INTERNATIONAL OLYMPIC COMMITTEE

CANDIDATURE ACCEPTANCE PROCEDURE

XXI OLYMPIC WINTER GAMES IN 2010

REPORT BY
THE IOC CANDIDATURE ACCEPTANCE WORKING GROUP

TO THE EXECUTIVE BOARD OF
THE INTERNATIONAL OLYMPIC COMMITTEE

Lausanne, 11 July 2002

NOTE TO THE READER

The original version of the present report was drafted in English. This is the version that was approved by all the members of the Working Group. Consequently, in the event of a discrepancy between the French and English texts of the present report, the English text shall be deemed authentic.

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INTRODUCTION

The XXI Olympic Winter Games will be celebrated in 2010 (hereafter "the 2010 Olympic Winter Games"). Eight cities (hereafter “the Applicant Cities”) have applied to become Candidate Cities to host the 2010 Olympic Winter Games, namely (in the order of drawing of lots):

Vancouver (CAN)	Pyeongchang (KOR)
Sarajevo (BIH)	Harbin (CHN)
Jaca (ESP)	Bern (SUI)
Salzburg (AUT)	Andorra la Vella (AND)

The recommendations adopted by the 110th IOC Session in December 1999 in Lausanne resulted in fundamental changes regarding the procedure leading to the election of the Host City for any Olympic Games. Such changes have been incorporated into the Olympic Charter, more particularly Bye-law to Rule 37. Pursuant to such provisions, a "Candidature Acceptance Procedure" has been adopted. This first or preliminary phase is led by the IOC Executive Board which will decide, on 28 - 29 August 2002 in Lausanne, which cities, among the Applicant Cities, will be accepted as Candidate Cities.

The IOC Executive Board has instructed the IOC administration to prepare and send to all Applicant Cities a "Questionnaire for cities applying to become Candidate Cities to host the XXI Olympic Winter Games in 2010" (hereafter “the Questionnaire”), review all answers and other related information received from all Applicant Cities, and to establish, for the attention of the IOC Executive Board, a report assessing the ability of each Applicant City – including its country – to host, organise and stage quality, high-level international multi-sports events and, more particularly, the Olympic Winter Games. It will be up to the IOC Executive Board to determine which cities shall be accepted as Candidate Cities. The purpose of this report is to assist the IOC Executive Board in the preparation of its decision.

Section 1.2.3 of the "Candidature Acceptance Procedure" provides the following:

"The IOC may appoint experts to assess the cities, including experts from the IFs, the NOCs and the IOC Athletes' Commission. If so requested, the Applicant Cities shall receive such experts in their respective cities and shall respond to their questions.

The above-mentioned experts shall be at the disposal of the IOC Executive Board for the performance of their duties."

In order to perform its task and prepare this report, the IOC administration, pursuant to Section 1.2.3 of the "Candidature Acceptance Procedure", has commissioned a certain number of studies and appointed a number of experts, including experts from the IFs, the NOCs and the IOC Athletes' Commission, and established an IOC Candidature

Acceptance Working Group (hereafter "the Working Group") composed of the following persons (in alphabetic order):

Mr Peter BAYER	IF representative Secretary General of the International Biathlon Union
Professor Philippe BOVY	Transport expert Professor of Transportation Federal Institute of Technology, Lausanne Expert on the 2000, 2002, 2004, 2006 and 2008 IOC Coordination Commissions
Mr Rémy CHARMETANT	General Director, Savoy Tourist Agency Sports Director, Albertville 1992 Olympic Winter Games Organising Committee Member of the IOC Evaluation Commissions for 2002 and 2006 Member of the IOC 2006 Coordination Commission
Mr Bob ELPHINSTON	NOC Representative Secretary General of the Australian Olympic Committee Inc., General Manager of Sport, Sydney 2000 Olympic Games Organising Committee Member of the IOC Evaluation Commission for 2008
Mr Gilbert FELLI	IOC Director of Sports, Olympic Games Coordination and Relations with International Federations
Mr Olav MYRHOLT	Environment expert Advisor to the 1998, 2000, 2002, 2004, 2006 and 2008 IOC Coordination Commissions Member of the IOC Evaluation Commissions for 2004 and 2006
Mr Thierry SPRUNGER	IOC Director of Finance and Administration
Mr Tsunekazu TAKEDA	NOC Representative President of the Japanese Olympic Committee Sports Director of the Nagano 1998 Olympic Winter Games
Mr Grant THOMAS	Senior Vice President of Venues, Salt Lake City 2002 Olympic Winter Games Organizing Committee
Mr Philippe VERVEER	IOC Director of Technology
Ms Pernilla WIBERG	IOC Athletes' Commission representative

All eight Applicant Cities replied to the IOC's questionnaire within the deadline set by the IOC (31 May 2002). All members of the Working Group received all documentation sent by each Applicant City.

External expertise

The following outside experts/organisations have been instructed to undertake specific research and have presented reports to the Working Group in the following areas:

- IDATE
  Audiovisual and
  Telecommunications Institute
  BP 44167, 34092 Montpellier
  — Telecommunications

- Mr Santiago de SICART
  — Security
  Director of Security at the Games of the XXV Olympiad in Barcelona in 1992
  Security expert on the 2000, 2002, 2004 and 2006 IOC Coordination Commissions

- Moody's Rating Agency
  — Financial aspects

- Federal Institute of Technology in Lausanne,
  Institute of transportation and planning
  Transport and environmental design unit
  EPFL, 1005 Lausanne
  — General Infrastructure & Transport

- MORI
  MORI House
  79-81 Borough Road
  London, SE1 1FY
  — Public Opinion

- Decision Matrix
  Decision Software Development
  77 Havelock Street, Ottawa
  — Decision software

The Working Group has verified that all above-mentioned experts are not commissioned by any Applicant City. Their studies and reports have been performed and submitted in full independence.

The IOC Executive Board decided at its meeting in Kuala Lumpur in May 2002 that the Swiss national members of the Working Group would not take part in any vote concerning the Swiss Applicant City of Bern.

Decision Matrix

Decision Matrix was formed in 1983 for the purpose of developing decision software catering to large and very specific decision problems in organisations.

The Decision Matrix software programme uses modern graphic-user interfaces to display results in an easily interpretable fashion.

Decision Matrix are experts in the development of decision models in the area of human resources, purchasing and acquisitions, strategic planning, restructuring of companies and technology forecasting. The foremost users of these programmes are large corporations in North America and Europe, government agencies and NATO panels for the optimisation of new military hardware and strategies.

This programme was successfully used by the International Olympic Committee for the first time in the assessment of the 2008 Applicant Cities.

Working Group meeting

The Working Group met in Lausanne on 8 - 11 July 2002 and, following presentations made by experts and IOC Directors, decided to assess the Applicant Cities on the basis of a number of technical assessment criteria and weightings which were pre-established by the IOC Executive Board in February and May 2002. The weightings vary between 1 and 5 (5 being the most important).

		Weighting
1.	Government support and public opinion	3
2.	General infrastructure	5
3.	Sports venues	4
4.	Olympic Village	4
5.	Environmental conditions and impact	3
6.	Accommodation	5
7.	Transport	3
8.	Security	4 (3)*
9.	Experience from past sports events	2
10.	Finance	3 (2)*
11.	General concept	3

* In carrying out its assessment, the Working Group unanimously decided to modify the weightings of the following two criteria: Security and Finance. The new weightings can be found in the above table in parentheses and are as follows – Security: 3, Finance: 2. These adjustments were made on the basis that the information requested in the IOC Candidature Acceptance Questionnaire is of a general nature and does not commit the Applicant City or its authorities. As such, a higher weighting at this stage of the bid process is not justified.

The Working Group has limited itself to the examination of technical and factual data provided by the Applicant Cities and the reports provided by external experts. The assessment has also taken into consideration the quality of the information provided by the Applicant Cities.

The Working Group has not taken into account any other considerations or criteria such as the Olympic Movement's general policy or geopolitical factors. Such considerations or criteria belong to the sphere of authority of the IOC Executive Board alone.

METHOD OF ANALYSIS

In view of the importance of the assessment of Applicant Cities, the Executive Board considered that the assessment of Applicant Cities in Phase I should be backed up by a software decision-making programme. "Decision Matrix" was selected from amongst a number of options to assist with the assessment of the ten Applicant Cities for 2008, based on its experience with projects of a similar nature. Following the success of this experience in 2008, the Executive Board decided to repeat the procedure with the 2010 Applicant Cities.

In consultation with the IOC, Decision Matrix developed the "OlympLogic" decision model - based on an already proven decision model "OptionLogic" - which computes the best option amongst a number of contenders.

The OlympLogic programme enables a comparison of Applicant Cities on the basis of a number of IOC-specific criteria.

Mathematical background

Real life decisions are often based on incomplete information and subjective criteria to describe the situational parameters at hand and their inexact numerical estimates. This is also the case for the selection of future Olympic sites. Thus, it is imperative to use so-called "fuzzy logic" since the assessment criteria concerning, for example, future plans and financing, are inherently uncertain. OlympLogic caters to this uncertainty and permits the user to input "fuzzy" grades for subjective criteria, criteria for which information is incomplete, or criteria for which only estimates can be given. A "fuzzy" number is given as an interval, comprising a minimum and maximum grade. The more uncertain a criterion grade, the wider the span between the minimum and maximum grade. For example, the concept proposal of the Olympic Village of one city may be rated as 6.0 to 9.0 on a scale of 10, while another city might obtain the specific number of 6.0 where the minimum and maximum numbers are identical. Clearly, in the case of the latter city, the assessor was absolutely certain in the judgement of the concept as described by that city, with all Village components given a medium rating. In contrast, the former city proposed an Olympic Village with some elements of medium value while others were excellent. Numerous literature exists to describe the mathematics of "fuzzy logic", for example, in Kacprzyk[1], and Böhme[2].

Most traditional decision models such as the widely used Average Weighted Sum cannot be used for the IOC's assessment of Applicant Cities as these methods may mask some weak grades with strong grades when combining them to an average. The result could be misleading since the combined average of a city may be acceptable while there exists a hidden unacceptable weakness in a criterion grade.

