

INTERNATIONAL OLYMPIC COMMITTEE
Olympic Campus/a new headquarters for the IOC



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JURY'S REPORT

Lausanne, 10 December 2013

1 PREAMBLE	4
2 PROCEDURE.....	5
3 SELECTION PHASE (1st STEP)	9
4 COMPETITION PHASE (2nd STEP)	10
5 JUDGMENT	12

1 PREAMBLE

At the Lausanne-Vidy site, the IOC would like to :

- Create new headquarters for a 500-person workforce on one site, with an estimated net usable area of 9'500 m².
- Plan for the development of an « Olympic campus » housing administrative buildings for 200 extra users as well as possible services. The surface area of the plot available to the IOC is 24'000 m².

This will allow the IOC to benefit from two Olympic sites in Lausanne: one in Ouchy around The Olympic Museum, to host the general public; and the other in Vidy for the whole administrative staff and to host its institutional partners.

The project is to be developed on a site in a high-quality natural environment intensely used by the public (being in immediate proximity to the Léman Lake beaches), taking into account the Château de Vidy, which was classed as a historical monument by the *Etat de Vaud* in 1971. The extent to which the existing buildings (Olympic House, built in 1986, and the multifunction centre, built in 2005) are to be retained is left to the appreciation of the candidates in the framework of developing the future headquarters. In making his/her decision the architect will endeavour to strike the best balance between tradition and modernity, considering the sustainability and cost impact as well as the exterior and interior flexibility of his project.

2 PROCEDURE

2.1 TYPE OF PROCEDURE AND LEGAL BASES

The current procedure is an international architectural competition (2nd step) preceded by a selection procedure (1st step).

The IOC and the UIA have joined forces to launch the first competition on Swiss territory in line with the UNESCO Recommendation concerning International Competitions in Architecture and Town Planning (www.uia-architectes.org).

Swiss law is applicable in the event of any dispute. The seat of jurisdiction is Lausanne.

2.2 CONTRACTING AUTHORITY/ADJUDICATOR

The International Olympic Committee (IOC) is the contracting authority and the principal:

INTERNATIONAL OLYMPIC COMMITTEE
Château de Vidy
CH-1007 Lausanne

2.3 ORGANISER OF THE PROCEDURE

The organisation of the procedure is now being managed by the following company:

Irbis Consulting Sàrl
Rue de Genève 17
1003 Lausanne

2.4 KEY SUCCESS FACTORS

The success of the project will depend on how it addresses the following topics in the design and experience of space.

TOPICS	KEY SUCCESS FACTORS
Symbolism	The building authentically reflects Olympism, the Olympic Movement and the role of the IOC in an iconic and simple manner.
Collaboration and human excellence	The building should foster internal collaboration as well as enhance the IOC's role as catalyst for collaboration with the Olympic Movement. The headquarters should enable the IOC workforce to reach their full potential, individually and collectively, in a quality workplace promoting the Olympic values (Respect, Excellence and Friendship).
Flexibility and agility	The headquarters is built to adapt to strategic or organisational changes, with an agile working environment dedicated to a highly mobile workforce. The Olympic Campus in Vidy allows the IOC to cope with future growth.
Respectful integration	The project respects and leverages the natural and historical environment, in line with the environmental commitments of the IOC and Switzerland. The IOC headquarters fully integrates with the local community to share resources (gardens and infrastructure) and promotes inclusiveness.
Commitment to sustainability	The project aims to demonstrate tangible leadership and a commitment to sustainable development. It should minimise the environmental footprint and Total Cost Occupancy of the building(s) without compromising the quality of the working environment.

2.5 SPACE BUDGET

The following table summarises the proposed space needed to accommodate the IOC's 500-person workforce and Olympic Movement stakeholders in Phase 1 of the Olympic Campus development.

The proposed amount of the Net Usable Area (NUA) amounts to 9'500 m². A portion of this space will naturally be comprised by the existing Château, which represents approximately 600 m² NUA.

