

Hosting Concept Summary / January 2014

**OLYMPIC WINTER
GAMES BID
STOCKHOLM 2022**

PROPROJEKT

Planungsmanagement & Projektberatung GmbH
Hedderichstraße 108-110
60596 Frankfurt am Main
Germany



AS&P

Albert Speer & Partner GmbH
Hedderichstraße 108-110
60596 Frankfurt am Main
Germany



Conducted on behalf of the

SWEDISH OLYMPIC COMMITTEE

Sofiatornet – Olympiastadion
SE-11433 Stockholm
Sweden



The Approach

The Olympic Winter Games is the biggest winter multi-sport event on earth, providing the host with the great opportunity to create ever lasting memories for sports fans, bring the international focus of press and media to its country and develop a post-Games legacy far beyond the event itself. Nevertheless, IOC requirements put a lot of pressure on Applicant Cities, not only regarding the level of technical details of the hosting concept, but also regarding official guarantees, governmental support, financial calculations, supporting documents as well as IOC visits and meetings.

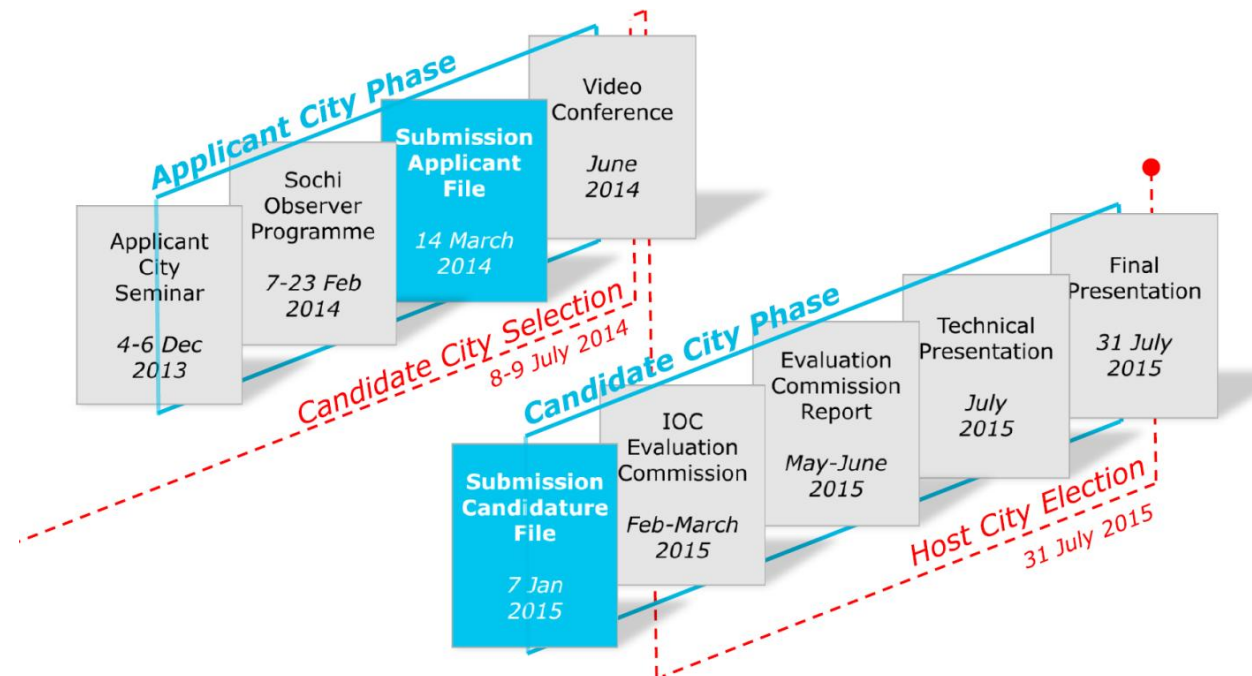
Fulfilling all IOC requirements while still focusing on a sound and competitive overall hosting concept - always bearing national legacy needs in mind - could have been accomplished with the continuous interdisciplinary coordination of all planning results and the adequate involvement of all relevant stakeholders. In 2013 Stockholm - together with the city of Åre - officially started the race to bid for the XXIV. Olympic and the XIII. Paralympic Winter Games in the year 2022. In a first step the feasibility study "STOCKHOLM 2022" (published in October 2013) was conducted to evaluate the general potential of Stockholm and Åre to host Olympic and Para-