OlympLogic overcomes this problem by using the entropy principle which simultaneously involves computing the respective performance of Applicant Cities for all criteria in relation to one another. The result is that the entropy considers the volatility, turbulence, or unevenness of the grades, thus preventing the masking of weak grades and leading to more accurate results.

The entropy principle was formulated by H.L.F. von Helmholtz, a German physicist in 1847 and is the underlying basis by which the universe functions. In OlympLogic, the entropy principle is employed to measure the turbulence of the scores an evaluator gives to the criteria for assessing Applicant Cities. For example, if there are a number of criteria by which an Applicant City is evaluated and if the grades fluctuate widely between 1 and 10, the turbulence is high and thus there is a high degree of uncertainty in this Applicant. In other words, the entropy is a measure of trust in the capability of an Applicant City to host the Olympic Games. Many references describe the use of entropy in decision making, as for example, in Hwang and Yoon[3].

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[1] Kacprzyk J., "Multistage decision-making under fuzziness", Verlag TÜF Rheinland, Köln, 1983.
[2] Böhme G., "Fuzzy Logik", Springer Verlag Berlin, 1993
[3] Hwang C., Yoon K., "Multiple Attribute Decision Making", Section 5.3, "Entropy Method", Springer Verlag, New York, 1981.

Evaluation Procedure

OlympLogic requires a number of steps to evaluate Applicant Cities.

1. Creation of a list of criteria to describe the readiness of a city to host the 2010 Olympic Winter Games.

2. Not all criteria are of the same importance or weight. To account for this, weighting factors have been given.

3. Establishment of the IOC benchmark. This benchmark constitutes the minimum desirable grade for any criterion by the IOC. The Working Group set the IOC benchmark at 6.0.

4. Assessment of the Applicant Cities through the set of criteria.

Results

"Fuzzy" grades produce "fuzzy" results expressed by performance bars of varying length. A long performance bar indicates that the underlying grades of a particular city were very "fuzzy". There are three basic interpretations of the results:

1. The entire performance bar lies inside the IOC benchmark. Such a city is proposed by the Working Group as a possible Candidate City for the 2010 Olympic Winter Games.

2. The entire performance bar lies outside the IOC benchmark. In this respect, the Working Group feels that such city is not ready at this point to host the Olympic Winter Games.

3. Part of a performance bar lies inside the IOC benchmark, while the rest of the bar is outside. The interpretation of such a scenario is as follows: If everything proposed by the Applicant City was to work perfectly, the city could be considered as a possible Candidate City. If, on the other hand, this was not the case, the city would perform at the lower end of the performance bar and thus would not be ready to host the 2010 Olympic Winter Games.

ASSESSMENT

Below are to be found the results of the Working Group's assessment of each of the eight Applicant Cities according to the technical criteria.

The results of the assessment are two-fold: textual and graphical. The textual part comprises a brief introduction of how the Working Group approached the criteria in question, as well as an explanation as to how and why the relevant grades were awarded to the eight cities.

The graphs at the end of the report show the position of each of the eight Applicant Cities for each criterion, in relation to the IOC benchmark and in relation to each other.

DEFINITION OF TERMINOLOGY USED IN THE REPORT

Benchmark	Minimum required grade (on a scale of 0 to 10). The Working Group established the benchmark at 6.0.
Feasibility	Probability of a project being achieved in the proposed timeframe, taking into account financing, political issues, time, location, speed of growth of the city/region and post-Olympic use. A factor (value of 0.1 to 1.0) applicable to the grades, can penalise the project to which it is attributed.
"Fuzzy"	Attribute of a value used to characterise a grade, result or number in the format of an interval comprising a minimum and maximum grade, result or number.
Grade	Value (on a scale of 0 to 10) attributed by the Working Group to the main and sub-criteria for each Applicant City, reflecting the assessment of the Working Group (quality, number, location, concept, etc.)
Main criteria	Criteria defined in relation to the IOC's questionnaire to Applicant Cities and on which the assessment of cities is based. The Working Group has attributed a grade of 1 to10 to each criterion.
Sub-criteria	Sub-division of a criterion by the Working Group in order to facilitate the assessment.
Weighting	Importance given by the Working Group to a main or sub-criterion in relation to other criteria or sub-criteria. A weighting with a value of 1 to 5 is given to each main criterion. A weighting with a value of 1 to 3 is given to certain sub-criteria, where judged necessary by the Working Group.

1

GOVERNMENT SUPPORT AND PUBLIC OPINION

Weighting: 3

INTRODUCTION

In assessing this criteria, the Working Group also took into consideration the information provided by the Applicant Cities on legal aspects.

In terms of government support (national, regional and local), the following issues were assessed:

- General level of political support;
- Commitments given regarding services to be provided to the OCOG at no cost;
- Funding of general and sports infrastructure;
- Commitment to financially underwrite the Games.

As regards public opinion, the Working Group used the data provided in the research study conducted for the IOC by MORI, as well as the percentage of support indicated by the Applicant Cities.

The Working Group then assessed the cities on the basis of the three following sub-criteria and weightings:

1. Government support, commitment, financial aspects	weight: 0.7
2. Legal aspects	0.15
3. Public opinion	0.15
Total:	1

VANCOUVER

The Federal Government of Canada, the government of British Columbia, the city of Vancouver and the resort municipality of Whistler, support the bid.

The Canadian government has committed to fund the sports venue infrastructure and related endowment costs in partnership with the government of British Columbia and the communities of Vancouver and Whistler. Commitments will be made to provide government services, including security, customs and immigration, at no cost to the OCOG.

The government of British Columbia has agreed to indemnify the city of Vancouver and the resort municipality of Whistler against any costs arising from commitments and obligations they make related to the Vancouver bid or to the OCOG. The government of British Columbia has committed funds for legacy programmes.

The Canadian government has tabled a "Bill on Physical Activity and Sport". This bill also establishes an alternative sport dispute resolution centre.

In a country-wide poll organised by the Applicant City, 80%+ of people expressed their support for the project. The results of the MORI poll (organised in Vancouver and Whistler) show 62% support.

SARAJEVO

The presidency of Bosnia and Herzegovina has given its full support and guarantee to the Games. The government of Sarajevo Canton, the leaders of Sarajevo City, Serbian Sarajevo and other municipalities provide similar support.

The government authorities are willing to ensure:
- all necessary security, medical, customs and other services;
- all public facilities will be accessible at no cost or at a rental cost to be determined by the IOC;
- part of the financing of the necessary infrastructure development.

The Working Group expresses some reserve about the financial capacity of the public authorities.

The implementation of new legislation would be required.

In a country-wide poll organised by the Applicant City, 93.2% of people expressed their support for the project. The results of the MORI poll (organised in Sarajevo) show 95% support.

JACA

The Jaca 2010 bid committee has obtained the support of the Spanish government, the government of Aragon, Huesca Provincial Council, Jaca City Council and other municipalities involved in the Olympic project.

The above authorities have made commitments to:
- provide the future organising committee with the necessary revenue to function from the constitution of the OCOG to the receipt of revenues;
- assume any possible deficit generated by the organisation of the Games;

- supply all security, health and customs services free of charge;
- make all public facilities available at no expense or at a rental value approved by the IOC;
- implement, finance and promote the development of infrastructure projects required for the Olympic Games.

In addition to the general legal framework, the government has the possibility to approve further financial and tax regulations designed to encourage public and private financing.

In a poll organised by the Applicant City in the Alto Aragon region, 85% of persons were aware that Jaca was bidding for the 2010 Olympic Winter Games and 8 out of 10 persons were in favour of the project. The results of the MORI poll (organised in and around Jaca) show 74% support.

SALZBURG

The bid committee has received formal endorsement from the Austrian government. The state of Salzburg, the city of Salzburg and the city of Kitzbühel also fully support the bid.

The Austrian federal government has agreed, in principle, to guarantee and underwrite the operation of a future organising committee.

The various governments and municipalities have agreed to build and provide the necessary venues and related infrastructure to the OCOG.

An agreement between the government of Austria and the states of Salzburg and Tyrol is being prepared to provide security, immigration, medical and other related government services free of charge to the OCOG.

In a poll organised by the Applicant City (area not specified), 83% of persons viewed the Olympic Winter Games as being important for the region. The results of the MORI poll (organised in Salzburg) show 68% support.

PYEONGCHANG

The national government of Korea supports the bid and will provide all forms of governmental guarantees, commitments and administrative assistance necessary for the Games. Should Pyeongchang be elected as the Host City, the Korean National Assembly will enact special laws to provide any government level assistance required.

The city of Pyeongchang and Gangwon province are taking steps to enact relevant laws and regulations in cooperation with the national government. Resolutions passed and legislation enacted at all levels of government will be legally binding.

The national and regional authorities will provide the financial assistance needed to host the Games. The national government is expected to bear 50% of the public project costs. The regional authorities will cover the remaining 50%.

In a poll organised by the Applicant City in Pyeongchang, 96.8% of people expressed their support for the project. The results of the MORI poll (organised in and around Pyeongchang) show 78% support.

HARBIN

The Chinese government, Heilongjiang provincial government and Harbin municipal government support the bid and state that they will provide financial and other assistance to hosting the Games.

The public authorities will provide all required infrastructure.

The following services will be provided free of charge to the OCOG: health care, security, customs, entry and exit inspections and quarantine. Public sports venues and facilities will be made available free of charge or rented at a cost to be pre-approved by the IOC.

In the event of a deficit, the Ministry of Finance, the Finance Department of Heilongjiang province and the Finance Bureau of Harbin undertake to pay the balance.

In a poll organised by the Applicant City in the city of Harbin, 96.3% of people expressed their support for the project. The results of the MORI poll (also organised in Harbin) show the same results (96% support).

BERN

The Swiss Confederation and the cantons and districts with Olympic venues have all given written confirmation of their support for the bid. The budget provides for a financial contribution of USD 78 million from government authorities for investment in permanent sports facilities.

Decisions concerning the allocation of this financial support will be taken between August and December 2002.