Type of Space	Category	Capacity	Quantity	Size	Average m ² Per WS	Area m ²	Assumptions
WORK SPACE - PRIMARY (including storage)	Private Office - Hospitality	1	10	26.0	0.8	260	2% of staff regularly host external guests, requiring private space for meetings with up to 4 people
	Private Office - Focus Work	1	45	13.0	1.6	585	10% of workforce performs 'focus' work 66% of their time or more
	Shared offices (2-3 pp)	1	0	n/a	0.0	0	Discourage use due to inhibited visibility and flexibility
	Shared workstations	1	398	8.0	8.6	3'184	Desk sharing adopted at 1.1 HC to 1 WS, with workstations in groups of 8-16 to enable flexibility and activity based working; located near team storage and secondary space; potential to easily reconfigure space as needed to address growth, restructuring or privacy
	IOC member/VIP workspace	20	1	88.0	0.2	88	Large enough to contain a mix of full-equipped hot desks and informal meeting space in private location
	Touchdown desks (temporary use)	1	20	2.4	0.1	48	Seated or standing workstations located near meeting space and social space to support temporary work
PRIMARY WORKSPACE TOTAL					9.2	4'165	
WORK SPACE - SECONDARY	Focus Rooms	1	45	8.0	0.8	360	20% of workforce performs 'focus' work 50-66% of their time; excluding those that will have offices, potentially 40-50 people will need quiet space to concentrate at any point in time
	Videoconference/Audio Booths	1	28	6.0	0.4	168	Workforce spends 7% of their time at the desk making phone or videoconference calls; excluding those that will have offices, potentially 28 people will need booth at any point in time
	Collaboration Pods	2-4	20	9.0	0.4	180	Workforce spends 5% of their time at the desk collaborating; provide separate mix of tables, soft seating and rooms to make collaboration more effective
	SECONDARY WORKSPACE TOTAL					1.6	708
MEETING SPACE	Project Rooms	6-10	5	22.0	0.2	110	Rooms that may be booked for several days-several months for dedicated project/topics
	Small Meeting Room	2-4	18	13.0	0.5	234	Most meetings at the IOC are for groups of 4 or fewer; these bookable and non-bookable rooms should be spread throughout the HQ to be easily accessible
	Medium Meeting Room	4-8	6	18.0	0.2	108	Bookable rooms for formal meetings
	Large Meeting Room	8-12	6	27.0	0.4	162	Centrally located, flexible rooms to be combined when required, to accommodate 200-person meetings or events
	Boardroom	20	2	45.0	0.2	90	
	Very Large Room	50	2	80.0	0.4	160	
	Training room	12	1	45.0	0.1	45	Should be large enough to accommodate structured training but also contain soundproof booths for private language study and informal area for group practice; may be used for bookable meetings as required
	Interview room	12	1	30.0	0.1	30	Contains high-quality recording equipment for interviews with the President and IOC members
MEETING SPACE TOTAL					2.1	939	
SOCIAL SPACE	Reception	N/A	1	256.0	0.6	256	Same scale as current Vidy reception (projected for additional headcount); includes space for interactive display/waiting area
	Mini Social Hub (coffee, food prep, breakout)	10	5	16.0	0.2	80	1 hub per 100 workstations, to be arranged in locations easily accessible to work space
	Restaurant (kitchen, servery, seating)	175	1	805.0	1.8	805	Seating for two-thirds of workforce over 2-3 shifts, at 4.6 m2 per seat in alignment with high-end of benchmarks
	Sports café (servery, seating)	30	1	60.0	0.1	60	Space for café tables & touchdown work, live sports on TV, and quick & healthy meals available all day
	Fitness & wellness centre (& changing rooms)	40	1	465.0	1.0	465	Accommodate 25% of workforce per day, split across 3 key timeframes. Also contains changing rooms for 30 males and 30 females to support outdoor activity and organised sports
	Concierge services	4	1	50.0	0.1	50	Accommodate 3 operators and 6 guests + storage (travel agency, dry cleaning service, etc.)
SOCIAL SPACE TOTAL					3.8	1'716	
PUBLIC SPACE	Point of interest	N/A	1	100.0		100	Space dedicated to the general public. Can be located out of the IOC Headquarters, on the building plot
SUPPORT SPACE	Archive	N/A		130.0	0.4	130	Based on 250lm + plus pallet and filing area
	Building Management Systems / Plant Rooms	N/A		120.0	0.3	120	Technical room for building monitoring and maintenance
	First aid / Nursing Mothers	N/A		25.0	0.1	25	
	Goods in / Waste / Recycling	N/A		600.0	1.6	600	
	On floor storage / cleaning cupboards	N/A		50.0	0.1	50	
	Post / Repro / Logistics / Storage	N/A		400.0	1.1	400	
	Printer hubs/rooms	N/A		30.0	0.1	30	1 per 100 heads, 6 m2 ea
	Security/CCTV room & reception desk	N/A		50.0	0.1	50	Create additional service on-site at Vidy, in addition to one at Ouchy
	Showers/changing rooms (bicycle)	N/A		50.0	0.1	50	
Technical / Server / Comms rooms	N/A		450.0	1.2	450		
SUPPORT SPACE TOTAL					4.2	1'905	
TOTAL	NET USABLE AREA (NUA)				20.8	9'533	