lympic Winter Games. By only proposing potential options, the study was meant to leave adequate room for more detailed specifications.

In a next step, PROPROJEKT Planungsmanagement & Projektberatung GmbH together with AS&P - Albert Speer & Partner GmbH have been commissioned by the Swedish Olympic Committee (SOK) mid of December 2013 with the detailed technical development of the hosting concept for the 2022 Olympic and Paralympic Winter Games. The focus was the integration of all Games concepts into the

long term development strategies of Stockholm and Åre - to ensure a Games legacy, to reduce capital investments and to minimise the financial risks for public authorities.

Even though the Stockholm City Council voted against the Olympic Bid on January 17th 2014, the city emphasized that this has not been a general decision - neither against Sweden's sport movement, nor against major sport events or future Olympic bids.



The IOC 2022 Olympic Winter Games Bidding Process



Stockholm's Olympic Idea

In times where sport competitions are not just local events, but happenings with the entire globe watching, a high-technical standard is no longer a unique selling point, but state of the art.

Fulfilling this international expectation, Stockholm's hosting concept could have offered everything one could technically ask for to handle the biggest winter sport event in the world: Proven operational excellence, venues of the highest international standard, environmental friendliness and sustainability, all building the basis for the promotion of sports. This is what the world expects from modern Olympic Games and this is what Stockholm could have put forward.