The communes or “third parties” will finance the majority of sports installations.

In a poll organised by the Applicant City in the city of Bern and in the cantons with Olympic venues, 67% of people expressed their support for Switzerland being a candidate to host the Olympic Winter Games. The results of the MORI poll (organised in the Canton of Bern) show 42% support.

ANDORRA LA VELLA

The government of the Principality of Andorra and the seven “Comuns” (practically autonomous municipalities) support the bid. Part of the Games will be staged in France.

The Andorran public authorities will be responsible for the financing and provision of general infrastructure projects. No information is provided concerning the financing of facilities in France.

Security, health and customs services will be provided free of charge to the OCOG in Andorra. No information is provided concerning such services in France.

The Games would require legislation in Andorra, France and Spain to be respected. However, no information is provided concerning legislation in France or Spain.

The Application states that the Andorran government could propose new laws to facilitate the organisation of the Games, if required. However, these would only be applicable to Andorran territory.

In a poll organised by the Applicant City in Andorra, 80%+ of people expressed their support for the project. The results of the MORI poll (organised in Andorra) show 60% support.

GOVERNMENT SUPPORT AND PUBLIC OPINION – SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	6.0	8.1
Sarajevo	3.4	6.5
Jaca	6.2	8.6
Salzburg	6.1	7.8
Pyeongchang	5.6	8.0
Harbin	7.9	8.9
Bern	4.3	6.7
Andorra la Vella	3.6	6.0

2

GENERAL INFRASTRUCTURE

Weighting: 5

INTRODUCTION

The Olympic Winter Games is the largest winter sports event in the world with 7 sports held in multiple venue locations over 17 days. Transport requirements for more than 80,000 accredited participants / Olympic Family and about 100,000 spectators per peak day puts considerable pressure on any transport system. In general, venues can be roughly grouped into two main areas:

- the Host City, which usually includes ice competition venues and major non-competition venues like the Opening and Closing Ceremonies Stadium, MPC, and IBC
- the mountain areas (outdoor venues) for snow competitions.

Therefore, the Working Group took into consideration the transport infrastructure within and around the Host City, the infrastructure in the mountain areas, as well as the infrastructure linking the mountain areas to the Host City.

High capacity transport infrastructures are required to handle Olympic traffic loads superimposed on general traffic. Since transport infrastructures take much time to be developed and require very heavy investments, a two-level analysis of existing and planned general transport systems and their performance was conducted for each Applicant City.

All forms of high capacity transport, like railways, subways, light rail, freeways or motorways, main roads, as well as access systems to remote regions, were examined according to two sub-criteria:

a) existing overall general infrastructure and its current performance;
b) general overall transport infrastructure planned to be in place in 2010 in relation to the Games concept presented by each Applicant City.

Both sub-criteria were graded on a scale of 1 to 10, as defined below:

1	2	3	4	5	6	7	8	9	10
Unsatisfactory				Average					Excellent

For sub-criterion b), which pertains to the future situation in 2010, an overall feasibility factor with values between 0.1 and 1.0 was assigned. This factor reflects the perceived potential ability of the Applicant City and its region to complete all planned transport and supporting infrastructures by 2010.

Overall feasibility factor:

0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1.0
Unfeasible		Low probability		Moderate probability			High probability		Feasible

VANCOUVER

This 2 million inhabitant Canadian metropolitan area has a very extensive and efficient road and public transport system, including ferries to the north coast. There is a rather long two to four-lane road access to the outdoor venues in Whistler, more than 100 km from North Vancouver, as well as a single-track railroad connection.

VANCOUVER	Minimum	Maximum
Current overall transportation performance	5.7	7.3

The bid announces a significant improvement for the highway between North Vancouver and the Whistler area. However, this road is not anticipated to be improved to four lanes on its entire length. There seems to be some uncertainty, due to technical difficulties, in the final configuration of this project. Other infrastructure projects are related to the waterways around Vancouver and include a light rail from the airport to downtown. The planned general infrastructure in relation to the 2010 Games appears satisfactory to good, depending upon the final configuration and capacity of the highway between North Vancouver and the Whistler area.

VANCOUVER	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.8	6.7	8.3

SARAJEVO

Sarajevo, the capital of Bosnia and Herzegovina, with 416,000 inhabitants, is proposing to re-use many elements of the 1984 Olympic Winter Games. Due to the war, most facilities and infrastructures have to be rehabilitated or reconstructed. Also, the Winter Games have grown considerably in size since 1984, therefore calling for larger facilities and infrastructures.

SARAJEVO	Minimum	Maximum
Current overall transportation performance	2.0	5.0

Considerable transport improvements are planned mostly to develop the urban road system, and to add motorway sections to the west of Sarajevo. The Sarajevo Application is not precise enough to assess the speed and availability of reconstruction, which are necessary to stage the Games. Moreover, the overall amount of capital investment required is significant. The planned general infrastructure in relation to the 2010 Games appears to be insufficient.

SARAJEVO	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.4	4.3	6.3

JACA

With only 12,000 inhabitants, Jaca is accessible by road and rail mainly through Huesca and Sabiñánigo, but also through France from the north. All existing mountain roads are two-lanes and rather narrow, and would have difficulties to support Games traffic loads.

JACA	Minimum	Maximum
Current overall transportation performance	4.3	6.3

Considerable transport improvements are planned, both for roads and rail, to develop accessibility to the Huesca and Lérida areas, such as road widening from two to four lanes all the way to Jaca and Astún, combined with major improvements to double the rail speed from Zaragoza to Huesca. Other rail speed improvements are also considered between Huesca, Jaca and Canfranc.

If all transport infrastructures are put in place, accessibility to the whole region will be significantly improved, and the overall planned infrastructure in relation to the 2010 Games would appear to be sufficient.

JACA	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.7	6.0	8.0

SALZBURG

With 518,000 inhabitants, the Austrian City lies near an extensive motorway node, connecting Vienna, Germany and Italy. The access to the Amadé Olympic venues (75 km from Salzburg), through the A10 motorway, is a major European truck axis. A good national highway system serves all venues, except Kitzbühel. Almost all Olympic sites are connected to Salzburg by rail.

SALZBURG	Minimum	Maximum
Current overall transportation performance	7.0	8.0

No new highway or motorway facilities are planned. Installation of intelligent traffic management systems (ITS) is planned to improve management of the motorway and road system, which is subject to heavy congestion. Salzburg area railway stations will be modernized and a light rail system is planned to be built in Salzburg, as part of a major capital investment programme. The planned general infrastructure in relation to the 2010 Games appears to be good.

SALZBURG	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.9	8.0	9.0

PYEONGCHANG

Yongpyong Resort, with about 50,000 inhabitants, lies quite close of an existing East-West 110 km freeway connecting Gangneung to Wonju. This axis links the majority of the Olympic venues, and is also connected to Seoul. It is unclear whether all access routes to outdoor venues are sufficient or not. The existing railway system would need major improvements to support Games transport requirements.

PYEONGCHANG	Minimum	Maximum
Current overall transportation performance	5.3	7.3

Some mountain roads are planned to be improved and there is also major railway work planned between Wonju and Gangneung. This work must go through hills and small valleys, requiring tunnels and bridges. The planned general infrastructure in relation to the 2010 Games appears to be sufficient.

PYEONGCHANG	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.8	6.3	8.3

HARBIN

Harbin, the capital city of the Heilongjiang Province, with 3.4 million inhabitants (9.7 million metropolitan area), is the largest of all the 2010 Applicant Cities. Extensive roadway, subway and railway systems are under development. Harbin is connected to Yabuli Resort with a highway (220 km) and a standard railway line (235 km), which are currently not sufficient to support expected Olympic traffic demands.

HARBIN	Minimum	Maximum
Current overall transportation performance	4.0	6.0

In Harbin, urban expressways and third and fourth ring roads are planned, as well as two new urban passenger rail lines. A new motorway from Acheng (about 30 km southeast from Harbin) to Yabuli is also planned, as well as a new high speed rail line from Harbin to Yabuli. This high speed rail line is intended to allow less than one hour travel time from Harbin to Yabuli.

The Harbin Application is not precise enough to fully assess the proposed transport infrastructures in Yabuli Resort area. The planned general infrastructure in relation to the 2010 Games appears to be sufficient.

HARBIN	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.8	6.0	8.0

BERN

Bern, the capital city of Switzerland with 165,000 inhabitants, has well developed transport infrastructures, especially urban and regional networks. Overall access to the Olympic ski venues is through a dense freeway and railway network with high frequency services. The final section to access mountain venues is mainly by road. These roads are sometimes narrow and often there is only one road to reach a venue or a cluster of venues. For several of the mountain venues, there is a secondary access through limited capacity passenger rail.

BERN	Minimum	Maximum
Current overall transportation performance	6.3	7.7

A new tram extension in Bern is planned that would connect to the proposed Olympic Village. Two new railway stations are also planned near Bern Olympic venues. A new 34 km railway tunnel crossing the Alps between Bern and the canton of Valais is under construction, and is due to open in 2007. This tunnel will have limited impact for the Games. The planned general infrastructure in relation to the 2010 Games appears to be sufficient to good.

BERN	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.9	7.0	8.3

ANDORRA LA VELLA

With 25,000 inhabitants, the city of Andorra la Vella is accessible by a two-lane road with limited capacity. This road leads eastwards to France over Pas de la Casa and connects with two national roads, one to Perpignan and one to Toulouse. No rail access is available or proposed. Another road leads to Barcelona to the south. Accessibility is difficult from the surrounding regions and within the Games rather large perimeter.

ANDORRA LA VELLA	Minimum	Maximum
Current overall transportation performance	4.0	5.3

Improvements are planned for two local two-lane roads with tunnels, as well as a short, low capacity aerial metro across the city of Andorra la Vella. The planned general infrastructure in relation to the 2010 Games appears to be insufficient.

