other hand, currently have significantly slower network connections (under 200 Mbit/s) and are dependent on individual providers (limited redundancy), with questionable availability of dark fibres. There should therefore be an attempt to enter into intensive collaborations with network operators, especially Swisscom and Sunrise, in order to review possibly prioritising event venues when it comes to fibre optic expansion (see legacy thoughts for the non-OCOG budget).

- **Mobile network** (including personal radio)
  Mobile network coverage in the Swiss mountains is already good (5G/5G+ for Swisscom and Sunrise, 4G for Salt). To handle the temporary usage load during the Games, an attempt should be made to use mobile antennas, which could be coordinated via the MNO (mobile network operators) forum (non-OCOG costs).

- **Frequency bands**
  The availability, management and usage costs of frequency bands must be further clarified with the Federal Office of Communications. This requirement is not a limitation from a technical perspective.

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9   IOC (2022). Olympic Host Contract – Operational Requirements
10 A dark fibre is an unused fibre optic cable without active data transfer, intentionally provided for dedicated rental to companies.

The framework conditions

Public support

Public support is critical for a project to host the Winter Olympic and Paralympic Games in Switzerland. The polling institute gfs.bern[11] was commissioned to conduct a representative survey in order to evaluate public support for the project. A quantitative study was used to gather opinions of the Winter Olympic and Paralympic Games 203x project from people across the whole of Switzerland. The results show that as it currently stands, the Swiss public support the project. 67 percent of the people surveyed were in favour of hosting the Olympic and Paralympic Games in Switzerland in principle.

Methodology

A total of 1,020 people were surveyed between 28 August and 8 September 2023. The universe consisted of Swiss residents aged 16 or over who speak one of the three main languages (German, French, Italian). Around 800 people were surveyed from an online panel (polittrends) and around 200 telephone interviews were held with randomly selected fixed network numbers (RDD, computer-aided CATI). This combination of different methods is a recognised research tool for adequately representing the elderly population, which has an above-average participation rate in voting. Weighting by political and socio-demographic attributes[12] enables a representative prediction for political Switzerland.

Data analysis

The key question of the survey was whether or not the people surveyed supported Switzerland's potential candidature to host the Winter Olympic and Paralympic Games in the country. Fundamentally, 67 percent of those surveyed would 'definitely' or 'somewhat' support a Swiss candidature.

If there was a federal referendum next Sunday on Switzerland submitting a candidature to host the Winter Olympic and Paralympic Games in 2030, would you be definitely in favour, somewhat in favour, somewhat against or definitely against?

definitely against (13%)
don't know / no answer (2%)
definitely in favour (27%)
somewhat against (13%)
still uncertain (5%)
somewhat in favour (40%)

Figure 7

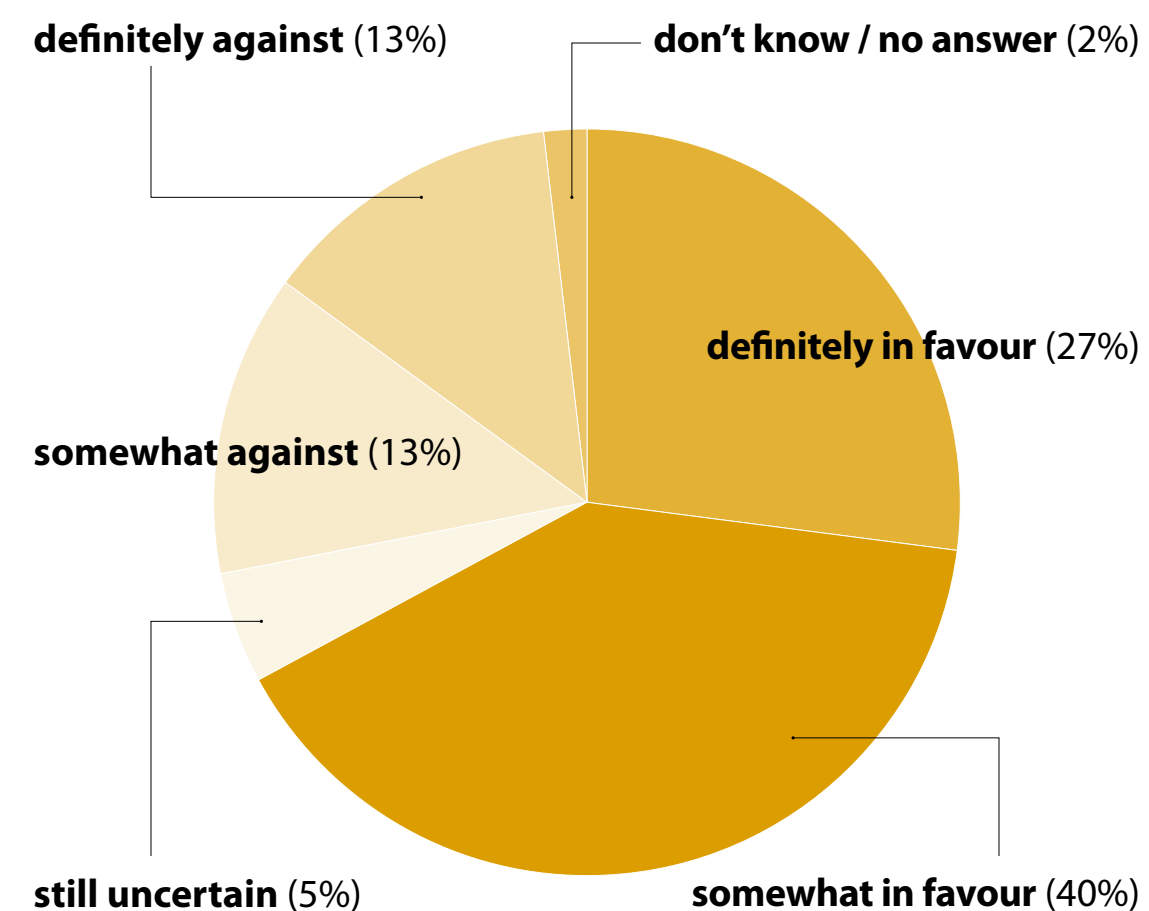11 The gfs.bern institute is a research institute specialising in representative surveys and data analysis, which examines surveys and polls on an empirical basis. Gfs.bern is in entirely private hands, does not have any governmental background, and has no links to Swiss Olympic.
12 Data weighting by age and gender by language, language, settlement type by language, education and party affinity by language.

However, 47% of those surveyed stated that whether or not Switzerland should in principle try to host the Winter Olympic and Paralympic Games would depend on the implementation.

In your view, in principle should Switzerland try to host the Winter Olympic and Paralympic Games?
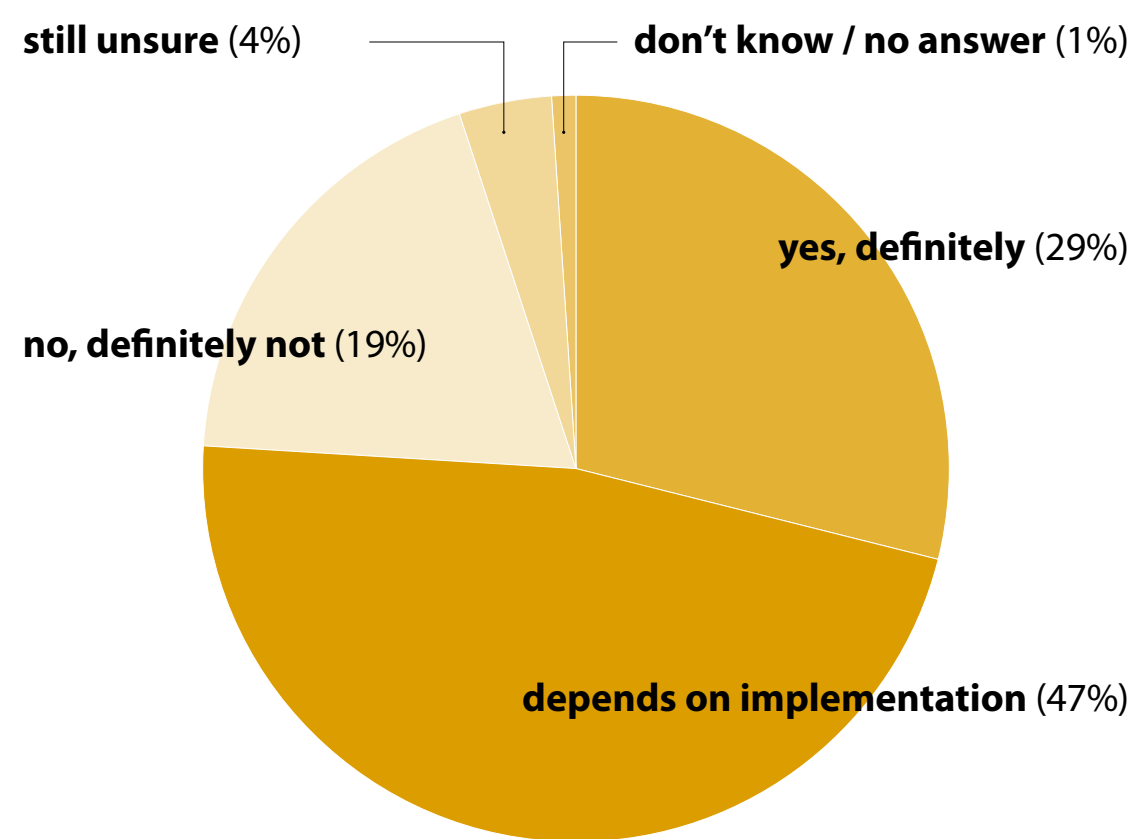

still unsure (4%)

don't know / no answer (1%)

yes, definitely (29%)

no, definitely not (19%)

depends on implementation (47%)

Figure 8

The current idea is very different from previous Swiss candidatures (including being a host country rather than a host city). It was therefore examined whether the population was aware of the new concept and what they thought of it. 76% of those surveyed had heard discussion of Switzerland's possible candidature for the 2030, 2034 or 2038 Winter Olympic and Paralympic Games before completing the survey. Those who were already aware of the new concept were more likely to be in favour of it than those who had not heard about it before:

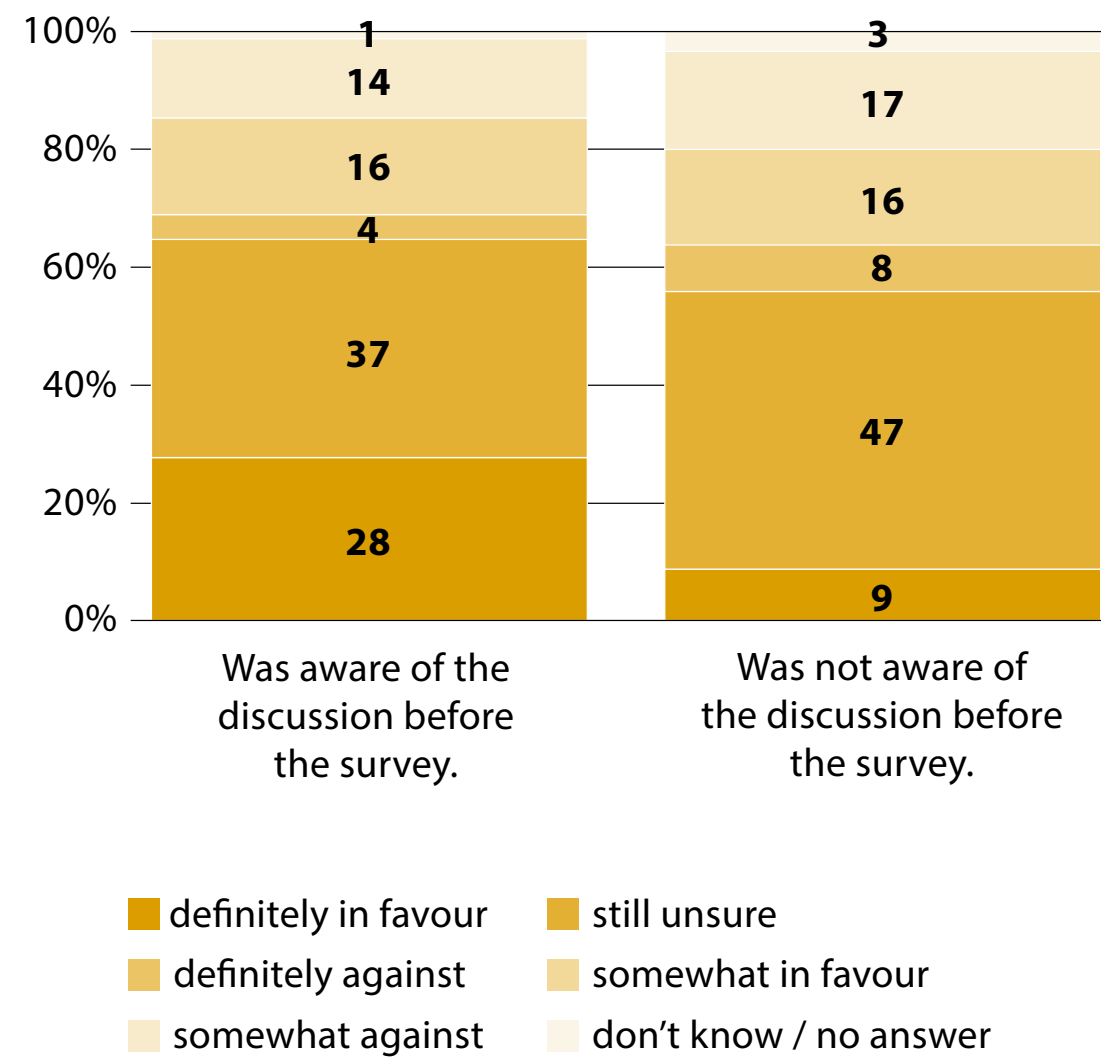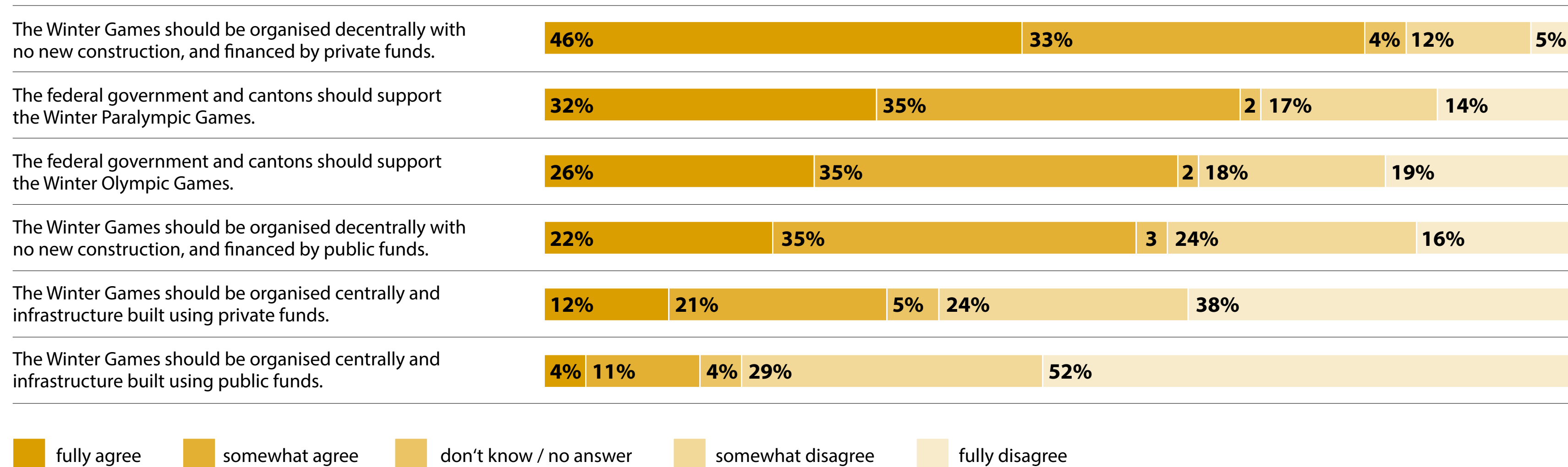Support for the Winter Games by awareness of discussion (yes/no):

	Was aware of the discussion before the survey.	Was not aware of the discussion before the survey.
definitely in favour	28	9
still unsure	37	47
definitely against	4	8
somewhat in favour	16	16
somewhat against	14	17
don't know / no answer	1	3

Figure 9

The argument test showed that people were convinced by the key pillars of the new concept. Those surveyed were 'fully' or 'somewhat' in agreement with the following arguments: using existing infrastructure and expertise for major sporting events (82%), Switzerland as the first host country (79%), winter sports federations' support for the project (79%), a sustainable Games with no new sports venues (76%), integration and community via the Winter Games (72%), boosting volunteering with the Olympics (70%). The most widely used argument against a potential candidature was distrust of the IOC, with 71% stating that they 'somewhat' or 'fully' agreed. People were divided by the question of whether it was possible to hold a sustainable Winter Games in the era of climate change: 49% said it was impossible. 46% thought the opposite.

The results of the survey also indicated a fundamental agreement to financial support for the Winter Olympic and Paralympic Games. The federal government and the cantons should support the Winter Olympic and Paralympic Games. In addition, a clear majority felt that the Games should be organised decentrally without any new construction.

The Winter Games should be organised decentrally with no new construction, and financed by private funds.	46%	33%	4% 12%	5%
The federal government and cantons should support the Winter Paralympic Games.	32%	35%	2 17%	14%
The federal government and cantons should support the Winter Olympic Games.	26%	35%	2 18%	19%
The Winter Games should be organised decentrally with no new construction, and financed by public funds.	22%	35%	3 24%	16%
The Winter Games should be organised centrally and infrastructure built using private funds.	12% 21%	5% 24%	38%	
The Winter Games should be organised centrally and infrastructure built using public funds.	4% 11% 4% 29%	52%		

■ fully agree　　■ somewhat agree　　■ don't know / no answer　　■ somewhat disagree　　■ fully disagree

Figure 10

Conclusion

The public are fundamentally interested in and in agreement with hosting the Olympic and Paralympic Games in Switzerland. There is also broad support for the core elements of the concept. The boost to Swiss cohesion that the Games could provide was viewed as very positively. Expertise, infrastructure, Switzerland as a host country, and an integrative role all speak in favour of hosting. However, people were critical of the IOC's reputation.

As it currently stands, a majority are in favour, but many people are still unsure. Support depends on how the project is actually implemented. The survey shows that trust levels in winter sports federations and Swiss Olympic are high. However, if the project adheres to the fundamental pillars as currently presented, there should still be broad support from the majority of the Swiss public.

35

Political support

Swiss political system

Switzerland is a federal state with 26 cantons. Referendums and initiatives mean that people at all levels have a large amount of political say. Switzerland is characterised by a federal system, foreign policy based on neutrality, domestic consensus, and a high level of cantonal and municipal authority. Switzerland is governed by the Federal Council, a cabinet of seven members. Each member of the Federal Council heads up a department, and the President is selected from the Federal Council members each year by parliament.

The parliament consists of two chambers: the National Council and the Council of States. The larger chamber, the National Council, represents the population of cantons, whilst the smaller chamber, the Council of States, consists of two representatives from each canton and one from each half-canton.
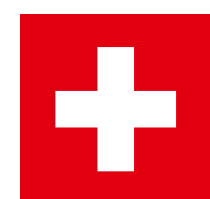
Switzerland.

A BALANCED CLOCK MECHANISM

1+26+2000=1

Power is shared between the federal state, 26 cantons and around 2,000 municipalities.

SUBSIDIARITY

The cantons and municipalities have extensive authority and a high level of autonomy (e.g. schools, hospitals, taxes and police). The federal government only covers tasks that cantons and municipalities are unable to handle themselves.

Federalism is a crucial prerequisite for coexistence in Switzerland, with its four national languages and major geographical differences. It has been one of the fundamental principles since the federal state was founded in 1848.
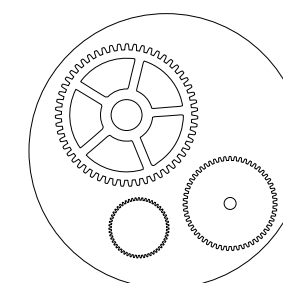
Each canton has its own constitution, parliament, government and courts. Around a fifth of the municipalities, in particular cities, have their own parliament.
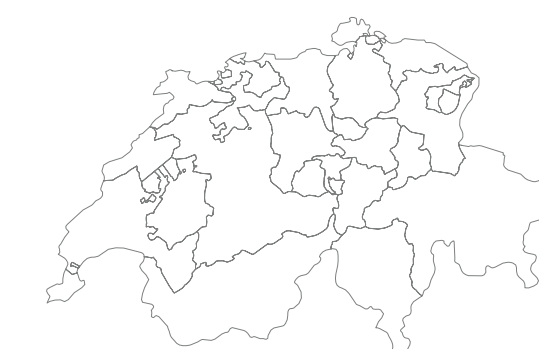
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Figure 11

Political support for the Switzerland 203x project

The following general statements apply to political support for the Switzerland 203x project:

- Organising the Olympic Games would be largely privately funded and safeguarded via a blocked reserve (see 'Financing' section). The public sector would be responsible for ensuring security and would contribute financially to legacy projects.