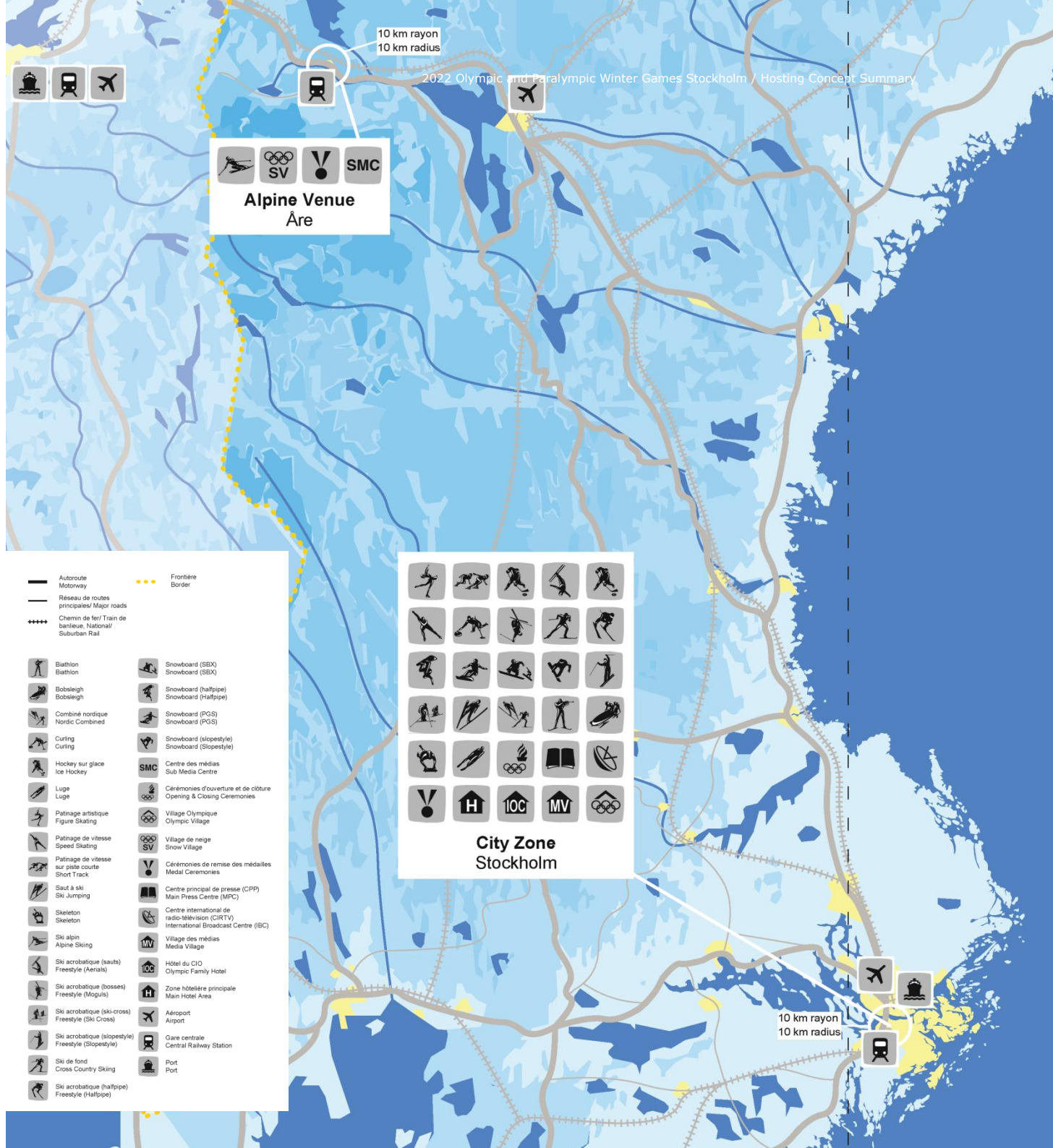
Beyond technical quality – but at least as important – Stockholm's hosting concept provided an outstanding emotional setting for the Olympic and Paralympic Winter Games. A setting for athletes to perform at their highest level. A setting for spectators to enjoy sports and festivities. A setting to celebrate an event that is so much more than "just a sports competition". Or to put it straight: Sweden would have provided the stage to live the Olympic idea, which would have made Stockholm undoubtedly one of the frontrunners in the international race to be awarded the 2022 Olympic and Paralympic Winter Games.

Games Concept

Due to very differing technical requirements of the various Olympic Winter Sports, there has naturally been a separation of the City Zone and the Alpine disciplines. Obviously the concepts of Stockholm 2022 also envisaged the allocation of the Alpine Competitions – but the Alpine Competitions only - in Åre, northern Europe’s largest skiing resort and experienced host of numerous national and international competitions.

The excellent conditions for high-performance sports would have made Åre an outstanding competition venue for the 2022 Olympic and Paralympic Winter Games; the embedding in Sweden’s beautiful nature would have made Åre much more - a true complement to Stockholm’s hosting concept.