2.6 COMPETITION PERIMETERS

Two perimeters are shown on the plan below:

- The **building perimeter** (black dotted line), within which the participants may locate buildings, respecting the rules of the General Land Use Plan of the Commune of Lausanne
- The **study perimeter** (red dotted line), within which the participants may purpose a reorganisation of the space, in particular roads, flows, paths, pavements, cycle paths, etc.

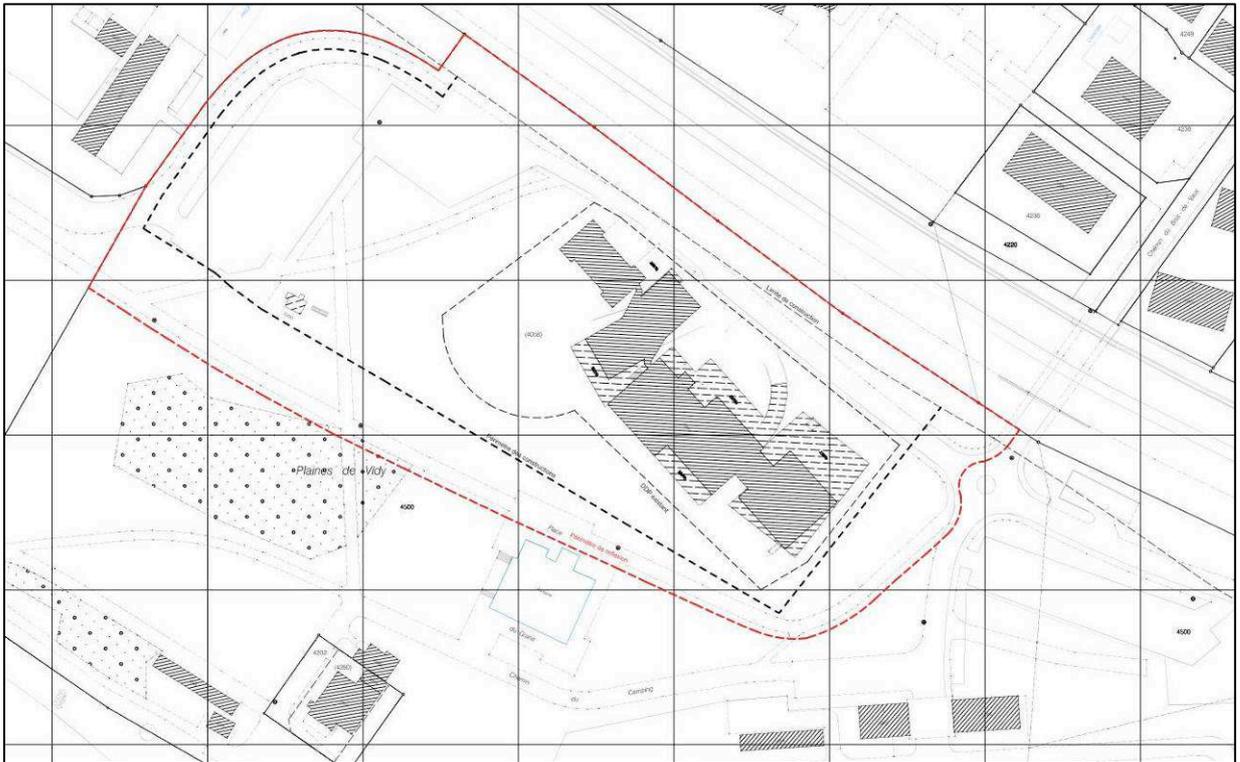


Figure 1: Competition perimeters

2.7 COMPOSITION OF THE JURY

Following the IOC Session in Buenos Aires during which a new IOC President was elected, the composition of the jury has slightly changed. All participants have been informed in due time.