ANDORRA LA VELLA	Feasibility	Minimum	Maximum
Future overall infrastructure related to Olympic Winter Games	0.8	4.7	6.0

GENERAL INFRASTRUCTURE - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	5.5	7.0
Sarajevo	1.9	3.8
Jaca	4.3	6.0
Salzburg	7.1	8.1
Pyeongchang	5.3	7.1
Harbin	4.4	6.2
Bern	6.4	7.7
Andorra la Vella	3.9	5.2

TELECOMMUNICATIONS
(as part of General Infrastructure)

The IOC questionnaire for Applicant Cities does not include questions on telecommunications. It was considered that replying to detailed questions in this area in Phase I would require Applicant Cities to undertake in depth studies which should rather be dealt with by Candidate Cities in Phase II. For this reason, no specific grades have been given.

Nevertheless, telecommunications is an important component of the general infrastructure necessary to organise the Olympic Games. Therefore, the IOC has commissioned the European Audiovisual and Telecommunications Institute (IDATE) to provide a background report on the telecommunications situation in each of the countries of the Applicant Cities. The report deals with matters such as regulation, fixed and mobile telephony, data network and Internet, international telecom and cable TV. It is intended to measure the level of telecommunications infrastructure and services development in the Applicant Cities and in the region where the Games will take place. Obviously there are some uncertainties due to the long period between the writing of this report and the 2010 Olympic Winter Games. This is a very long time period for a dynamic and rapidly changing industry.

The IDATE report indicates that the eight Applicant Cities can be divided into 3 main categories (in the order of the drawing of lots):

Cities/countries which already have the necessary telecommunications infrastructure to support the 2010 Olympic Winter Games.	Vancouver Jaca Salzburg Bern
Cities/countries which appear to offer a satisfactory level of development with a modernisation plan underway that would support the 2010 Olympic Winter Games.	Pyeongchang Harbin
Cities/countries for which the level of telecommunication platforms could be unsatisfactory for organising the 2010 Olympic Winter Games. However, Andorra la Vella is in a geographic situation which could sustain an “off shore” approach (from Spain and/or France). For Sarajevo the primary concern is how the network can be rebuilt and deployed.	Sarajevo Andorra la Vella

3

SPORTS VENUES

Weighting: 4

INTRODUCTION

The Working Group assessed the sports venues taking into account the following types of facilities:

- **Existing facilities** (facilities already built). In most cases these facilities will need to be upgraded to meet Olympic Winter Games requirements.
- **Planned facilities** (facilities planned and budgeted irrespective of the Application to host the Olympic Winter Games).
- **Additional facilities** (facilities to be built **only** if the city is awarded the Olympic Winter Games, and to meet Olympic requirements).

The Working Group agreed that the benchmark facility requirements should be:

Bobsleigh/luge	1 venue
Curling	1 venue
Ice hockey	2 venues
Short track speed skating/figure skating	1 venue
Speed skating	1 venue
Biathlon	1 venue
Cross country skiing	1 venue
Ski jumping	2 venues (90m and 120m)
Freestyle skiing	1 venue
Snowboard	1 venue
Alpine skiing – speed (downhill)	2 venues (men/women)
Alpine skiing – technical	2 venues (1 men/1 women)
	TOTAL = 16 venues

In order to have a valid comparison of sports venues, the percentage of existing, planned and additional facilities was calculated for each city.

Each group of facilities (existing, planned and additional) was assessed against the following criteria:

Quality – age of facility, proposals for upgrading facilities, spectator capacity, IF homologation, etc.

Sports concept – the clustering of facilities in close proximity to the Athletes' Village(s) and the use of existing facilities are important factors. The concept should reflect a quality experience for the athletes.

These grades were then balanced by a feasibility factor based on the potential of completing the project in terms of time and quality to meet Olympic Winter Games requirements and post-Games legacy.

Note: The proposed dates of the Olympic Winter Games and whether these are suitable for the Applicant Cities is taken into account in the section of the report dealing with the environment.

VANCOUVER

The sports concept, with two key clusters (Vancouver – ice sports; Whistler – snow sports) is very good and provides a very effective multi-use of venues. However, the distance from Whistler to Vancouver is more than 100 km. Of the total of 13 venues required (upgrade of existing facilities and construction of new facilities), 12 will be publicly funded and one will receive public/private funding.

Hastings Park venue for short track and figure skating was built in 1967 and appears to need upgrading. Similarly, the speed venue for Alpine skiing requires confirmation in terms of the quality of facilities and the ability to conduct both men's and women's events at the same location.

The use of existing venues, and the legacy proposals for new venues, is very good.

Facilities	%	Quality		Feasibility	Sports concept	
		min	max		min	max
Existing	44	7	9	1	7	8
Planned	-	-	-	-	-	-
Additional	56	10	10	0.8	8	9

SARAJEVO

The sports concept with two clusters is similar to the concept of the 1984 Olympic Winter Games, which worked very well at that time. However, there will be several extra disciplines and almost double the number of events in the 2010 Olympic Winter Games.

The distances between the Olympic Village and the venues are minimal.

The majority of existing facilities are in poor condition. The task of re-building and the budget required will present a significant challenge.

Facilities	%	Quality		Feasibility	Sports concept	
		min	max		min	max
Existing	75	2	4	0.5	7	9
Planned	6	8	10	0.4	7	9
Additional	19	8	10	0.7	7	9

JACA

There is a good concentration of venues in the Jaca/Formigal zones, each supported by an Athletes' Village. Cerler (Alpine skiing) and Huesca (speed skating), operate as single sport remote sites.

The downhill track, built in 2002, has not received FIS approval and appears to be limited in its quality, hence an additional venue may need to be built.

There are four large arenas planned to be built in 2003-2005 representing an excellent legacy for sport.

Facilities	%	Quality		Feasibility	Sports concept	
		min	max		min	max
Existing	37.5	6	7	0.8	6	7
Planned	25	8	10	0.7	4	7
Additional	37.5	7	10	0.6	6	7

SALZBURG

The existing sports venues are well utilised for important international events and the sports concept is very good, with the exception of plans for biathlon.

There is no Athletes' Village planned in the Radstadt region where seven disciplines will be staged, with the athletes travelling between 53km and 77km, each way, each day.

There is a high concentration of additional facilities to be built in Salzburg.

Facilities	%	Quality		Feasibility	Sports concept	
		min	max		min	max
Existing	62.5	8	10	1	6	8
Planned	-	-	-	-	-	-
Additional	37.5	8	10	0.8	8	10

PYEONGCHANG

The sports concept is based on established winter sports facilities used in staging the 1999 Winter Asian Games. There appears to be good financing planned for all construction.

Chuncheon is not a competition venue, although listed as such in the Application.

The location of the skiing speed venue is not confirmed. However, according to the FIS, the Jungbong site has the potential to offer a challenging course.

Accommodation for the bobsleigh and luge athletes remains unclear.

Facilities	%	Quality		Feasibility	Sports concept	
		min	max		min	max
Existing	43.7	6	8	0.8	6	8
Planned	50	7	10	0.7	4	7
Additional	6.3	10	10	0.8	6	8

HARBIN

The sports concept, using two clusters (Harbin for ice sports and Yabuli for snow sports), each supported by an Olympic Village, is good. The distance between the two clusters, however, is more than 200 km, which may be difficult for NOC team logistics and OCOG operations.

Uncertainty exists with the sports infrastructure given the large listed number of existing venues and planned construction programme. There appears to have been a lack of consultation with the IFs and, therefore, a lack of understanding in the requirements for some sports/disciplines. In addition, FIS approval of the skiing speed venue is not confirmed.

Duplication of several sports/disciplines in the use of venues suggests an excessive allocation of venues and therefore unnecessary expense.

Venues built in 1995 for the 1996 Asian Winter Games need to be further reviewed regarding quality, spectator capacities and the extent/quality of planned upgrading.

Facilities	%	Quality		Feasibility	Sports concept	
		min	max		min	Max
Existing	56.2	4	6	0.8	5	7
Planned	6.3	7	8	1	5	7
Additional	37.5	8	10	0.5	5	7

BERN

The sports concept is spread across nine separate locations, using many existing venues. However, not all of these venues are supported by an Olympic Village.

The plan has not been well thought out for the athletes' participation experience.

The bobsleigh/luge track at St Moritz represents good use of an existing venue, but further adds to the spread of venues.

Facilities	%	Quality		Feasibility	Sports concept	
		min	max		min	max
Existing	75	5	8	0.9	4	7
Planned	6.3	10	10	1	10	10
Additional	18.7	10	10	0.8	4	7

ANDORRA LA VELLA

The sports concept is a spread out one, utilising three venues in France - an existing bobsleigh/luge track at La Plagne, a second venue in Font-Romeu and a third at La Llagonne.

There is a very low budget for new facilities and venue seating capacities are also low.

Venues to be built in France may prove difficult to achieve, as no information has been provided in the Application from the French government/region.

Facilities	%	Quality		Feasibility	Sports concept	
		Min	max		min	max
Existing	62.5	4	8	0.6	2	6
Planned	-	-	-	-	-	-
Additional	37.5	7	10	0.2	2	6

SPORTS VENUES - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	7.6	8.5
Sarajevo	4.5	6.0
Jaca	5.1	6.6
Salzburg	7.1	9.0
Pyeongchang	5.0	7.2
Harbin	4.4	6.0
Bern	4.9	7.4
Andorra la Vella	2.0	4.9

4

OLYMPIC VILLAGE

Weighting: 4

INTRODUCTION

In evaluating the Applicant Cities' proposals for the Olympic Village, the Working Group decided to concentrate on three sub-criteria. The sub-criteria are:

1. Location (with particular emphasis on travel time to venues)
2. Concept
3. Post-Olympic use

The grades given to the sub-criteria were then balanced by a feasibility factor based on the potential of completing the projects as mentioned by the Applicant Cities. Limited consideration was given to the financing of the project.

The concept of media accommodation (one or more villages) is addressed under the section of this report dealing with accommodation.

VANCOUVER

The choice of location for the two villages appears to be excellent. The main Olympic Village in Vancouver is at a Waterfront site and serves the ice sports. A second village is situated in the mountains at Whistler to serve the snow sports. However, the distance between the two villages is over 100 km.