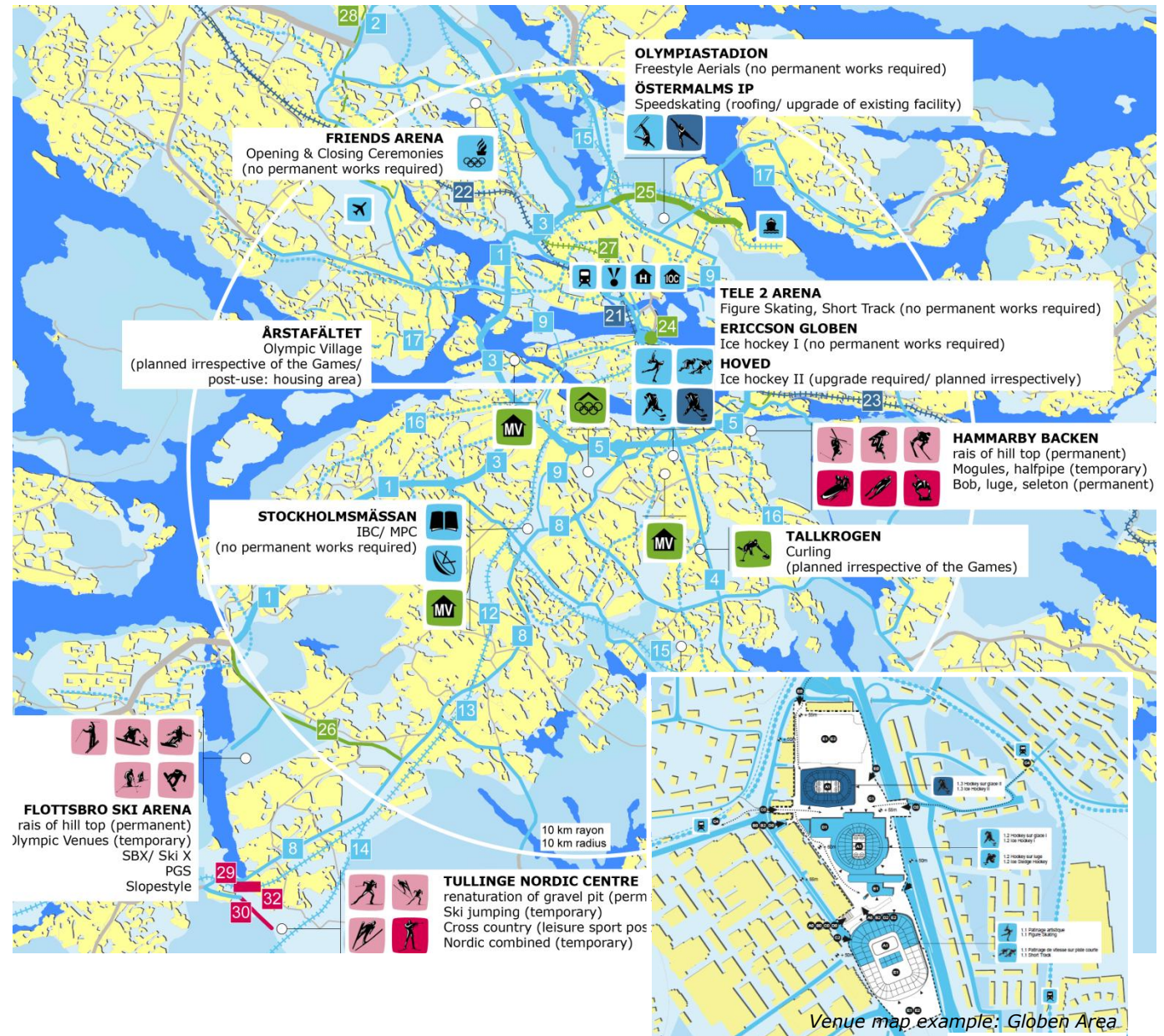
Metropolitan diversity vs. natural beauty – urban waterfronts vs. mountain scenery – cultural versatility vs. nordic adventure: Stockholm and Åre are totally contrasting in every aspect and would have been for this very reason the perfect match for the 2022 Olympic and Paralympic Winter Games.



City Zone Stockholm

Even taking the distance from Stockholm to Åre into account, the 2022 Olympic and Paralympic Winter Games in Stockholm would have been one of the most dense and compact Winter Games in Olympic history. Almost 90% of all Olympic Competitions would have taken place in a radius of not more than 12km around the Olympic Village, which would have been centrally located in the inner city of Stockholm. This would have ensured an easy access for everybody by public transport and would have made the capital of Sweden the true heart of the Games – for all athletes, spectators and the Olympic Family alike.