Chairman	Thomas BACHIOC President
Non-professional members	Jacques ROGGE IOC Honorary President
	Nawal EL MOUTAWAKEL IOC Vice-President
	Craig REEDIE IOC Vice-President
	John COATESIOC Vice-President
	Ching-Kuo WUarchitect, IOC member
	Lambis NIKOLAOUcivil engineer, IOC member
Substitutes	Ser Miang NGIOC member
	Christophe DE KEPPELIOC Director General
	Gilbert FELLIOlympic Games Executive Director
Professional members	Alejandro ARAVENAarchitect
	Kengo KUMAarchitect
	Inès LAMUNIEREarchitect
	Dominique PERRAULTarchitect
	Brigitte SHIMarchitect
	Craig VERZONElandscape architect
	Olivier FRANÇAIScivil engineer member of Lausanne City Council , member of the swiss Parliament
	Nicole CHRISTELausanne City architect
Substitute	Mauro Eugenio GIULIANIcivil engineer
Expert advisers	Timo LUMMEIOC Television & Marketing Services Director
	Jean Benoît GAUTHIERIOC Technology and Information Director
	Marie SALLOIS DEMBREVILLEHead of IOC Corporate Development
	Thierry TRIBOLET Head of IOC Technical and Logistics Services
	Nicolas ROGEMONDIOC Project manager

3 SELECTION PHASE (1ST STEP)

3.1 LAUNCH OF THE SELECTION PHASE

The selection documents have been published on 28 March 2013.

3.2 SELECTION PROCESS AND COMPETITION PARTICIPANTS

The organiser has recorded 114 candidature files.

108 of these files were eligible.

They have been assessed with the following selection criteria:

- References: 50%
- Approach to the problem: 30%
- Organisation: 20%

3.3 COMPETITION PARTICIPANTS

The 12 candidates chosen to take part in this project competition, by the jury in Lausanne on 17 June 2013, are the following architecture practices:

- Jean Marc IBOS – Myrto Vitart (France)
- XDGA – Xaveer De Geyter Architecten (Belgium)
- Brasil Arquitetura Ltda. (Brazil)
- Groupe 3 Architectes S.N.C. (Morocco)
- AL_A – Amanda Levet Architects Ltd (United Kingdom)
- Toyo Ito & Associates, Architects (Japan)
- Office for Metropolitan Architecture (Netherlands)
- Nieto Sobejano Arquitectos GmbH (Germany)
- PIUARCH S.r.l. (Italy)
- 3XN (Denmark)
- Diller Scofidio + Renfro (USA)
- Farshid Moussavi Architecture (United Kingdom).

4 COMPETITION PHASE (2ND STEP)

4.1 LAUNCH OF THE COMPETITION

The second step of the procedure (architecture competition) has been launched on 30 July 2013. The preselected architects have attended the presentation which took place in Lausanne. They all received the competition regulations and the competition programme, with all the necessary appendices.

After the meeting, a site visit (indoor and outdoor) has been organised.

4.2 QUESTIONS/ANSWERS

87 questions have been sent before the deadline (30 August 2013).

The jury's answers have been notified to all participants by email on 13 September 2013.

4.3 PROJECTS RECEPTION

The notary has attributed a number (by order of arrival) to each of the 12 anonymous projects, delivered by the participants. The slogan of each project and the associated number are listed below:

- 1 - A uniting wall / Wall with no frontiers
- 2 - Unity House
- 3 - Modénature
- 4 - Kinetic Podium
- 5 - Five Olympic Châteaux
- 6 - Ensemble
- 7 - New Horizons
- 8 - The Olympic Forum
- 9 - Wa
- 10 - The Phoenix
- 11 - One people under one roof
- 12 - One world under one roof

4.4 PROJECTS ELIGIBILITY

All projects and models have been delivered before the fixed deadlines (31 October 2013 for the projects and 18 November 2013 for the models)

All projects were compliant with the anonymity requirements.

All required documents have been submitted by the 12 competitors.

No major deviation from the programme conditions has been identified.

Therefore, the jury has decided, by unanimous vote, to proceed with the assessment of all of the 12 projects.