- The costs of the Paralympic Games would be funded by the federal government, cantons (via money from the lottery fund) and private parties (IOC contribution, sponsoring, ticketing).

- The project will be based on existing infrastructure. Any adjustments will either be for long-term use and thus, if possible, partly funded as a legacy via funds from the federal government's National Sports Facility Concept (NASAK).

- However, the public sector will contribute to legacy projects outside the organisational budget. The legacy section will thus ensure support for projects that create a corresponding long-term benefit for society. The public sector will also guarantee security outside of Olympic zones (competition venues). These contributions are listed in the non-organisational budget. Within competition venues, security will be ensured by private security organisations and included in the organisational budget. The standard regulations for major events will apply.

Municipalities

All municipalities where the currently planned competition venues are located have provided written confirmation of their interest in hosting the relevant competitions. They have promised the same amount of support that they provide to world/European championships, and want to work with cantons to provide public security in accordance with existing laws.

Cantons

All cantons where the currently planned competition venues are located have provided written confirmation of their interest in hosting competitions in their cantons. They have promised the same amount of support that they provide to world/European championships.

Cantons' financial participation in the Paralympic Games could be via the "Stiftung Sportförderung Schweiz" foundation for sports promotion, which is awarded the net profits of lotteries by the Conference of Cantonal Directors for Money Games (FDKG) in order to promote national sport. Swiss Olympic sent a corresponding enquiry to the FDKG on 20 September 2023.

The Conference of Cantonal Justice and Police Directors (KKJPD) discussed the Swiss Winter Olympic and Paralympic Games 203x project at their meeting on 14 September 2023 and confirmed that it was feasible from a public security perspective. If the project is confirmed to continue, the cantons will support the work as part of targeted dialogue conducted with the IOC.

At the Conference of Cantonal Governments (KdK) meeting on 22 September 2023, the state council members present were given detailed information about the concept of hosting the Olympic and Paralympic Games in Switzerland by steering group members Sergei Aschwanden (Swiss Olympic executive committee) and Urs Lehmann (president of Swiss Ski).

Federal government

Federal councillor Viola Amherd, head of the Federal Department of Defence, Civil Protection and Sport (DDPS), was informed of the plans to potentially host the Winter Olympic and Paralympic Games in Switzerland at an early stage. She has been supporting the ongoing clarification work and efforts to draft this feasibility study.[13]

With a corresponding mandate, the Federal Office of Sport (BASPO), represented by its director Matthias Remund, is attending meetings of the Winter Olympic and Paralympic Games 203x steering committee as a permanent guest without voting rights.

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13 https://bit.ly/3LNmwdn

Clarifications conducted for the feasibility study have shown that the federal government should be asked to make a contribution of CHF 50 million to running the Paralympic Games, and also contributions of the amount deployed for planned major international sporting events (support for major international sporting events in the years 2025-2029)[14].

An application should be made to use the army in a supporting role to help cantons with security measures, and for the federal government to contribute to funding security measures (as per WEF decisions 2022–24)[15].

It is clear to the steering committee that using the facility for army resources to support civil events (VUM operations) for the Olympic and Paralympic Games must in no way reduce the logistical support that the army provides to other events taking place in the same year.
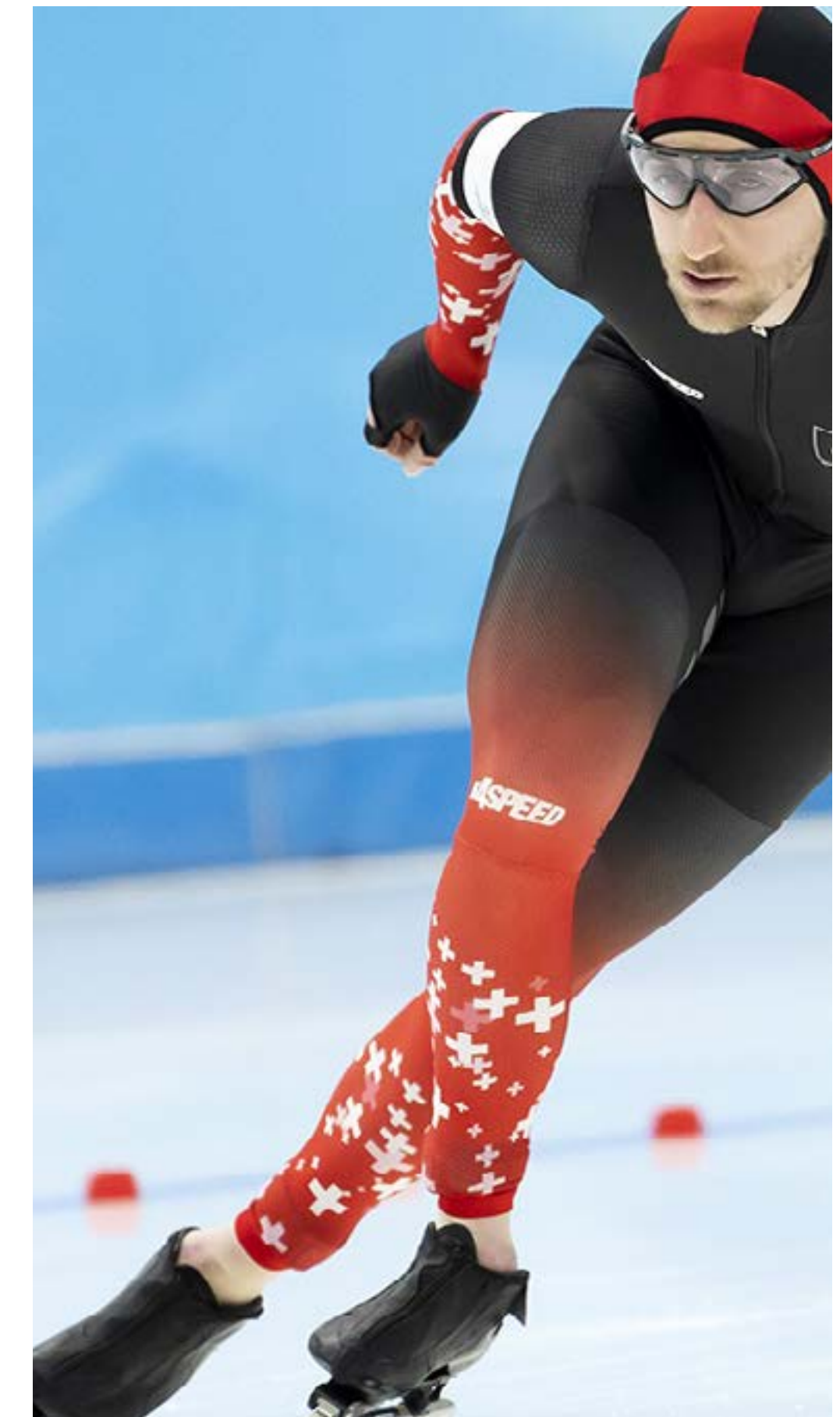
Discussions with political interest groups

For information purposes and to gain an initial response, informal discussions have been held with various national parliamentarians, all of whom are opinion leaders for their parties. These discussions established a picture of broad support among middle-class and centrist parliamentarians. Representatives of the left also fundamentally offered broad, if also critical support for the concept. Members of all ruling parties had positive things to say about the project. The key pillars of the current concept, namely decentralisation and sustainability, are irrevocable requirements for the majority of parliamentarians. The project was thought to offer major opportunities, representing a turning point both for the Olympic and Paralympic Games and for Switzerland.

As well as talking to parliamentary opinion leaders, discussions were also held with representatives of non-governmental organisations. Feedback on the concept and generally on hosting the Olympic and Paralympic Games in Switzerland under these new conditions was fundamentally positive throughout, if also slightly critical, although constructively so.

As regards non-governmental organisations, it is apparent that there are critical positions that need to be constructively incorporated via a form of engagement. There are of course groups that are fundamentally opposed to the Olympic and Paralympic Games for various reasons. Again, the aim here will be to integrate critical voices as far as possible, or at least keep them transparently informed and take their concerns seriously.

The host country approach and the use of existing infrastructure achieved the greatest response among the stakeholders questioned. Changes to the IOC's candidature process also generated interest, as did the plans for largely private financing. The people questioned from the political arena saw the greatest challenges as being the IOC's credibility, implementing the financing plan, and implementing the new concept in general. Common denominators from discussions were the fact that the IOC's new candidature requirements and greater flexibility regarding venues and deficit guarantees put Switzerland in a preferable situation, and under these circumstances, hosting these Games in the 2030s would represent an opportunity for both Switzerland and the Olympic ideal.

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14 Message BBl 2023 11: https://bit.ly/3LT8BSW and federal decision BBl 2023 1604: https://bit.ly/3rBvMdL
15 Message BBl 2021 435: https://bit.ly/3ZOPO0K | https://bit.ly/3ZJ3wm3, https://bit.ly/3S2gBVN
16 https://bit.ly/3RKqtmJ

Legal

The law firm Kellerhals Carrard (Kellerhals Carrard Lausanne/Sion SA) was commissioned to provide legal advice and support with legal matters in the process of preparing the feasibility study for the 203x Winter Olympic and Paralympic Games in Switzerland. In their memorandum, they stated that the legal risks, in terms of both meeting the required guarantees and with regard to potential referendums, are not threats to the project. The legal form of an association is proposed for the organizing committee as the main legal unit to conduct the overall project across all phases.

Kellerhals/Carrard's services included an analysis of the risks and opportunities, as well as specific proposals across the following three areas:

• Review and specific proposals in terms of the guarantees required by the IOC, with a particular review of the specific possibilities for meeting requirements relating to financial guarantee G 4.1.