The Olympic Village in Vancouver is 13 km from the airport. The concept provides for sufficient capacity, two persons per room, a high level of services and close proximity to the venues and the Olympic Stadium.

Post-Games use is well-planned as accommodation in both sites will be sold as low cost housing.

The villages are to be funded by a combination of government/private financing and will be built on government-owned land.

SARAJEVO

Three villages are proposed: the main village in Sarajevo and two additional villages in Igman and Poljice. The location of the main Olympic Village in Sarajevo is very good although noise impact from the airport (3 km away) could be an issue.

A second village is located in Igman to cater for the difference in altitude for the athletes competing in cross country, ski jumping and nordic combined. A further village is planned in Poljice for athletes competing in biathlon.

No details are provided on the numbers of rooms or beds.

The concept of the main village is good with low-rise apartments in a residential park estate. Post-Olympic use is very good from the point of view of meeting investor/commercial/tourist needs.

Many questions, nevertheless, exist as to the ability to rebuild and finance these developments.

JACA

Three villages (Jaca, Formigal and Cerler) are planned in order to meet the athletes' needs in relation to the location of venues. One of the villages is required for acclimatisation, although the quality of services and accommodation is not clearly outlined.

The furthest travel distance for the athletes is 74 km from the Jaca Olympic Village to Huesca (speed skating). This may be demanding, depending on road conditions or, as proposed, travel by train.

The Jaca Olympic Village is also a long distance from Zaragoza airport (154km).

The capacity of the Jaca village will be sufficient for the athletes and officials involved in events in this area. The concept is to have 3-level apartment buildings with two athletes per room. The re-sale of these apartments should ensure the quality of accommodation. The financing of the three Olympic Villages remains unclear, hence feasibility is not guaranteed.

SALZBURG

Two villages are proposed, the main village in Salzburg and a second village in the mountains in Kitzbühel. The location of both villages is very good.

No accommodation is planned for athletes in Bischofshofen and the Radstadt region, where seven sports disciplines are located. This region is 76 km from Salzburg. In addition, athletes will need to go from 420m above sea level in Salzburg to 845m above

sea level in Radstadt. This will be an issue for athletes in cross country, biathlon and nordic combined.

Capacities in both villages should be sufficient to cover total needs. However, the contingency is small.

The post-Games use of the Salzburg village is for social housing and army accommodation, whilst Kitzbühel will be used for tourist hotel accommodation.

PYEONGCHANG

The Olympic Village is well located in Pyeongchang. However, no reference is made to an Athletes' Village in Wonju although it is listed on the maps in the Application. The Working Group considers that an additional village in Wonju is necessary, given that the distance to the Olympic Village is 91 km.

Athletes competing at the Sungwoo resort (bobsleigh, luge, snowboarding and skeleton) would appear to require village accommodation in Wonju.

The Pyeongchang Olympic Village is at an altitude of 700m which will pose difficulties for the athletes competing in the speed skating disciplines in Gangneung, which is at sea level.

The concept is satisfactory with a sufficient number of rooms in a resort-style development which also provides for good post-Games use. The Olympic Village facilities in Pyeongchang already exist and are part of an ongoing privately financed project.

HARBIN

Two villages are planned: the main village in Harbin serving the ice sports, and a second village in the mountains in Yabuli, serving the snow sports. The main Olympic Village at Harbin University of Technology is well located, close to the ice venues. The Yabuli village is over 200 km from Harbin. Both villages are situated close to the sports venues in each location.

The concept of the villages is very good in terms of the room numbers. The location of the Medal Ceremonies, given the even split of sports between the two sites, would be an issue.

The main village will be government funded, while the Yabuli village will be privately funded. Post-Games needs are well served through the addition of university dormitories in Harbin and tourist accommodation in Yabuli.

BERN

Two Olympic Villages are planned: a main village in Bern serving the ice sports and a second village in the mountains in Leysin for the snow sports. Additional athlete accommodation is planned in St Moritz.

The Bern village is part of a major leisure, shopping and commercial complex (residential area concept). The location of this village, immediately adjacent to a motorway, may provide easy access, but careful study would be needed regarding possible noise pollution. The concept of the village is not based on the best conditions for the athletes. As part of a huge commercial complex in a city location, the entire concept requires further study to ensure the needs of the athletes are taken into consideration.

There is no mention of the numbers of rooms or beds in the villages.

The village in Leysin may prove to be a difficult proposal, given it is an alpine village with limited road access. It is also approximately 80-100 km away from some alpine events.

St Moritz, whilst using an existing venue well, would pose problems for athletes and officials given that it is 350 km away from Bern.

Financing of the main village in Bern is not guaranteed. However, if secured there will be good post-Games use of this village. No information is provided concerning the village in Leysin.

ANDORRA LA VELLA

Athlete accommodation is based on a central Olympic Village in Andorra la Vella, a second village in Font Romeu (France) and athlete accommodation in La Plagne (France) and El Tarter (Andorra). All athlete accommodation is some distance away from the main gateway airport in Barcelona.

There are more than sufficient rooms available for athletes/officials in the various accommodation.

The four athlete accommodation centres are very spread out. Whilst the plan to accommodate the athletes close to their competition venues is good, the athletes' Olympic experience will be poor and travel time between sites will be long.

Post-Olympic use is good in that Andorra and Font Romeu are commercial developments and existing hotels and apartments will be used in La Plagne and El Tarter.

OLYMPIC VILLAGE - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	8.0	9.3
Sarajevo	4.2	5.4
Jaca	4.8	7.2
Salzburg	4.5	7.5
Pyeongchang	4.5	6.7
Harbin	5.7	8.1
Bern	3.0	6.0
Andorra la Vella	3.5	5.6

5

ENVIRONMENTAL CONDITIONS AND IMPACT

Weighting: 3

INTRODUCTION

The Working Group's assessment was based on the three questions the Applicant Cities were asked to answer:

a) An assessment of current environmental conditions in the City (weight: **1**)
b) An assessment of the environmental impact of staging the Olympic Winter Games in the City (weight: **3**)
c) Details of on-going projects and their organisation (weight: **2**)

Also taken into consideration was the proposed time period for the Games and the meteorological conditions during this period (included in sub-criteria a).

The assessment of current environmental conditions focused on the assumption that certain conditions might affect athlete performance and spectator comfort. Meteorological conditions were included, along with air and water quality, and conditions as compared to the proposed dates of the 2010 Olympic Winter Games.

The environmental impact of the Olympic Winter Games is based on several factors and variables. Given the complexity of the matter, this assessment was based on a broad impression of the information delivered by the Applicant City. The Working Group concluded that the impact would be a reflection of the consequences of changes in land use and resource consumption, the burden of new construction and infrastructure, and offset by the utility of new development in the context of the Applicant City's needs.

Planned projects and good organisational capacity and experience serve as a measure to offset or mitigate negative impact. Good, relevant projects created to improve the environmental conditions already existing in the city, or to counteract or balance the expected negative impact of the Olympic project, could bring a positive environmental legacy for the city.

VANCOUVER

Vancouver provides good winter conditions in the mountain areas, but with a slight chance of fog, wind and high snowfalls. The dates proposed for the 2010 Olympic Winter Games (5-21 February) are acceptable. Overall environmental quality and conditions are excellent.

The general capability to handle environmental challenges is good. The potential for environmental excellence is in place. The proposed widening of the highway between Vancouver and Whistler could create environmental challenges.

SARAJEVO

Climate conditions are good for winter sports and the dates proposed for the 2010 Olympic Winter Games (13-28 February) are acceptable. There is a likelihood of foggy conditions at Bjelasnica, the site for snowboard.

The current status of general infrastructure in Sarajevo is weak due to the war. The city's clear prioritisation of recovery of the urban environment and basic infrastructure is obvious, and the efforts in this area will enhance the environmental quality of the city. For the population and visitors, any of the envisaged new infrastructure developments and recovery will serve to improve an already degraded environment.

The challenges are great and, while part of Sarajevo's motivation is to become an eco-tourism winter destination, the projects are relatively basic.

JACA

Jaca has good winter sports conditions. The data provided, however, is recorded at 2000 m altitude, which may not give an entirely appropriate picture. The dates proposed for the 2010 Olympic Winter Games (5-21 February) are acceptable. Little information is provided about overall environmental conditions at the proposed Olympic sites, but there are no indications of adverse conditions.

The vision of Jaca as a major sustainable sports and tourist destination is supported in practice by environmental planning and the use of studies and impact assessments to minimise impacts.

Jaca is involved in creating an Agenda 21, and aims to enhance public participation in environmental activities, and reduce environmental problems. A projected goal is to reduce consumption of energy and water and cut down on waste.

SALZBURG

Salzburg's climate provides good conditions for winter sports. The area is susceptible to sudden short spells of high temperatures (foehn winds). The dates proposed for the 2010 Olympic Winter Games (29 January – 14 February) are acceptable.

Transit traffic poses the main environmental challenge, but overall the environmental quality of Salzburg and the surrounding regions is excellent. The city has very advanced environmental policies and practices in all areas of concern to the Olympic Games.

Most facilities for the Games are in place and the direct impact of Olympic projects would be minimal and would be offset by the proposed environmental projects. Transportation needs for athletes and officials would be fairly high due to the location of the Olympic Village some distance away from the snow sports venues. The environmental legacy would be mainly in the realm of public transportation and local environmental planning.

PYEONGCHANG

The climate in the Pyeongchang region provides good conditions for winter sports and the dates proposed for the 2010 Olympic Winter Games (6-21 February) are acceptable. Whilst there is confirmation of good air quality, other environmental conditions are not addressed in any detail.

Detailed information regarding the location of the bob, luge and skeleton facility is not provided, but it is stated that sites for additional sports facilities have undergone environmental impact assessments. New facilities are to be established within existing ones and are situated outside of the national park.

While details are not provided, a local environmental plan for the Olympic Winter Games is to be completed within half a year, and environmental non-government organisations (NGOs) and experts are involved in this work. Broad participation by authorities and volunteer associations is envisaged for the Games.