4.5 JURY SESSION

The jury session took place in Lausanne on 7 and 8 December 2013.

Mme Brigitte Shim (professional member) couldn't attend the session. She has been replaced by M. Eugenio Giuliani (substitute).

4.6 PRESENTATION OF EXPERTS REPORTS

Different expertises covering the following domains were carried out on the 12 projects and their results were delivered to the jury during the first day of the deliberations.

- Users experience and workplace strategy
- Construction costs
- Civil engineering
- Operations
- Sustainability
- Project authorization.

4.7 PROJECTS ASSESMENT

Before the assessment, all jury members and substitutes confirmed having no conflict of interests between themselves and the 12 candidates.

The 12 proposals have been assessed by the jury on the basis of the following criteria as published in the competition regulations (not in hierarchical order):

- Compliance with the architecture competition programme
- Creation of a headquarters reflecting the values of Olympism
- Design of an administrative building offering flexible high-quality working areas
- Integration of the future building into a landscape of quality containing a building classified as a historic monument
- Planning for an “Olympic campus“ housing administrative buildings for 200 extra users as well as possible services in successive phases (while taking into consideration the management of future circulation flows)
- Sustainable development approach
- Budget range (in terms of both construction and operation).

4.8 FIRST ROUND

At the end of the first day of deliberations, based on the assessment criteria, the following projects were selected for continued consideration by the unanimous decision of the jury:

- 1 - Uniting wall / Wall with no frontiers
- 2 - Unity House
- 4 - Kinetic Podium
- 5 - Five Olympic Chateaux.
- 8 - The Olympic Forum
- 11 - One people under one roof

4.9 SECOND ROUND

After the second day of deliberations, the following three projects were selected by the unanimous decision of the jury.

- 2 - Unity House
- 8 - The Olympic Forum
- 11 - One people under one roof

5 JUDGMENT

5.1 JURY RECOMMENDATION

The jury highlighted the strengths of the 3 remaining projects:

2 - Unity House: the dynamic quality of the workspace; the importance of the project's internal central core

8 - Olympic Forum: the careful insertion of the building onto the competition site and park; the strength and symbolism of the public space offered by the building itself

11 - One people under one roof: the presence of the building in the park; the inclusiveness and flexibility of the internal workspace; the transparency of the IOC workplace.

After intense debates, the jury recommends unanimously:

1) to allocate equal prizes to the 3 following projects :

2 - Unity House

8 - Olympic Forum

11 - One people under one roof.

The jury recommends to divide the amount of CHF 100,000.- excl. VAT in 3 equivalent parts of CHF 33,333.- excl. VAT. In addition, each of the 12 candidate will receive an indemnity of CHF 40,000.- excl. VAT.

2) to launch a new procedure including a non-anonymous direct dialogue between the IOC and each of the 3 authors in order to pursue the parallel development and refinement of the 3 projects.

5.2 ANONYMITY DISCLOSURE

After having decided unanimously on the recommendations, the jury has proceeded with the anonymity disclosure.

Slogan	Candidate
1 - A uniting wall / Wall with no frontiers	Brasil Arquitetura Ltda. (Brazil)
2 - Unity House	3XN (Denmark)
3 - Modénature	Nieto Sobejano Arquitectos GmbH (Germany)
4 - Kinetic Podium	Groupe 3 Architectes S.N.C. (Morocco)
5 - Five Olympic Châteaux	AL_A – Amanda Levete Architects Ltd (Great Britain)
6 - Ensemble	PIUARCH S.r.l. (Italy)
7 - New Horizons	Office for Metropolitan Architecture (Netherlands)
8 - The Olympic Forum	Farshid Moussavi Architecture (Great Britain)
9 - Wa	Toyo Ito & Associates, Architects (Japan)
10 - The Phoenix	Jean Marc Ibos – Myrto Vitart (France)
11 - One people under one roof	XDGA – Xaveer De Geyter Architecten (Belgium)
12 - One world under one roof	Diller Scofidio + Renfro (USA)

5.3 PROJECTS DISCLOSURE

All projects, project documentation and project visualizations must continue to remain confidential until the very end of all phases to the selection process at which point the IOC will officially announce the date of project disclosure to the project authors.

5.4 REPORT APPROBATION

The present report has been approved by the jury on 13 December 2013.