• The organisational structure (governance) of the project to be established at the different stages, including dialogue phases with the IOC, the candidature, and organising the 203x Olympic and Paralympic Games in Switzerland.

• A risk analysis of the potential for referendums on a federal and cantonal level against a project to host the 203x Olympic and Paralympic Games in Switzerland.

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Required guarantees

The guarantees required by the IOC are set out in various documents, especially the document entitled 'Contractual framework for the hosting Olympic and Paralympic Games 2030'[17]. Before it will award the Games, the IOC wants formal guarantees – which could come from the organising committee, public or governmental bodies in the host country, or any relevant private organisations – to ensure proper running of the Winter Olympic and Paralympic Games.

These guarantees should be discussed and finalised during the targeted dialogue stage. As regards the 2030 Winter Olympic and Paralympic Games potentially being awarded during the 2024 Summer Games in Paris, this would mean that the guarantees would be discussed and developed between December 2023 and April 2024 and then submitted at the end of the targeted dialogue stage at the latest.

The guarantees required relate to a wide range of aspects of organising the Winter Olympic and Paralympic Games, especially the operational side (venues, accommodation, transport, medical services etc.), the legal side (residence permits, work permits, customs matters, taxes, brand protection etc.) and the financial side (guarantees for financing and running the Games, media rights refund agreement).

The areas covered by guarantees cannot all be ensured by the organising committee alone, but rather require comprehensive collaboration and coordination work from all potentially affected private and public guarantors. For a Swiss project as currently designed and incorporating multiple sites, potential guarantors are the federal government, cantons, municipalities and private individuals (especially venue operators, hotels etc.). One special feature of a Swiss application is therefore the high level of coordination work involved in discussing, implementing and collecting guarantees. At federal level in particular, this could be coordinated by appointing an interdepartmental working group, whilst coordination at municipal and cantonal level should be ensured by the candidature committee via working groups (see 'Governance').

Particular attention was paid to guarantee G 4.1, which provides a Games delivery guarantee (signed by representatives of the Organizing Committee and public authorities) and a guarantee for meeting financial obligations. The guarantee regarding financial obligations would be met by the existence of a blocked reserve of CHF 200 million included in a budget certified by one of the four major trust companies. The primary role of this reserve is to cover any sponsoring revenue shortfalls or other unforeseen events.

It should be noted that guarantee G 4.2, which provides for a media rights refund guarantee from the organising committee in the event that the Games are cancelled, requires particular attention. This guarantee prompted a great deal of discussion regarding the Games in Paris and Milan, and was – according to our information – not a priori given as such by the organisers.

All guarantees were the subject of initial discussions with the IOC. In terms of Switzerland's administrative and legal system, the discussions held with the IOC indicate that most of the guarantees required by the IOC should not present any fundamental obstacles, under the proviso of detailed discussions during the targeted dialogue phase.

In addition, the IOC requires 'disaster insurance', covering the risk of the Olympic Games being cancelled, for example due to a pandemic, natural disaster or war. It is possible to take out such insurance. However, there are significant costs involved in this, which could represent up to 5% of the total amount. Overall, and given the structure of the project to host the Winter Olympic and Paralympic Games 203x in Switzerland, Kellerhals Carrard feels that the guarantees required by the IOC during targeted dialogue could be acquired.
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17 https://bit.ly/48BCRLQ

Governance

The legal entities responsible for preparing for and, if relevant, organising the Olympic and Paralympic Games, must be configured to satisfy the particular features of the project during its various phases (continuous dialogue, targeted dialogue and actual organisation). These particular features are linked to the interest groups affected, as well as to the type of project and especially the special features of financing conditions.

The governance of UEFA EURO 08 can be viewed as best practice, given the legacy that the event has created (see box). Fundamental to the legacy seems to be the project organisation, which is detailed in the final report[18]. The overarching governance for the Switzerland 203x project draws heavily on the project organisation for UEFA EURO 08.

UEFA EURO 08

The impact of UEFA EURO 2008 is such that since then, children aged 5 to 10 have been able to benefit from comprehensive, varied, child-oriented sports promotion as part of Jugend+Sport. The J+S Kids project was launched in the run-up to EURO 08 and subsequently developed into the J+S children's sport promotion programme. The J+S children's sport programme has been enshrined in the Sports Promotion Act since 2012

UEFA EURO 08 was organised by EURO 2008 SA as the organiser, the Swiss Football Association SFV and the Austrian Football Association ÖSB as promoters, and the UEFA as the operator. Alongside this, issues relating to the federal government, cantons and municipalities were covered by Projektorganisation Öffentliche Hand UEFA EURO 2008 (POÖH). The POÖH had the following tasks: coordinating the activities of all public sector institutions involved; coordinating public sector activities with other domestic and foreign partners as part of EURO 2008; using EURO 2008 as an opportunity to domestically embed our values and promote Swiss cohesion; using EURO 2008 as a platform to advertise the location and country; opening up new opportunities for promoting exercise and sport in Switzerlandvia EURO 2008.

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18 BASPO. (2008). Schlussbericht – Projektorganisation Öffentliche Hand UEFA EURO 2008. (Final report on public sector project organisation) Magglingen: Federal Office of Sport BASPO.

Page14 of the report schematically outlines the overarching governance for the Switzerland 203x project. The organising committee (OCOG) ensures the success of the Winter Olympic and Paralympic Games. According to the Switzerland 203x vision, legacy is the 'Why?'. To secure a legacy beyond the event, it is proposed that a public sector delegate be put in place.

For the OCOG, it is proposed that an association be founded as the central legal entity under art. 60 et seq. of the Swiss Civil Code. The association will head up the entire process, from targeted dialogue through to organising and implementing the Olympic Games. The association will also be responsible for organising the Paralympic Games.

The reasons for choosing an association as the central legal entity:

• Organisational flexibility: enables all stakeholders to be incorporated in appropriate positions and roles and across various levels

• Suitable financing and liability structure: in particular, not profit-oriented, no initial capital requirements, exclusion of member liability

• Suitable control mechanisms

• Option for privileged tax treatment: tax exemption for the OCOG is one of the guarantees required by the IOC

In addition, a foundation under art. 80 et seq. of the Swiss Civil Code (the 'foundation') is envisaged to serve as a complementary structure devoted to providing financial support to the Paralympic Games and legacy projects to benefit disabled sport. This solution will enable access to funds that would not be available to the Olympics project as a whole. Organisation of the Paralympics will still be the responsibility of the association.

In addition, outside the association, it is recommended that two working groups be established:

• A federal interdepartmental group to coordinate work at federal authority level

• A working group for host cantons and the municipalities for the locations

Analysis of referendum rights at a federal and cantonal level

Switzerland, as a federal state with various democratic instruments, enables its population to vote on political matters. This is also welcome in the context of the Olympic and Paralympic Games.

In the particular context of the Olympic and Paralympic Games and given the concept being planned, the measures expected from the state authorities will be formalised in either administrative decisions or federal resolutions rather than legislative acts, meaning that no avenues should be open for a national referendum.

At federal level, the risk of a referendum occurring is very low, but cannot be completely ruled out.

At federal level, the risk of a referendum occurring is very low, but cannot be completely ruled out.
At cantonal level, the instrument of a financial referendum exists in all cantons. This can trigger a referen-

dum if a certain proportion of the general public is mobilised within a certain period. A financial referendum is generally used if the cantonal parliament is to adopt legislative acts that result in expenditure that exceeds a certain threshold set out in law.

The project to host the Olympic and Paralympic Games in Switzerland in 203x, as it is currently designed and presented, will only prompt public sector contributions to a limited extent (at federal and cantonal level), primarily relating to legacy projects and possible support for the Paralympic Games. Under these circumstances, the experts at Kellerhals Carrard are of the view that as it currently stands, the risks relating to referendums at federal level or in the various cantons affected are low. This will only be the case if cantons are not asked to provide the Games with significant financial support. However, this is not anticipated under the current planned financing.

If a financial referendum is held in a canton, other solutions can be sought without this fundamentally impacting the implementation of the Olympic and Paralympic Games 203x in Switzerland. Potential

solutions would largely depend on the circumstances of the relevant referendum. For example, if the referendum relates to cantonal financing, a possible solution would be to keep the venue in the canton in question, but without any form of public contribution. If a referendum is accepted, there would also be the option of switching to venues in other cantons, which would be possible for most sporting disciplines.

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Financing review

Altman Solon's financial analysis shows that the OCOG budget for the Olympic Games of around CHF 1.5 billion, not including investment in the Paralympic Games, would be possible without financial support from the public sector. However, public sector support is required in the fields of security, legacy, and any optimisations or innovations to existing infrastructure.

The company Altman Solon was commissioned to evaluate the organisational budget, covering exclusively the running of the Olympic and Paralympic Games. The financing report was produced with the aim of providing an initial assessment of whether hosting the Games would be financially feasible. It forms the foundation for more in-depth discussions and analysis regarding a candidature and the financial requirements for hosting the Games. The following assumptions and limitations apply to the report:

- The scope is limited to the OCOG budget. It excludes assumptions regarding non-OCOG-operational and capital expenditure, such as legacy projects, transport networks (roads / public transport), technical facilities, public security, essential medical care, customs and so on.

- External sources (data from the IOC, benchmarks or budgets from relevant federations) were adjusted based on two factors: (i) inflation between the date that the number is provided and the date of the Games (hereinafter the 2030 values) and (ii) exchange rates based on the average exchange rate level between 2018 and 2022.

- All the numerical values presented in this report (revenue/cost assessments, benchmarks and figures provided by federations and experts) are exclusive of value added tax.

- Assumptions were adjusted based on the latest available information from and data provided by the IOC. These may change during the course of the targeted dialogue, especially based on the results of ongoing negotiations with TV and TOP partners.

- The report is based on the assumption that the discipline of speed skating will be held in another country on a cost-neutral basis (i.e. incremental revenue from ticketing will cover the additional costs of event delivery). Speed skating is therefore not shown in the revenue and cost budgets

Altman Solon chose a new approach to calculate the OCOG budget. The OCOG budget was projected based on the effective budget of the world and European championships being held in Switzerland in coming years, together with the overheads relating to the Olympics and Paralympics.

Summary of finances

The IOC's reforms (the 'New Norm') are enabling an implementation concept tailored to a country's particular framework conditions. The implementation concept can thus be geared towards the budget ('built-to-budget').

- The IOC's latest reforms provide potential hosts with greater flexibility in how they configure the Games and tailor them to the host's specific circumstances and enable long-term development goals to be pursued.