HARBIN

The meteorological information provided is somewhat limited, but states a consistent cold and dry winter climate. There is a chance of a periodical lack of snow and very cold spells. The most favourable snow conditions are during the last 10 days of February. The dates proposed for the 2010 Olympic Winter Games (12-26 February) are acceptable. The overall environmental conditions of Harbin are stated to be according to national standards, and that these will improve to achieve World Health Organisation (WHO) standards by 2010.

The environmental impact is not specifically addressed. It is indicated that an environment management unit will address and mitigate environmental impact. The development of facilities in Yabuli will take place in a partly virgin forested territory. Information on the location of the downhill event and the potential impact of the new road and rail infrastructure is not available.

Environmental improvement is a part of the vision of Harbin's urban development.

It is envisaged that venue and environment planning would be integrated in the OCOG.

BERN

Climatically, conditions are good for winter sports and the dates proposed for the 2010 Olympic Winter Games (5-21 February) are acceptable. There is a chance of warm weather spells. The environmental information provided is very thorough and gives an excellent impression of environmental conditions.

The impact of the Olympic Winter Games is foreseen to be mainly of a temporary nature. Due to the spread-out concept, however, transport related emissions could be fairly high. However, the use of existing infrastructure and venues considerably lowers the potential impact.

Bern presents very advanced environmental projects which would provide an excellent legacy. Overall, it is a convincing environmental platform.

ANDORRA LA VELLA

The Application does not contain a satisfactory level of information about the environmental status. Climatic conditions are good for winter sports and the dates proposed for the 2010 Olympic Winter Games (5-21 February) are acceptable.

The Games would certainly have an impact on the environment, yet the information provided does not indicate the level of impact or any mitigation efforts. There are recent government interventions in the areas of waste management and clean-up projects.

Environmental improvements and sustainability are part of the vision and motivation for the Application. An increased level of environmental awareness in the population is seen as a potential legacy of the Olympic Winter Games.

ENVIRONMENTAL CONDITIONS AND IMPACT - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	6.7	8.5
Sarajevo	4.8	6.7
Jaca	5.5	7.5
Salzburg	7.8	9.0
Pyeongchang	5.5	7.5
Harbin	4.0	6.3
Bern	7.5	9.0
Andorra la Vella	5.2	7.5

6

ACCOMMODATION

Weighting: 5

INTRODUCTION

The accommodation assessment methodology is based upon Olympic Winter Games requirements, experience of past Olympic Winter Games and information provided by the Applicant Cities. A benchmark for Olympic Winter Games accommodation requirements has been fixed as follows:

Minimum number of rooms required for the 2010 Games:		16,000
+	a contingency (approximately 15%) for rooms not available due to the regular needs of the city/region, business, etc.	2,000
+	a quota for spectators	4,000
The benchmark requirement is therefore:		**22,000 rooms**

For rooms which do not exist today but are planned for 2010, a feasibility factor has been introduced representing the Working Group's conviction that plans will be matched by reality. Therefore, the number taken into consideration when assessing the number of rooms proposed by each Applicant City is:

Existing rooms + planned (x feasibility coefficient) = total proposed

Only rooms within a radius of 50 km from the major sports clusters have been taken into consideration.

Where cities propose a media village or villages, but do not specify the number of rooms, a quota of 3,000 rooms has been added.

The Working Group took into account all existing and planned rooms (x a feasibility factor for planned rooms) for 3*, 4* and 5* accommodation.

Where cities do not reach the benchmark of 22,000 rooms with existing and planned 3*-5* hotel rooms, the Working Group has taken into consideration existing and planned accommodation in other categories, on the basis of a 50% availability as it is often difficult to secure rooms in apartments etc. for the Games.

In addition to the above technical analysis, the Working Group also took into consideration the ratio between hotel rooms and other types of accommodation, plus their location.

VANCOUVER

The number of rooms in 3*-5* hotels almost meets the benchmark requirements with a good proportion of existing rooms. In addition, there is a sufficient proportion of non-classified hotel rooms of a good standard.

The division of rooms between Vancouver and Whistler seems adequate for Games requirements.

Minimum Grade	Maximum Grade
7.0	8.5

SARAJEVO

The total number of existing and planned 3*-5* hotel rooms falls well below the benchmark. Sarajevo will not have a sufficient number of rooms in other categories to make up the the required 22,000 rooms.

Minimum Grade	Maximum Grade
2.0	3.0

JACA

The number of existing 3*-5* hotel rooms is low. Even by adding the number of planned rooms in these categories (Jaca proposes an ambitious construction project to double the number of 3*-5* hotel rooms and more than double the number of apartments by 2010) which would have to include the media village, the total is still well below the benchmark. To meet the balance of rooms required, Jaca proposes using existing and planned rooms in other categories, the majority of which would be in apartments. Even when taking these rooms into consideration, the benchmark requirement cannot be met.

Additional rooms are available in Zaragoza. However, Zaragoza is approximately 140 km away from Jaca.

Minimum Grade	Maximum Grade
3.5	4.5

SALZBURG

The number of existing 3*-5* hotel rooms more than meets benchmark requirements with a good spread of rooms in relation to the various sports clusters.

Minimum Grade	Maximum Grade
9.0	10.0

PYEONGCHANG

The number of existing and planned 3*-5* hotel rooms does not meet benchmark requirements. To balance the number of rooms required, Pyeongchang proposes using rooms in apartments and other categories of accommodation.

The location of rooms would adequately serve the various venues.

Minimum Grade	Maximum Grade
5.5	6.5

HARBIN

The number of existing and planned 3*-5* hotel rooms is below benchmark requirements. To meet the balance, Harbin proposes using other existing accommodation, the majority of which are non-rated and would appear to be of insufficient standard.

Taking into account the long distance between Harbin and Yabuli (more than 200 km), the proposed number of rooms in Yabuli appears to be on the low side.

Minimum Grade	Maximum Grade
5.0	6.0

BERN

The existing number of 3*-5* hotel rooms would almost meet benchmark requirements and the amount of other types of accommodation is more than sufficient to meet the balance.

However, the location of rooms could create organisational difficulties for the various constituent groups. Furthermore, the proposal that during the Games the Olympic Family may select accommodation in the various venues "according to their needs and inclinations", would constitute a considerable challenge.

The Working Group took into account 500 rooms in St Moritz (bobsleigh and luge) as additional rooms would not be necessary for Olympic operations.

Minimum Grade	Maximum Grade
6.5	8.0

ANDORRA LA VELLA

The number of existing and planned 3*-5* hotel rooms is below benchmark requirements. It should be noted that Andorra plans to use accommodation both in France and Spain, which could give rise to difficulties in contractual matters.

Andorra would not have sufficient rooms in other categories to meet benchmark requirements, despite an ambitious construction project.

The Working Group took into account 500 rooms in La Plagne (bobsleigh and luge) as additional rooms would not be necessary for Olympic operations.

Minimum Grade	Maximum Grade
4.0	5.0

ACCOMMODATION - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	7.0	8.5
Sarajevo	2.0	3.0
Jaca	3.5	4.5
Salzburg	9.0	10.0
Pyeongchang	5.5	6.5
Harbin	5.0	6.0
Bern	6.5	8.0
Andorra la Vella	4.0	5.0

7

TRANSPORT

Weighting: 3

INTRODUCTION

The transportation assessment methodology is based upon the potential performance of the proposed transport system at Games time. This subject is evaluated from an operational point of view, taking into account previous Olympic Games experience. Four sub-criteria were used:

a) Transport access and capacity
One of the key questions, both in urban and mountain areas, is the availability of transport capacity by all transport modes to provide adequate access to competition and non competition venues. This question is especially crucial when multiple venues are concentrated in a relatively confined area.

b) Transport distances and travel times
Transport requirements for the Olympic Family and Olympic logistics are dependent on distances and travel times between key Olympic nodes (competition and non-competition venues).

c) Transport efficiency and venue clustering
This sub-criterion considers to what extent the layout of the Games is dispersed (i.e. many separate venues with only one discipline) or concentrated (i.e. venue clusters with many disciplines). From a transportation point of view, the optimum lies between the two. A dispersed layout might be disadvantaged because transportation services have to be carried to a very large number of locations and this arrangement implies complex logistics. On the other hand, a very high concentration of Olympic activities in one cluster puts too much pressure on the transportation system, as large numbers of people will arrive and depart from the cluster, including the full spectrum of Olympic Games constituent groups and spectators.

d) Main airport performance at Games time
The main gateway airport is judged upon its ability to handle peak Olympic traffic in 2010. The feasibility factor reflects the probability of realising the airport capabilities by 2010.

Feasibility factor:

0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1.0
Unfeasible		Low probability		Moderate probability			High probability		Feasible

SUB-CRITERIA WEIGHTINGS

The above four sub-criteria have been weighted as follows:

a) Transport access and capacity - very important: weight **3**
b) Transport distances and travel times - very important: weight **3**
c) Transport efficiency and venue clustering: weight **2**
d) Main airport performance at Games time : weight **1**.
(Although air access is essential for the Games, it should be considered that traffic movements through the airport occur on less inbound and outbound moves during the Games, as compared to other sub-criteria where mobility conditions must be considered for every day of the Games period.)

The four above sub-criteria have been considered both for the Host City area and for linkage to the mountain areas.

VANCOUVER

In general, the Vancouver Metropolitan Area transport system is considered one of the best in North America due to balanced and interconnected public transport systems. The airport has sufficient capacity and is in close proximity to the Vancouver Central Business District (CBD). A light rail link is proposed. City Olympic venues will certainly require specific local and corridor traffic management schemes for the Games. This seems feasible taking into account the quality of current urban transport and a rather good distribution of Olympic venues. An operational critique lies with the separation in two sites of the MPC and the IBC. This will require that organisers supply multiple and complex media transport systems.

The primary concern lies with the capacity of the “Sea to Sky” highway linking Vancouver to the Whistler area. In addition to planned infrastructure improvements, success depends on transport policies related to transport modes and traffic operations.