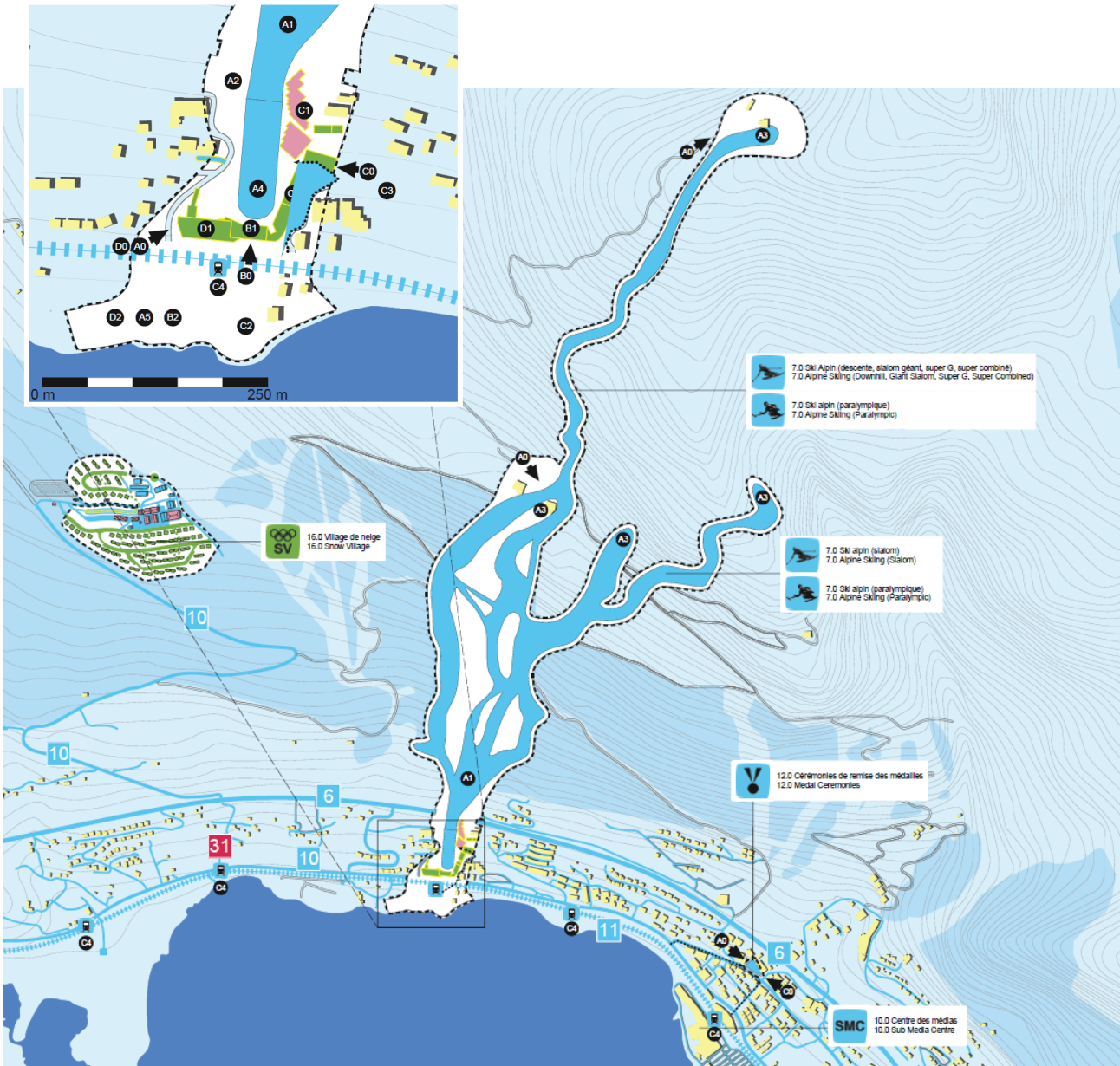
A preliminary environmental impact assessment has ensured that all newly built venues for the Games would neither impinge on environmental sensitive areas nor have a general negative impact on environmental conditions (land usage, pollution, noise, biodiversity, water quality, etc.). On the contrary, the remodelling of Flottsbro Backen and Hammarby Backen actually would have made use of earth material of the nearby tunnel projects that will otherwise need to be disposed hundreds of kilometres away.