- In this context, Swiss Olympic has opted to review financial feasibility on the basis of a 'built to budget' strategy. Firstly, the financial revenue potential of the Games was calculated, followed by a second step evaluating whether expenditure would be sufficiently covered. The focus of these considerations was infrastructure and experiences gained from upcoming world/European championships and world cup events.

Income is anticipated to be CHF 1.5 billion (in 2030 values) and is primarily provided by IOC contributions.

- The OCOG's total income is anticipated to be CHF 1.5 billion (in 2030 values). This consists of IOC contributions (CHF 710 million), domestic sponsoring (CHF 250 million), ticketing & hospitality (CHF 319 million), and other sources of income (CHF 202 million, including CHF 100 million in state and lottery contributions).

- Public funding of the OCOG budget is limited to contributions to the cost of the Paralympic Games, and is comparable in scope to the funding provided to world/European championships and world cup events.

Altman Solon believes that the revenue calculated is sufficient to fund the Games' operational outgoings.

- Over the next five years, Switzerland is hosting world and European championships in nine to ten of the 14 Olympic winter sports disciplines (candidature for Ski mountaineering have not yet been decided); adjusted to the scope of the Games (as regards all disciplines, number of athletes and the operational implementation days for the Olympic Games), the cumulative budget amounts to CHF 233 million (in 2030 values).

- Taking into account the unique aspects involved in hosting the Games, a budget of around CHF 1.5 billion (in 2030 values) is thought to be sufficient to host the Olympic and Paralympic Games. This calculation is based on the fact that Switzerland is able to use existing venues, gain access to expertise in organising major events (WC/EC/world cup events) in most disciplines, use a decentralised model for running the Games, make use of access to existing network infrastructure, and the IOC's renewed flexibility to adapt the Games' service level to the host's particular circumstances.

Costs are allocated on the basis of each cost category's importance: fixed, high-priority categories are assigned first, before the remainder is allocated pro rata (basis: benchmark Games). The cost level was rated as sufficient across all categories.

- Under the 'built-to-budget' approach, the available resources from OCOG income are allocated to OCOG expenditure items. As the first step, resources are allocated to categories that are rated as critical for implementing the Games (championship budget, technology, security and transport, IOC fees, blocked reserves). As the second step, the remaining resources are split up via a pro rata allocation: (1) venue infrastructure CHF 163 million, (2) sport/Games operating expenses CHF 347 million, (3) technology CHF 329 million, (4) HR management CHF 161 million, (5) ceremonies & culture CHF 61 million, (6) communications CHF 47 million, (7) administration CHF 82 million, (8) other expenditure CHF 91 million, (9) reserves CHF 200 million.

- The OCOG's resulting expenditure was reviewed to ensure that the budget would be sufficient to organise competitions and world championship level, provide the required technological infrastructure, meet all TOP obligations and the IOC's revenue shares, and cover blocked reserves.

Summary of findings

I. 'Built-to-budget' approach

The IOC's latest reforms offer potential hosts greater flexibility in how they configure the Games and enable Swiss Olympic to follow a 'built to budget' strategy. The new approach differs in particular with regard to its focus on available financial resources, which should fundamentally prevent a deficit from occurring.

«Built-to-requirements»

• The budget is based on the costs required to deliver the Games to the required service level and supply the resulting technical requirements (regardless of the amount of revenue).

• Any resulting deficit would be covered by (state) guarantees.

«Built-to-budget»

• The service levels and resulting technical requirements are set on the basis of available resources and continually updated under strict financial controlling.

• The host provides a performance guarantee within the framework of the budgeted costs.

'Built-to-requirement' approach

| OCOG – costs (based on the service level requirements specified) | − | Revenue & contributions | = | Gaps/deficit | = | Deficit guarantee |

The guarantee covers any deficit resulting from organising the Games

'Built-to-budget' approach

| Revenue & contributions | − | OCOG – costs (based on revenue & contribution level) | = | No gaps/deficit | = | Performance guarantee |

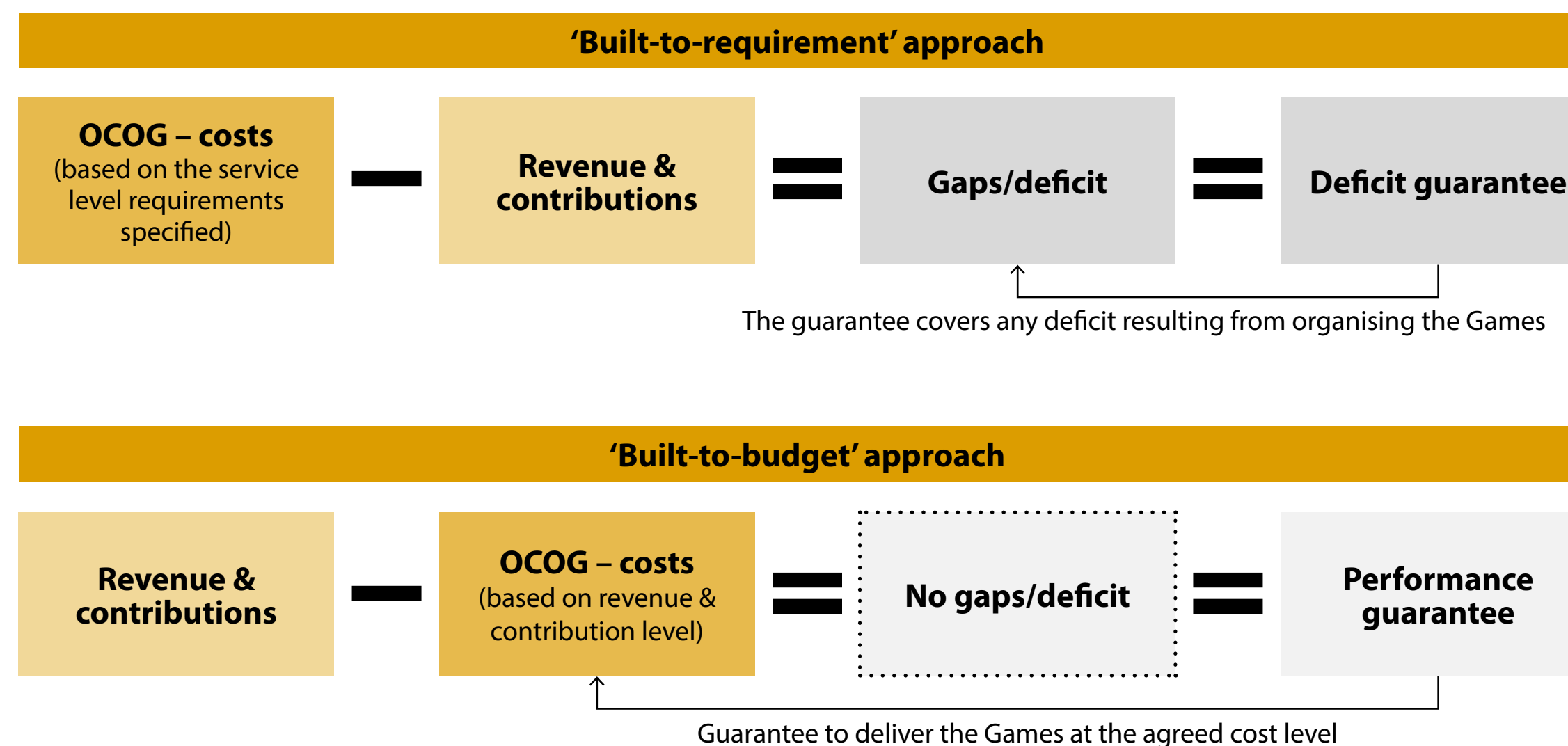Guarantee to deliver the Games at the agreed cost level

Figure 12 'Built-to-requirement' (old approach) vs. 'built-to-budget' (new Swiss Olympic approach)

II. Calculating revenue

Total revenue is calculated as approximately CHF 1.5 billion and is broken down as follows:

- **IOC contributions**
  Current information provided by the IOC (subject to TOP contract renewals).

- **Domestic sponsoring**
  Based on a workshop with an expert committee (including leading sports marketing agencies, winter sports federations, market experts and Swiss Olympic), a minimum, conveniently achievable level has been outlined (limited to national partners).

- **Ticketing & hospitality**
  Based on a detailed bottom-up calculation by event (taking into account the venue working plan[19] and benchmark prices); it is assumed that hospitality rights will be sold to a third party.

- **Licensing & merchandising**
  Benchmarks

- **Public contributions**
  It is estimated that the public sector will provide around CHF 100 million of support towards the cost of the Paralympic Games.