The overall proposed transport concept for the 2010 Games appears to be sufficient to good.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
VANCOUVER	**6.5**	**8.0**	**6.5**	**7.5**	**7.5**	**8.5**	**8.0**	**9.0**	***1.0***

SARAJEVO

Except in the Sarajevo Metropolitan Area (Valley) where very substantial transport infrastructure and service improvements are planned, the capacities of the mountain venues appear to exceed transport access capacities. Roads are narrow and winding. Access to competition site clusters like Jahorina/Dvorista, Jahorina/Rajski Do and Igman/Bjelašnica appears to be insufficient.

Although the general Olympic concept is rather compact, long travel times might be experienced on mountain roads which will have to accommodate considerable bus shuttle services for spectators and Olympic Family traffic and other constituent groups on the same roads. The IBC/MPC is well located in the centre of the transport system.

The airport will be improved, but remains a regional/continental facility.

The overall proposed transport concept for the 2010 Games appears to be insufficient.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
SARAJEVO	4.0	6.0	5.0	7.0	5.5	7.0	5.0	7.0	*0.6*

JACA

Excellent motorway, high-speed rail and air capacity are provided from both Madrid and Barcelona to Zaragoza about 55 km south of the town of Sabiñánigo. This town of Sabiñánigo controls all through traffic by road to the three main Olympic Games areas: the Jaca – Astún venue area, the Sabiñánigo – Formigal venue area, as well as the Sabiñánigo to Cerler region (110 km away). Rail service is planned to be substantially improved to only one of the three areas, the Jaca – Astún venue area.

The high concentration of venues and non-competition venues will create demands far in excess of the transport capacities provided in the Jaca – Astún area, as well as the Sabiñánigo – Formigal area. The Sabiñánigo node is highly sensitive to traffic problems since it controls all traffic access to the entire Games system. It would appear that there are also no secondary connecting roads between main Games venue locations. The IBC/MPC facility is well located in the centre of the transport system.

The proposed overall transport concept for the 2010 Games appears to be barely sufficient under the best of conditions.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
JACA	4.5	6.5	5.5	7.0	5.0	7.0	5.0	7.0	*0.9*

SALZBURG

The Salzburg area has a generally good and well developed multi-modal transport systems using roads, motorways and rail facilities to serve most of the Olympic venues. A substantial effort will be made to equip major arterials and motorways with intelligent transport systems (ITS) to mitigate congestion as much as possible. The high concentration of non-competition Olympic venues around the north, west and south side of Salzburg relies on the use of heavily loaded motorways. This could present significant problems if not very carefully managed.

The potential dispersal of media accommodation could complicate the Olympic media transport system. Athlete transportation could also be quite demanding if no alternate athlete accommodation is provided in the Amadé Olympic cluster. A significant effort will have to be made to encourage spectators, staff and volunteers to use public transport systems within Salzburg and throughout the Olympic Games perimeter.

The proposed overall transport concept for the 2010 Games appears to be sufficient to good.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
Salzburg	6.5	8.0	7.0	8.5	7.5	8.5	7.0	8.0	*0.9*

PYEONGCHANG

The entire Olympic Games transport concept is centred along the Yeongdong Express Highway between Wonju and Gangneung. This 110 km expressway should be equipped with up-to-date traffic management systems to reduce congestion during Games time.

The accessibility and traffic organisation plan of the Yongpyong Resort is not well developed in the Application and should be carefully studied. This resort concentrates a large number of crucial non competition venues (main hotel area, Olympic Village, Media Village and IBC/MPC), as well as five competition venues, in a relatively small area. An efficient internal transport system would have to be implemented to avoid congestion and conflicts in this Olympic complex. The IBC/MPC is located near the heart of the Games, but its accessibility to the Yeongdong Expressway would have to be ensured.

Seoul Incheon Airport is a high capacity facility, about 250 km away from Yongpyong. Another regional airport of Yangyang is also available about 75 km from Yongpyong.

The proposed overall transport concept for the 2010 Games appears to be sufficient.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
PYEONGCHANG	5.5	7.5	6.0	8.0	6.5	8.0	7.0	8.0	*1.0*

HARBIN

A lack of geographical scale on the maps provided in the Application makes it difficult to get a clear vision and assessment of the proposed Olympic scheme, particularly in the Yabuli area.

The main non-competition venues and all ice competition venues are generally located in the extended centre of Harbin. Due to the continuous fast growth of traffic, major traffic management measures will have to be taken for the Games as planned new subway lines do not appear to connect most Olympic urban venues.

The distance between Harbin Centre and Yabuli Resort is long (about 225 km). Travel times would be considerably reduced by the proposed motorway extension as well as by the proposed high speed rail linking Harbin to Yabuli. There is no indication of the terminal high speed line on the Yabuli Resort map.

A detailed analysis of traffic patterns of all constituent groups and spectators would be necessary for Harbin and for the Yabuli area to provide adequate transport services.

The proposed overall transport concept for the 2010 Games appears to be barely sufficient under the best of conditions.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
HARBIN	4.5	6.5	5.0	7.0	5.0	7.5	6.0	8.0	*0.8*

BERN

The transportation system of the city of Bern is generally considered to be one of the best in Europe in terms of capacity, frequency and reliability. Most city competition and non-competition venues would appear to be well served by road and mostly by public transport for spectators, staff and volunteers.

The main elements of the motorway and principal railway system provide good connections to both international airports in Zurich and Geneva, as well as to the “foot of the mountains”, such as Spiez, Montreux, Aigle, Sion and Sierre. Major constraints of accessibility, both in terms of capacity and travel times, are evident for most mountain venues. Moreover, these venues are rather far away from Bern. Although the majority of these venues are served by secondary mountain railroads, their capacity is limited.

The bob, luge and skeleton venue in St Moritz lies 350 km from Bern. Although this venue is remote, the roadway connections are sufficient, and it could be directly served by air from Bern. The athletes transportation system from the Leysin village to most of the ski competition venues appears to be challenging. In addition, the media transport system would have to cover long distances between the IBC/MPC and the competition venues.

The proposed overall transport concept for the 2010 Olympic Winter Games appears to be sufficient.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
BERN	**6.5**	**8.0**	**6.5**	**7.5**	**6.0**	**8.0**	**7.0**	**8.0**	***1.0***

ANDORRA LA VELLA

The Olympic competition and non-competition venues are spread over several valleys in Andorra and France, with rather difficult linkages on two-lane mountain roads. The size and capacity of competition and non-competition venues appear to be incompatible with the transport capacities, even when Andorra's proposed road improvements and aerial metro would be operational.

Access to the surrounding areas (France, Spain) is also rather long and difficult. The bob, luge and skeleton venue in La Plagne in Savoy (France, 750 km from Andorra) necessitates complex transport logistics, especially due to the airport's remote location. Barcelona Airport is a good facility, but it is more than 200 km away from Andorra.

The proposed overall transport concept for the 2010 Games appears to be insufficient.

Applicant City	Capacity		Distances		Efficiency		Airport		
	Min	Max	Min	Max	Min	Max	Min	Max	*Feasibility*
ANDORRA LA VELLA	**4.0**	**6.0**	**5.0**	**7.5**	**5.0**	**6.0**	**4.0**	**6.0**	***0.9***

TRANSPORT - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	6.9	8.1
Sarajevo	4.6	6.4
Jaca	4.9	6.8
Salzburg	7.2	8.4
Pyeongchang	6.1	7.8
Harbin	4.8	6.9
Bern	6.4	7.8
Andorra la Vella	4.5	6.4

8

SECURITY

Weighting: 3

INTRODUCTION

The Olympic security operation assessment methodology is based upon the potential performance of the combined public and OCOG security forces. The potential performance is assessed for both the Games planning period and the Games operation period.

The assessment is based largely upon information provided in the Applications, as well as background security reports provided by a designated security expert.

The Working Group has considered the following sub-criteria:

1) **Command / organisational structure**
2) **Jurisdictional complexity**
3) **Resources**
4) **Risk of crime or terrorism**

In carrying out its assessment of the risk of terrorism in the Applicant Cities, the Working Group concluded that any city in the world can be subject to a terrorist attack either by local or international terrorist groups. The risk of terrorism currently varies from city to city. However, this risk will have to be re-examined for those cities which will be accepted as Candidate Cities, taking into account the fact that such risk will always have to be considered as a major concern and that the evolution of the political situation in the world and in each Candidate City will have to be closely monitored at all times.

VANCOUVER

- Command structure, organisation and responsibilities are clear and should meet operational requirements.
- Financial resources, government support and technology applications appear to be sufficient.
- The only potential weak point would appear to be the availability of human resources to carry out ongoing daily public safety and security activities, as well as the large incremental increase in such activities required by the Olympic Games. The use of technology and the availability of armed forces personnel may mitigate this potential constraint.

SARAJEVO

- The response to the questionnaire does not present a clear command or organisational structure.
- There does not appear to be a unified authority with ultimate responsibility nor a clear assignment of roles and responsibilities among the security stakeholders.
- Responsibility for financial support of government forces is unclear.
- Identification of human resources is not sufficiently developed.

JACA

- The command structure under the direction of a Higher Commission for Olympic Security outlines clear organisational roles and responsibilities. It should be able to meet operational requirements.
- Resources required appear to be supported by the national government and should be sufficient.

SALZBURG

- The Application suggests that the General Director of Public Security is ultimately responsible, however, there is no explanation of a unified command nor specifics on the organisational relationship with Public Security forces in Germany.
- The role of the OCOG in overall security organisation of the Games is not addressed.
- Prior security success in major winter sports events suggests capabilities and resources are available to provide a basis for success in the 2010 Olympic Winter Games.

PYEONGCHANG

- Roles and responsibilities of public authorities and the OCOG are not fully delineated.
- The Application does not fully address the command and organisational structure.
- Korea's success with the 1988 Games of the Olympiad and the 2002 FIFA World Cup, lends confidence to Korea's ability to provide adequate public safety and security for the 2010 Olympic Winter Games.

HARBIN

- The Application provides a clear, integrated concept with the Director General of Public Security Department of Heilongjiang Province as the single highest security authority during the Games.
- The commitment of government support and resources is unequivocal and clearly stated. These resources appear to be sufficient.