Åre Alpine Venue

Åre did not only complement the concept from an emotional, cultural and legacy point of view, but first and foremost it would of course have been an ideal Stand Alone Venue to host all alpine disciplines during the 2022 Olympic and Paralympic Winter Games.

It is the birthplace of Scandinavian alpine skiing and home to Sweden's alpine national arena, undergoing increasing development for alpine training and competition, all with the aim of benefitting the sport. Its long history of organising World Cups and World Championships in different alpine and freestyle disciplines would have made Åre a "Plug'n'play solution" – ready to host the competitions of the Olympic and Paralympic Winter Games.





2022 Vision: Hammarby Ski Arena & Sliding Centre
Olympic precinct for ski and snowboard halfpipe, freestyle moguls, as well as bob, luge and skeleton

Capital Investments

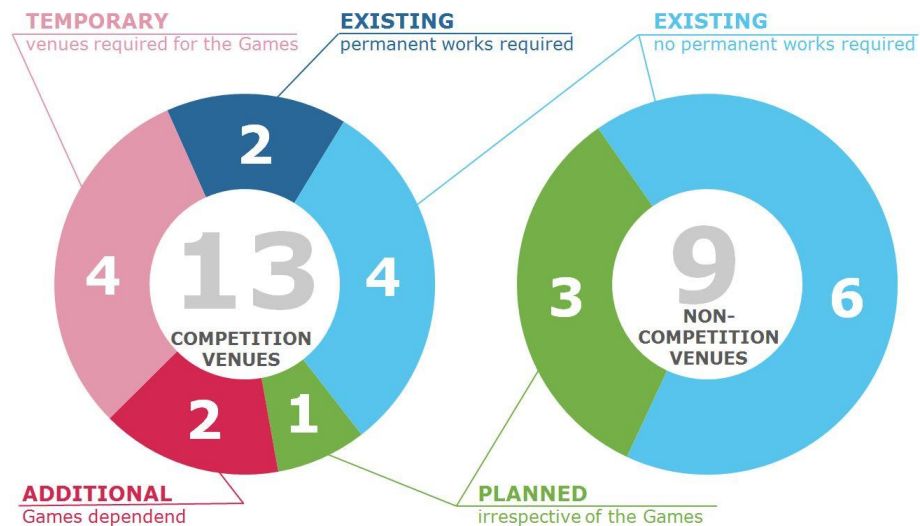
The City of Stockholm is the nation’s growth engine and one of Europe’s two fastest growing cities, setting to pass the one-million mark in 2023. As part of this development, Stockholm is investing billions of Swedish kronor over the next years in roads, rail, public transport and housing. These future investments irrespectively planned of the Games, and of course the already high infrastructural and technical standards of Sweden, formed the basis for a hosting concept that requires only very limited additional, Games-related investments for venues and infrastructures of around USD 200 million.

It is therefore also hardly surprising that one of the major cost drivers of past Olympic Games – new transport infrastructure – is estimated extremely low in Stockholm’s budget. An excellent transport infrastructure is already in place and will even be further enhanced until 2022. Only minor improvements for the Games regarding venue access are estimated to USD 4 million.

Further, 16 of a total of 22 competition and non-competition venues that have been proposed for the Games do either already exist or are planned completely irrespectively of the Games. 4 venues would

have been built temporary and would therefore have been covered completely by the operational budget. Only two additional sports venues (the sliding centre and the biathlon venue) and one venue upgrade (the speed skating arena) would have asked for a Games related investment.

In addition to the infrastructural investments, costs for environmental management systems and public medical and security services, totalling USD 300 million, would have had to be covered by the public sector.