- **Other revenue** (including donations)
  Benchmarks

As part of the 'built-to-budget' approach, the total income also serves as the maximum cost base – the cost level (and service level guidelines) are thus tailored to Switzerland's actual revenue potential.
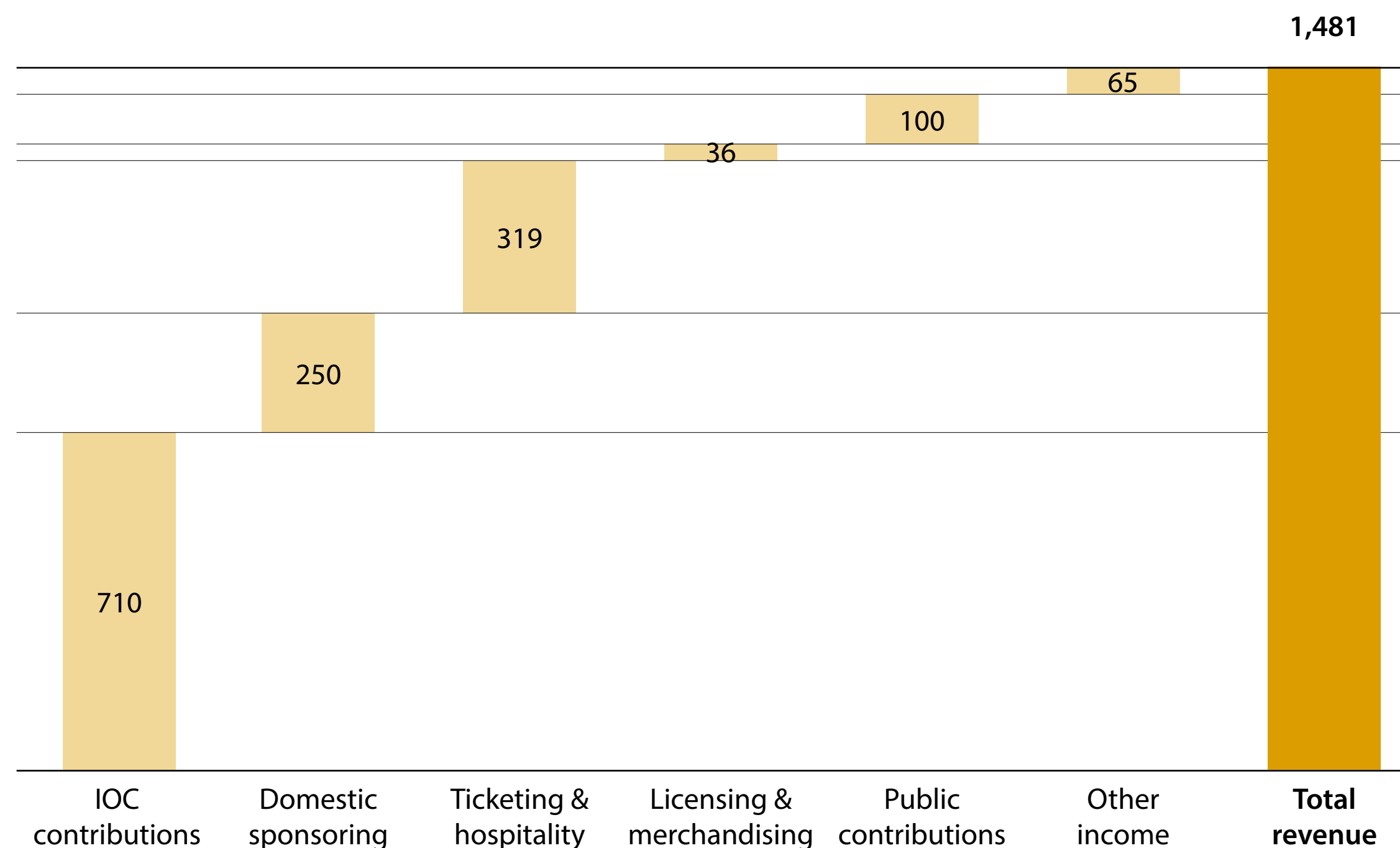

Figure 13 Total income by OCOG budget item (all figures in CHF million and 2030-values)

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19 Version 28.08.2023

III. Expenditure amount and cost-cutting levers

We strongly believe that compared with previous editions of the Games (and failed candidatures in St. Moritz/Davos 2022 and Sion 2026), there is significant potential for cost savings. Switzerland has four specific cost-cutting levers that could decisively generate potential savings estimated at around 30%:

- **Reusing sports facilities**

  - Overall, infrastructure is in a sufficiently good condition given the hosting of world/European championships.
  - The ability to move disciplines with no local infrastructure to neighbouring countries avoids the need to build temporary facilities (e.g. speed skating).

- **Decentralised operating modell**

  - Authorised, decentralised, local organising committees (LOCs) with experienced staff and local embedding in regions reduce complexity.
  - The decentralised organisation and access to regional hotel capacity also avoids the need to build an Olympic village.

- **Network infrastructure**

  - Switzerland has a well-developed telecommunications infrastructure (like Paris 2024), including fibre optic and 5G networks. There is a network operator (Swisscom) with its own, experienced events division that could support the organisation.

- **Service level**

  - Where possible, the service level should be reduced in consultation with the IOC (hotel categories, transport, technical overlay etc.).
  - The organisational structure will be kept deliberately lean during the planning phase and will take advantage of the existing experience found in Swiss Olympic and the federations.
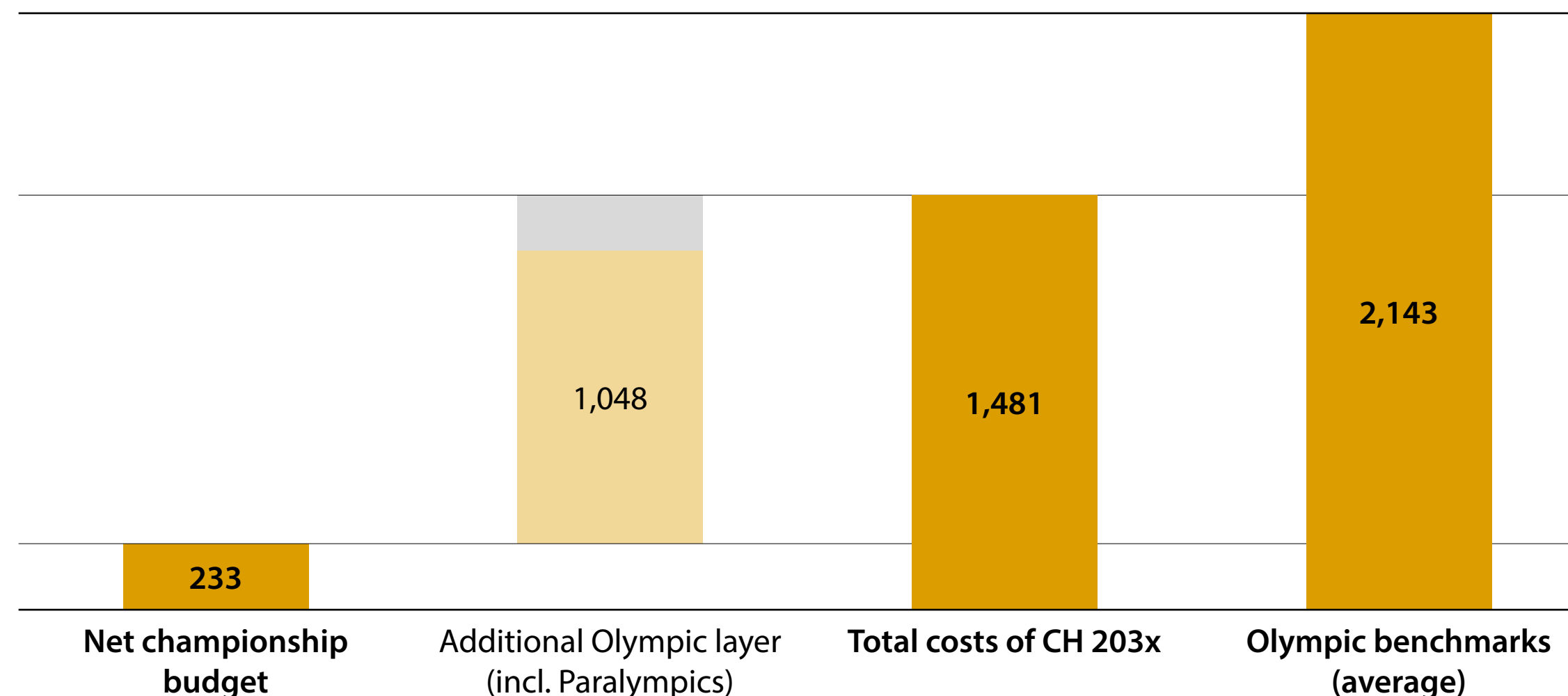

Figure 14 Comparison of championship budget, CH 203x budget and Olympic benchmarks (all figures in CHF million and 2030-values)

IV. Cost allocation

To safeguard the 'built-to-budget' principle, resources will initially be allocated to elements that are vital for hosting the Games, allowing the remaining resources to be allocated pro rata (as per the distribution in benchmarks). The following configuration was used for cost allocations:

Allocation steps	Hosting prerequisites			ICO guidelines		Allocation remaining
Source	Federations	IOC	Experts	IOC	IOC	Pro-rata allocation from benchmarks

Organisation of the central sports event and technical requirements
(e.g. incl. connectivity for media production)

233

③ **324**

Divided across all cost categories

② **200**

1481

⑧ **71**

⑨ **200**

453

① **114**
64 ②
④ **135**
56 ⑤
⑥ **15**
70 ⑦

Total revenue	Championship budget	Technology	Transport & security	Other expenditure (cost of revenue)	Reserves	Remaining OCOG expenditure

■ Income   ■ Costs   Ⓧ Cost category

Figure 15 Cost allocation for individual OCOG items (all figures in CHF million and 2030-values)

Table 2 presents the cost structure by championship budget and the additional incremental costs. Compared with the benchmark, it appears that 74% savings can be achieved in three categories (shown in purple): venue infrastructure, sport/Games operating expenses and HR management.

OCOG cost elements	Championship-budget	Incremental	OCOG-budget	% above championship-budget	Benchmark	% under benchmark	Approach
1. Venue infrastructure	49	114	**163**	233%	**364**	(55%)	Pro rata
2. Sport/Games operating expenses	83	264	**347**	317%	**530**	(35%)	Pro rata + experts
3. Technology	5	324	**329**	6798%	**323**	2%	IOC estimate
4. Staff management	27	135	**161**	507%	**268**	(40%)	Pro rata
5. Ceremonies & culture	5	5661	**61**	1189%	**108**	(44%)	Pro rata
6. Communications	32	1547	**47**	47%	**113**	(59%)	Pro rata
7. Administration	12	7082	**82**	565%	**158**	(48%)	Pro rata
8. Other expenditure	20	7191	**91**	350%	**136**	(33%)	Calculated
9. Reserves	–	200	**200**	–	**143**	40%	IOC guidelines
10. Total expenditure	**233**	**1248**	**1481**	**537%**	**2143**	**(31%)**	

Table 2 Individual cost elements of OCOG budget vs. benchmarks (all figures in CHF million and 2030-values)

Conclusions

Whilst Altman Solon and the project managers have confidence in the financial calculations, it is vital to recognise that these deliberations are at an early stage and to understand the potential risks associated with not meeting the OCOG budget. In particular:

1. Materiality of revenue

Risk of revenue estimates being missed, in particular as regards ticketing & hospitality and national sponsoring.

2. Failure of cost efficiencies

- **Reusing sports facilities**
  The suitability of sporting facilities through to 2030 is dependent on the scope of investment made outside the OCOG budget

- **Decentralised operating model**
  The effectiveness and efficiency of the decentralised operating model via LOCs might not come to fruition and could potentially lead to more complexity and tension between centralised and decentralised decision-making processes.

- **Network infrastructure**
  The anticipated savings in telecommunications (CHF 100 million) may not be (fully) covered by existing infrastructure (depending on the network operator).