BERN

- While there is an adequate description of the roles, responsibilities and resources of the various organisations, the organisational structure for Games security planning and execution is not clear. However, it is anticipated that sufficient resources would be available.
- The designation of the head of OCOG security as responsible for management of public security forces might present practical operational difficulties.
- The concept, as presented, could have significant jurisdictional complexities.
- Financial responsibility for public safety and security needs further clarification.

ANDORRA LA VELLA

- The Application describes a high level organisational structure with a unified Olympic Security Committee.
- The success of the plan, however, would require the adoption of appropriate legislation by three sovereign states, and the effective organisational integration of multiple jurisdictions operating at parallel levels. The challenges appear significant.
- Neither the roles, nor the resources of the various organisations or their inter-relationships appear to be sufficiently addressed.

SECURITY - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	6.8	7.8
Sarajevo	4.0	6.0
Jaca	6.0	7.6
Salzburg	6.2	7.2
Pyeongchang	5.4	7.2
Harbin	6.2	7.6
Bern	6.0	7.0
Andorra la Vella	5.0	6.4

9

EXPERIENCE FROM PAST SPORTS EVENTS

Weighting: 2

INTRODUCTION

The Working Group assessed the experience from past sports events of both the Applicant City and its country, based on the following two sub-criteria:

- General sports experience
- Winter sports experience

The sub-criteria were weighted in the following manner:

- General sports experience: **1**
- Winter sports experience: **2**

VANCOUVER

Canada is well experienced in hosting multi-sports events, including the 1976 Games of the Olympiad in Montreal, the 1988 Olympic Winter Games in Calgary and the 1999 Pan-American Games. The city of Vancouver has excellent experience in organising international winter sports events and World Championships.

SARAJEVO

The city hosted the 1984 Olympic Winter Games and has had experience in organising international events. Since 1992, the city has not had any experience in organising World Cups or World Championships in winter sports.

JACA

Spain is well experienced in hosting multi-sports events, including the 1992 Games of the Olympiad in Barcelona, and has organised World Alpine Skiing Championships in Sierra Nevada in 1996. The city of Jaca has some experience in organising international winter sports events, including the 1995 Winter Universiade.

SALZBURG

Austria is well experienced in hosting multi-sports events, including the 1964 and 1976 Olympic Winter Games in Innsbruck. The city of Salzburg and the surrounding region have excellent experience in organising international winter sports events and World Championships.

PYEONGCHANG

Korea is well experienced in hosting multi-sports events, including the 1988 Games of the Olympiad in Seoul. The city of Pyeongchang has experience in organising international winter sports events, including the 1999 Asian Winter Games and some World Cup skiing events.

HARBIN

The city has experience in multi-sports events (1996 Asian Winter Games and Regional Championships), but limited experience in organising World Championships and World Cup events in ice sports. It has no experience in organising World Championships and World Cup events in snow sports.

BERN

Switzerland has experience in hosting multi-sports events, including Olympic Winter Games (1928 and 1948). The city of Bern has excellent experience in organising international winter sports events and World Championships.

ANDORRA LA VELLA

Andorra has limited experience in multi-sports events (1991 Games of the Small States of Europe), but no experience in organising World Championships, etc in specific winter sports.

EXPERIENCE FROM PAST SPORTS EVENTS - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	7.0	8.3
Sarajevo	3.0	6.0
Jaca	4.7	7.3
Salzburg	7.0	9.0
Pyeongchang	4.7	7.3
Harbin	4.0	6.3
Bern	7.0	8.3
Andorra la Vella	2.0	5.0

10

FINANCE

(Weighting: 2)

In carrying out the assessment of finance, the two following sub-criteria have been taken into consideration:

a) General Financial Indicator – Moody's country rating: weighting factor **0.4**
b) Revenue projections – Feasibility: weighting factor **0.6**

In addition, two further elements were considered:

- Government contributions and financing plan
  Grades were given on the basis of the information provided in the Applications (on what is still, at this stage of the process, to be deemed to be declarations of future commitments), and on the balance between public and private financing.

  It was decided that the grades given in this sub-criterion would be taken into consideration in the section of the report dealing with Government support and Public Opinion.

- Candidature Budget – Phases I and II
  As, for the first time, both Applicant and Candidate Cities will be required to present the IOC with detailed, audited accounts at the end of the bid process, the IOC is asking Applicant and Candidate Cities to provide details of their budgets in their bid documents. These budgets will be compared with the audited accounts presented at the end of 2003 and will assist the IOC in establishing a clearer picture of bid expenditure. The bid budgets announced by the 2010 Applicant Cities vary. Until the audited accounts are presented, however, a proper comparison of expenditure is not possible.

  No grades were given to the Candidature Budget.

a) General Financial Indicators

Moody's country ratings have been used as a criterion for assessing the Applicant Cities. This credit rating is indicative of the degree of confidence in a country's economic situation and can be considered to be an objective and measurable rating for countries that are going to have to accept considerable investment to support the staging of the 2010 Olympic Winter Games. Moody's scale goes from the highest grade of Aaa to the lowest grade of C.

AAA – Austria (Salzburg)
AAA – Switzerland (Bern)
AA1 – Canada (Vancouver)
AA2 – Spain (Jaca)
AA2 – Andorra (Andorra la Vella)
A3 – Korea (Pyeongchang)
A3 – China (Harbin)
N/A – Bosnia and Herzegovina (Sarajevo) (under administrative supervision of the United Nations. No credit rating available.)

b) Revenue projections – Feasibility

The feasibility of the revenue projections made by the Applicant Cities has been ranked as feasible, optimistic or very optimistic:

Vancouver	Feasible	
Sarajevo	Very optimistic	Market economy for local sponsorship would be challenging
Jaca	Feasible	
Salzburg	Feasible	
Pyeongchang	Optimistic	Ticketing and licensing revenues appear to be on the high side for the local market
Harbin	Optimistic	No access to the Chinese market until 1 January 2009 due to the Beijing 2008 single marketing programme, makes the revenue projections challenging
Bern	Feasible	
Andorra la Vella	Very optimistic	Market size and subsequent joint marketing programme structure with neighbouring NOCs would be a challenge

FINANCE - SUMMARY TABLE

Applicant City	Minimum Grade	Maximum Grade
Vancouver	6.4	7.6
Sarajevo	3.4	4.0
Jaca	6.1	6.7
Salzburg	6.8	8.0
Pyeongchang	5.1	6.0
Harbin	5.1	6.0
Bern	6.5	8.0
Andorra la Vella	4.6	5.2

11

GENERAL CONCEPT

Weighting: 3

The Working Group concluded its assessment of the Applicant Cities with a general review of the concept proposed by each City for the organisation of the 2010 Olympic Winter Games.

This review took place after the assessment of all other criteria as it was found that the concept was a factor in many of the subjects studied (e.g. sports, general infrastructure, transport, etc). The experts thus had the opportunity to confirm their general opinion of the project after assessing each criteria.

The Working Group also took the following elements into consideration when reviewing the general concept:

- understanding of Olympic needs
- how Olympic needs fit into the general / sports infrastructure of the city/region
- post-Olympic legacy

A minimum and maximum grade was awarded to each city, as can be seen from the summary table below:

Applicant City	Minimum Grade	Maximum Grade
Vancouver	7.0	9.0
Sarajevo	3.0	5.0
Jaca	5.0	6.5
Salzburg	7.0	8.0
Pyeongchang	6.0	7.5
Harbin	5.0	6.0
Bern	4.5	6.5
Andorra la Vella	3.0	4.0

CONCLUSION

In applying to host the Olympic Games, cities must go through a Candidature Acceptance Procedure under the responsibility of the IOC Executive Board. The aim of this phase is to ensure that only cities adequately prepared, with the potential to organise quality Olympic Winter Games in 2010, and in conformity with IOC policy, be authorized to go forward into the candidature phase. This will avoid unnecessary expenditure for those cities not sufficiently prepared at this time.

The Working Group wishes to thank and commend all Applicant Cities for their remarkable work and efforts and for the most valuable information provided, as well as for their enthusiasm and dedication. The Working Group is aware that its recommendations will unavoidably cause disappointments for those Applicant Cities which will not be accepted as Candidate Cities for 2010 by the IOC Executive Board. These cities must not forget they may well have other opportunities in the future.

As stated in the introduction to this report, the Working Group unanimously considers that the minimum acceptable grade which, on a scale from zero (0) to ten (10), shall constitute the benchmark, shall be six (6). This was established at the beginning of the Working Group's work, prior to any assessment of the Applicant Cities.

Taking into account all information submitted by all eight Applicant Cities, as well as the opinion expressed by the various experts and all members of the Working Group, the unanimous, technical assessment of the Working Group is as follows:

> The overall grades of four (4) Applicant Cities (by order of grades) – Harbin, Jaca, Andorra la Vella and Sarajevo – have been found to be mostly below or completely below the benchmark set at six (6).
>
> The overall grades for two (2) Applicant Cities (by order of grades) – Bern and Pyeongchang – have been found to straddle the benchmark set at six (6).
>
> The overall grades for two (2) Applicant Cities (by order of grades) - Salzburg and Vancouver – have been found to be above the benchmark set at six (6).

The results obtained by the use and application of the "OlympLogic" software reflect, in principle, the opinions of the experts. In the light of these results, the Working Group wishes to make the following observations:

- Bern: The Working Group feels that the project put forward does not best respond to the needs of the athletes and could create significant organisational difficulties. The feasibility of the financial plan is dependent on a number of votes to take place by the end of 2002.
- Pyeongchang: The Working Group feels that the Games concept for the resort of Yongpyong requires further development, particularly considering the concentration of sites in this area. The connectivity of Yongpyong Resort to the various other venues also requires further study.

Finally, the Working Group hereby recalls that it is entirely up to the IOC Executive Board to decide, in its sole discretion, which Applicant Cities shall be accepted as Candidate Cities.

The members of the Working Group remain at the entire disposal of the IOC Executive Board.

Lausanne, 11 July 2002