Operational Budget

The operational costs of the 2022 Olympic and Paralympic Winter Games have been carefully calculated, resulting in a required budget of USD 1,667 million. This budget would have covered not only the entire operation of the Games, but would have also included a legacy fund of USD 90 million, releasing the public purse from future running costs of the newly developed competition venues. Revenue estimations on The Olympic Partner Programme (TOP) and local sponsorships have been based on profound market research including discussions with major Swedish companies involved in sports sponsoring. Together

with the IOC contribution, ticket sales and other revenue sources like licensing and lotteries, the conservatively estimated revenues led to a balanced operational budget, limiting governmental subsidies to a strategic commitment of USD 24 million for the Paralympic Games.

Legacy

The concepts for the 2022 Olympic and Paralympic Winter Games would have taken advantage of Stockholm's vibrant development and were fully integrated into the city's future development plans, which hinge on careful and caring structural transformation.

Stockholm's overarching vision of the Olympic and Paralympic Winter Games was a holistic planning approach, making the event not just an "add-on" to the local and national vision, but an integral part of urban, social, economical and sports development strategies. Therefore, a special focus of the hosting concept has been on the alignment of all competition and non-competition developments with the long-term development plans of the fast growing city of Stockholm.

This approach of distributing the venues in the entire area of the inner city of Stockholm would not only have had advantages regarding legacy and the reduction of investments costs, it furthermore would have eased transportation and logistics during Games time, and as important, it would have promoted the idea of the whole city being one big urban Olympic site. Thus, the city of Stockholm would not just have been host of the Olympic Games, but true, integral part of the Olympic Games.





2022 Vision: Nordic Centre Tullinge
Olympic precinct for ski jumping, cross country, nordic combined and biathlon

Outlook

In terms of the size of its population, Sweden is one of the world's most sporting nations. Almost half of the 7-70 year-olds belong to a sports club and most of them are active sportspeople. Out of the mass of 2.4 million keen competitors, 7,000 have made it to the elite international level, being followed by millions of national sports fans: in newspapers and magazines, on TV, on the internet and of course as live spectators.

Being a sportive nation is true for summer and winter sports alike. Still, in the eyes of a local, Stockholm is not seen as the capital of winter sports – having set a bigger focus on summer sports in the past. While there are many high-class competition venues for ice hockey or bandy to choose from, the range of other winter sports in the Stockholm area is currently either more focused on leisure activities, or very limited. It is true, already today it is possible to go alpine skiing or snowboarding after work on Hammarby Backen or Flottsbro Backen, or to use your lunch break to exercise cross country skiing in the city. Still, not only the fast growing population will increase the need for further leisure sports facilities, the lack of high-performance sports centres is missing the opportunity to involving more

children in being an active part in winter sports and promoting new young talents in and around the Swedish capital.

This vision of the promotion of new winter sports developments in and around Stockholm should not just been seen as a potential legacy of the Olympic Winter Games, but could also be the legacy of Stockholm's bid. The great support of various public stakeholders of the City of Stockholm, surrounding municipalities as well as Stockholm County, combined with the involvement of different experts from the private sector, provided the opportunity to build up new networks and to openly discuss new

Trans-boarder project approaches. These networks and working groups could be kept running to promote the sports movement of the region – not only focussing on a potential future Olympic bid, but on discussing new project approaches for leisure and high-performance sports. Therefore, Stockholm's dropped bid for the 2022 Olympic and Paralympic Winter Games should not be seen as the end for winter sports in Stockholm, but rather turned the other way around to be a potential milestone for future sport developments in Sweden, further promoting a healthy lifestyle, inclusion and fair play. Or to sum it up: Stockholm's Olympic Vision should be used to boost sports in Sweden!



2022 Vision: Nordic Centre Tullinge



*2022 Vision: Olympiastadion and Östermalms Speed Skating Oval
Olympic precinct for freestyle aericals and speed skating*