- **Service level**
  Reductions in the service level may fail to be implemented due to unsuccessful negotiations with the IOC (no acceptance of proposed service level changes) or to ambitions far exceeding the feasibility of the OCOG budget presented (security, ceremonies, legacy projects etc.).

Risks not immediately relating to the OCOG budget:

- **Dependence on non-OCOG itemsn**
  Non-OCOG tasks for operational elements such as security or traffic could adversely affect the feasibility of the OCOG budget (e.g. police costs in a particular canton, expansion of (public transport) infrastructure etc.).

- **Blocked reserves/guarantees**
  This financial feasibility assessment provides for blocked reserves of CHF 200 million in accordance with IOC guidelines, rather than the previous governmental deficit guarantee. Under the IOC's New Norm, the reserve can be provided by the public or private sector. The Switzerland 203x concept plans for the reserves to be provided by private bodies.

Altman Solon considers four budget items as being particularly critical given the size and probability of the risk: venue infrastructure, sport/Games operating expenses, HR management (the same three positions presenting the greatest potential savings for us and the IOC) and public contributions (incl. non-OCOG elements).

The next step is to validate the plausibility of domestic sponsoring more precisely. A risk analysis should be performed to further check which risks, and in what form, could be minimised or eliminated entirely.

The costs of the Paralympic Games would be split between the federal government, cantons (via money from the lottery fund) and private parties (IOC contribution, sponsoring, ticketing).

Security outside the Olympic and Paralympic infrastructure must be ensured and funded by the federal government and cantons. Other non-OCOG expenditure will be reviewed separately.

Revenue

1. IOC – contributions
2. Domestic sponsoring
3. Ticketing & hospitality
4. Licensing & merchandising
5. Public contributions & lotteries
6. Other income

Costs

1. Venue infrastructure
2. Sport/Games operating expenses
3. Technology
4. Staff management
5. Ceremonies & culture
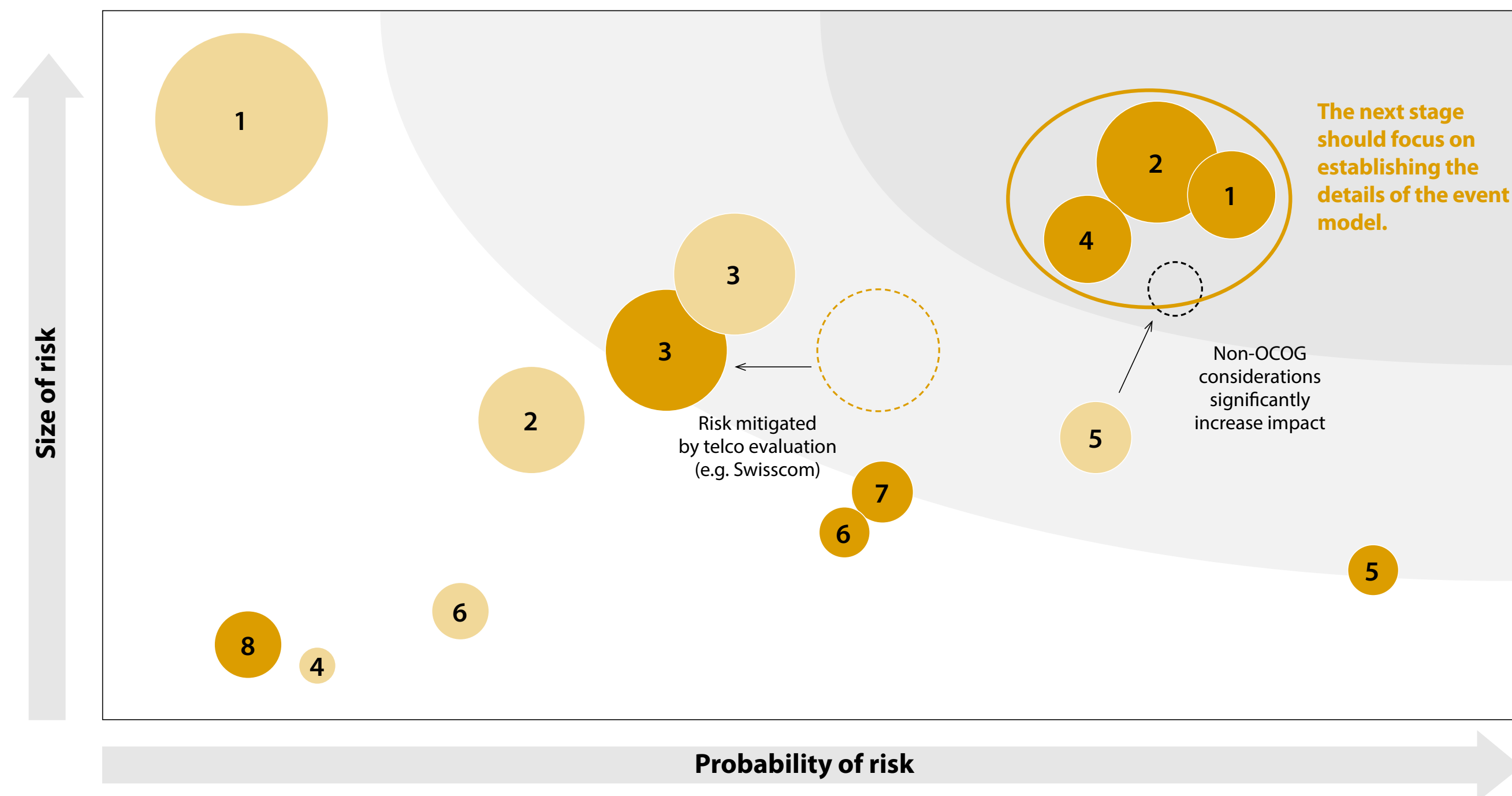6. Communication
7. Administration
8. Other expenditure

The next stage should focus on establishing the details of the event model.

Non-OCOG considerations significantly increase impact

Risk mitigated by telco evaluation (e.g. Swisscom)

Size of risk

Probability of risk

Figure 16 Risk assessment for revenue and cost elements

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Security

Duvillard Conseils et Mise en réseau[20] were commissioned to conduct a technical security feasibility analysis for the Olympic and Paralympic Games 203x in Switzerland. The report covers all security aspects relating to organising the Winter Olympic and Paralympic Games in 203x and states that organising a large event like this would be feasible from a technical security perspective. Our country has the necessary expertise, and its collaboration processes between different security players have been tried and tested at numerous major events over the past 25 years[21]. Decentralised organisation of the Winter Games would make security measures easier, in particular thanks to the high level of autonomy vested to host cantons, but requires increased coordination and the integration of all private and public security stakeholders.

Comprehensive security concept for 'Switzerland 203x'

In terms of security as well, decentralised organisation of the Winter Olympic and Paralympic Games could largely build on existing experience and optimised cooperation processes from major events that have already been held, in line with the vision set out.

Organising the European football championships in 2008 served as a catalyst for developing a networked approach to overcoming security policy challenges and was consolidated in the 2010 security policy report with implementation by the Swiss Security Network (SSN). This network has established a proven model for collaborations over the years.

The following basic principles were established for defining the security concept:

- Defining a general security framework (OCOG / federal state / cantons)

- Developing existing structures as far as possible

- Adhering to the principle of subsidiarity in the use of resources

- Establishing coordination on a national level only where required

A framework security agreement signed by representatives of the various organisations will define the responsibilities and competencies of the various security partners of the Winter Olympic and Paralympic Games (IOC, OCOG, federal government, cantons, municipalities). The contract is intended to ensure that security tasks are performed jointly and to harmonise cooperation processes. Primary responsibility (order and security, transport, identity checks and rescue) within Olympic sites lies with the OCOG and the private security forces they have commissioned for this purpose. Public security intervenes if they have sole responsibility, or at the OCOG's request.

The cantons perform their public security duties autonomously as far as possible, and can request support at an inter-cantonal level (police, civil defence, emergency services) or from the army (subsidiary assistance services) if necessary. In this regard, it can be noted that key, fundamental security services can be provided without inter-cantonal assistance (IKAPOL). Venue decentralisation requires good coordination and for all security stakeholders to be integrated into the process. The main task of this is to ensure uniformity of services and resource deployment.

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20 André Duvillard, former delegate for the Swiss Security Network: https://bit.ly/46sdr1y (german)
21 WEF annual meeting in Davos, Expo.02, G8 summit in Evian, Euro.08, Biden-Putin summit in Geneva etc.

All the security stakeholders questioned considered the organising the Winter Olympic and Paralympic Games to be feasible and were happy to contribute to their organisation. They stated that six years of planning would be sufficient to organise the Winter Olympic and Paralympic Games. For example, at their meeting on 14 September 2023 the KKJPD confirmed the feasibility of a project to host the Winter Olympic and Paralympic Games in Switzerland from a public security perspective, and secured support for the work from cantons in the event of the project being confirmed and pursued as part of targeted dialogue.

Framework security contract
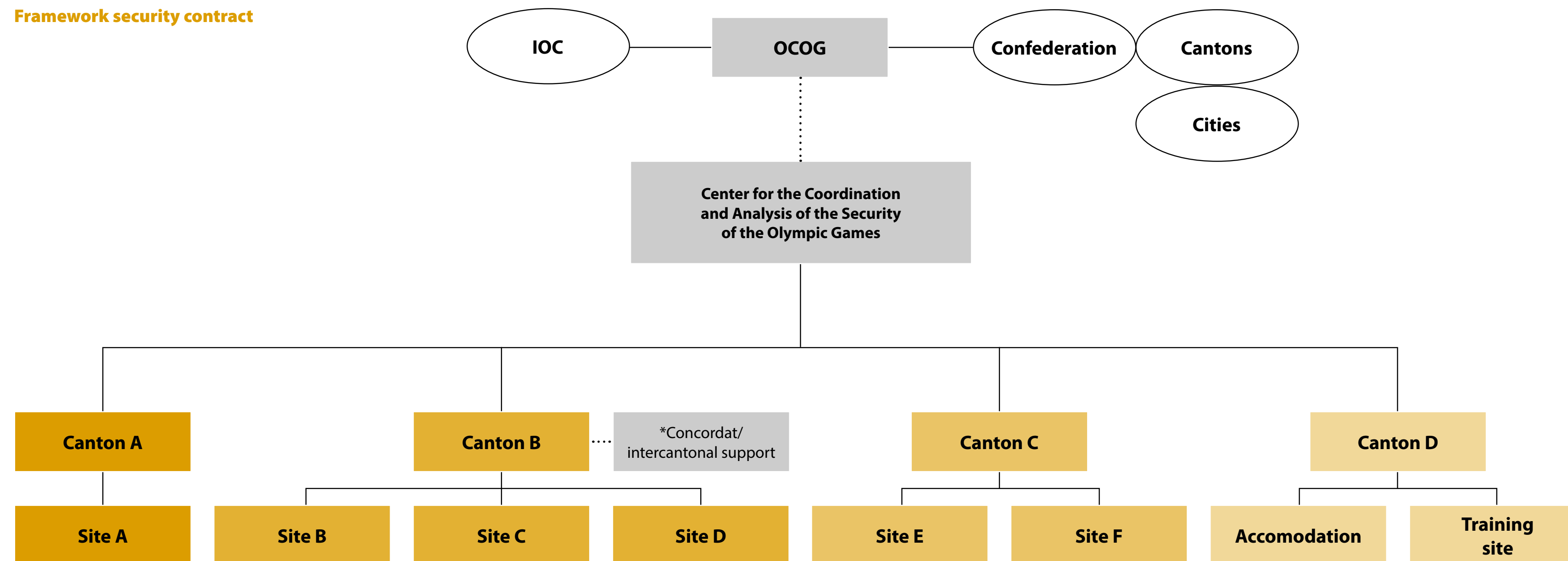
* Subsidiary support to police concordats when cantonal resources are insufficient. Intercantonal assistance for civile protection and rescue services

Figure 17

Analysis of strategic challenges

A strategic analysis of security challenges shows that the strengths and opportunities outweigh the weaknesses and threats.

In terms of weaknesses, the duration of the security deployment represents a challenge, but one that is not insurmountable with detailed planning and good coordination between the different stakeholders.

The key risks that absolutely must be taken into account are those resulting from the threat of terrorism and extremism, as well as the increase in criminal activities in the cyber sector. The Olympic Games are also very appealing to protesters of all kinds given their strong global media impact.

Strengths

- Political stability in Switzerland
- Security situation
- Experience with major sporting events
- Available infrastructure
- Winter sports tradition
- Collaboration between SSN stakeholders

Weaknesses

- Duration of security obligations
- Holding other winter events
- Area of application at national level
- Strong media coverage
- Limited number of security forces

Opportunities

- Image of Switzerland
- Promote sustainable Olympic Games
- New model for Winter Olympic Games
- Collaboration between private and public security
- Security project at national level

Threats

- Increased international tensions
- Climate change
- Olympics as a protest platform
- Terrorism, extremism and Cyber risks
- Health crisis
- Reputation of international Sports

Figure 18

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Analysis of threats and dangers

In order to outline security systems for potentially hosting the Winter Olympic and Paralympic Games, the report is based on the current threat and danger situation in Switzerland. This is the subject of an annual report by the Federal Intelligence Service (FIS), the latest version of which was published in spring 2023.[22] The current situation has significantly changed over the last two years. The threats to Swiss security have intensified in connection with the conflict in Ukraine, but also as regards critical infrastructure, which is exposed to both state and criminal action in cyberspace. We are therefore dealing with increased threats compared with those evaluated in connection with the 2022 and 2026 Winter Olympic and Paralympic Games. As well as the threats analysed by the Federal Intelligence Service, there is also a need to analyse the risks (catastrophes and emergencies) that are regularly evaluated for the Federal Office of Civil Protection too.

The setting up of integrated locating surveillance is required at the initial planning work stage for the Olympic and Paralympic Games. The appointment of the responsible authorities should be formalised at a federal level.

Financial aspects

The following principles form a basis for assessing security costs:

• The OCOG's security budget only covers the costs of the event organiser's security, i.e. primarily the costs for private security forces.

• In principle, no financial contribution is planned by the OCOG towards the cost of public security.

• Public security costs only cover the actual additional expenses associated with organising the Winter Olympic and Paralympic Games (compensation, hire of material and space, recruiting temporary staff etc.).

Based on the data known to date, the security costs at OCOG's expense were estimated at CHF 82 million in André Duvillard's security report and incorporated into the budget (see 'Financing review' section).

The security costs and cost sharing in the area of public safety are to be analysed, and the proportions agreed by the federal government and cantons. It is proposed that only costs in excess of the ordinary budget framework should be included. However, some fundamental principles can be laid down at this stage:

• Over the years, preparing the messages for federal decisions on the use of the army as an assistance service to support the canton of Grisons with security measures and on the federal state's involvement in funding security measures as part of the World Economic Forum annual meeting [23] has resulted in refinements as to how the costs of major event security are calculated, and should therefore serve as a reference.

• A distinction must be made between compensation paid by the federal government to cantons for organising major events on existing legal bases, and the actual additional costs borne by the various stakeholders.

• Venue allocations serve as the basis for evaluating security costs and enable an initial assessment of the forces required. This will enable every event organiser to conduct an initial budget assessment.

• Fundamentally, every unit must bear the additional costs of organising the Winter Olympic and Paralympic Games in accordance with their own budgeting processes.

• All these elements serve as the basis for political discussion on potential federal contributions to cantonal costs.

Following detailed analysis of threats and dangers and taking into account strategic challenges, the technical security report states that organising a major event such as this would be feasible from a technical security perspective.

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22 Swiss security 2023 – report from the Federal Intelligence Service: https://bit.ly/3RKqQ0B (german)
23 See federal decisions WEF 2022-2024: message BBl 2021 435: https://bit.ly/3ZOPO0K (german)
    federal decision on assistance services BBl 2021 2396: https://bit.ly/3ZJ3wm3 (german)
    federal decision on financing BBl 2021 2395: https://bit.ly/3S2gBVN (german)

Assessment of main risks

Section 4 above demonstrates that the organisational budget for the Olympic Games (not including the Paralympic Games) could be financed by private means. In terms of security, the decentralised approach to the event makes establishing relevant local systems easier. At the same time, decentralisation requires increased coordination and the integration of all stakeholders. Two main risks are highlighted, in the form of the option of referendums and the guarantees required:

Referendums

There is fundamental support for hosting the Olympic and Paralympic Games in Switzerland from the general public and in the political arena. Together with the decentralised concept, the experts at Kellerhals/Carrard feel that the risk of referendums being held is relatively small. However, it has also emerged that fundamental support from the general public and political arena is strongly dependent on what contribution the project managers request from the public sector. This could also be decisive for whether one or more referendums are held at cantonal level. The project managers are aware of this starting point. They are also conscious that any referendums form part of Switzerland's political process. Accordingly, their planning will be based on not confronting the public sector with extraordinary planned demands for contributions to the organisational budget.

Guarantees

The IOC requires various guarantees for hosting the Olympic and Paralympic Games, whether operational, legal or financial. These guarantees should be discussed, developed and finalised during the targeted dialogue stage. However, unlike in the past, the IOC no longer requires an unlimited deficit guarantee that must be covered solely by the federal state. Instead, the IOC requires what it calls a 'Games delivery guarantee'. With this, the organising committee confirms that they are able to host the Games within the scope of the budget that has been verified as plausible, containing a reserve of 200 million (also provided by the private sector). This reserve was included in the financing review and forms part of the organisational budget of around CHF 1.5 billion.

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The feasibility

As part of the feasibility study, the members of the steering committee and the core team together with various experts from different sectors carefully reviewed whether the necessary prerequisites were in place for hosting the Olympic and Paralympic Games in 2030 or beyond. This report summarises the findings of these reviews. The steering committee and core team came to the conclusion that Switzerland is able to host the Olympic and Paralympic Games. The decentralised concepts with competitions across all four regions of the country, the development of existing infrastructure, and the use of locally available organisational expertise all form the foundations for any potential hosting. Below is a brief summary of the findings in the individual areas examined by the feasibility study.

Legacy
The model for financing legacy can be highlighted as a new approach, as it would ensure broad structural involvement from the private and the public sector, with efforts focused on sustainability. This would then develop the strengths required to enable the Olympic and Paralympic Games to continue having an impact beyond sport and after the event itself is over.

Host Country
To achieve the goal of becoming the first host country in (Para)Olympic history, which has been formulated in the vision, the steering committee set the target of hosting competitions across all four parts of the country. Based on the strategy and assumption that venues prioritised by federations under the venue working plan at the current stage meet the required standards as they have been tested by international competitions, the existing infrastructure can be considered sufficient. The same applies to the infrastructure required for the opening and closing ceremonies. Furthermore, in the special case of speed skating, there appear to be solutions in a neighbouring country. The extensive expressions of interest received from all hosting municipalities and cantons directly affected are also promising and positive.

Financing
Based on the current venue working plan, Altman Solon's financial analysis shows that the operational organisational expenditure for hosting the Winter Olympic Games (excluding the Paralympic Games) could be largely financed without financial support from the public sector. However, public sector support is required in the fields of security, legacy, and any optimisations or innovations to existing infrastructure.

Mobility and ecology
The experts at Citec Ingénieurs Conseils confirm that hosting the Winter Olympic and Paralympic Games 203x in Switzerland would be feasible from a mobility perspective. Our country has one of the most efficient and densest rail networks in the world, meaning that the event and the IOC's various requirements can be adapted to the country's existing facilities. Hosting the Olympic and Paralympic Games in Switzerland offers an exciting opportunity to set new standards for the environmental impact of mega events. New and innovative methods would also appear to be possible as regards the specific areas of accommodation and the technologies required. However, feasibility can be rated as positive based on existing infrastructure and its access.

Security
In terms of public security, all the security stakeholders consulted felt that the project could be implemented and was not showing up any insurmountable hurdles. Switzerland has the skills and experience required to host the Winter Olympic and Paralympic Games. The actual public security costs should be a priority subject of political discussion between the federal state and cantons, in order to adopt fundamental principles for compensation and financial support as quickly as possible.

Public support
Public support is critical for a project to host the Winter Olympic and Paralympic Games in Switzerland. The quantitative study conducted in September 2023 on public opinion regarding the project to host the Winter Olympic and Paralympic Games 203x in Switzerland shows that as it currently stands, 67% of those surveyed were fundamentally in favour of the Olympic and Paralympic Games coming to Switzerland. The approach selected met with approval, and those surveyed could even envisage financial support being provided by the public sector. However, the survey also showed that as it currently stands, many people remain uncertain, and a broad pledge of support is heavily dependent on how the new approach is actually implemented.

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