XXII Olympic Winter Games in 2014

REPORT BY THE IOC CANDIDATURE ACCEPTANCE WORKING GROUP TO THE IOC EXECUTIVE BOARD

Lausanne, 28 April 2006

INTERNATIONAL OLYMPIC COMMITTEE
www.olympic.org

Table of contents

Introduction

Introduction

Applicant Cities

The XXII Olympic Winter Games will be celebrated in 2014. Seven cities ("Applicant Cities") have applied to become Candidate Cities to host the 2014 Olympic Winter Games. In the order of drawing of lots carried out by the Executive Board of the International Olympic Committee (IOC) on 26 October 2005, the 2014 Applicant Cities are:

Sochi (RUS)	PyeongChang (KOR)
Salzburg (AUT)	Sofia (BUL)
Jaca (ESP)	Borjomi (GEO)
Almaty (KAZ)	

Acceptance of Candidate Cities

In accordance with Rule 34 of the Olympic Charter and its Bye-law:

"All Applicant Cities shall comply with a Candidature Acceptance Procedure, conducted under the authority of the IOC Executive Board, which shall determine the contents of such procedure. The IOC Executive Board shall decide which cities will be accepted as Candidate Cities."

For the 2014 procedure, the IOC Executive Board will decide which Applicant Cities shall be accepted as Candidate Cities on 22 June 2006, in Lausanne, Switzerland.

Executive Board instructions

The IOC Executive Board has instructed the IOC administration to:

- Prepare and send to all Applicant Cities and their NOCs the Candidature Acceptance Procedure and Questionnaire;
- Review all answers and other related information received from the Applicant Cities;
- Establish, for the attention of the IOC Executive Board, a technical report assessing the potential of each Applicant City – including its country – to organise successful Olympic Winter Games in 2014.

It will be up to the IOC Executive Board to determine which cities shall be accepted as Candidate Cities. The purpose of the Working Group report is to assist the IOC Executive Board in the preparation of its decision.

Continued on next page

Introduction, Continued

Support to Applicant Cities

In order to assist Applicant Cities in replying to the IOC Questionnaire, the following services were provided:

- An information seminar held in Lausanne from 27 – 30 September 2005. The aim of the seminar was to brief the cities on IOC requirements and to assist them in understanding the scope, complexity and cost of organising the Olympic Winter Games;
- Turin Olympic Winter Games Observer Programme. This allowed the cities to take part in visits and round tables with OCOG officials and IOC advisors and to study the behind the scenes organisation of the Olympic Winter Games;
- Access to the IOC's Olympic Games Knowledge Management database which holds detailed information and statistics on previous editions of the Olympic Games.

The improved quality of the Application Files reflects the benefits of these services.

Working Group

In order to perform its task and prepare this report, the IOC has commissioned a certain number of studies and appointed a number of experts, including experts from the International Federations (IFs), National Olympic Committees (NOCs) and the IOC Athletes' Commission, and established an IOC Candidature Acceptance Working Group (hereafter the "Working Group") composed of the following persons (in alphabetical order):

Professor Philippe BOVY
IOC Transport advisor
Retired Professor of transportation, Swiss Federal Institute of Technology, Lausanne
Member of the IOC Evaluation Commission (2012)
Member of the IOC Candidature Acceptance Working Groups (2008 – 2012)

Mr Michael CHAMBERS
President of the Canadian Olympic Committee
Vancouver 2010 Board Member
President of the ANOC Commission for Sports Venues
Member of the PASO Executive Committee

Mr Rémy CHARMETANT
Director General of the Savoy (France) Tourist Agency
Sports Director, Organising Committee for the XVI Olympic Winter Games in Albertville in 1992
Member of the IOC Coordination Commission (2006)
Member of the IOC Evaluation Commission (2002, 2006 and 2010)
Member of the IOC Candidature Acceptance Procedure Working Group (2010)

Continued on next page

Introduction, Continued

Mr Bob ELPHINSTON	First Vice-President of the International Basketball Federation Former Secretary General of the Australian Olympic Committee Inc. General Manager of Sport, Organising Committee for the Games of the XXVII Olympiad in Sydney in 2000 Member of the IOC Evaluation Commission (2008 and 2012) Member of the IOC Candidature Acceptance Working Group (2010 and 2012)
Mr Kelly FAIRWEATHER	IOC Sports Director
Mr Gilbert FELLI	IOC Olympic Games Executive Director
Mr Gian-Franco KASPER	IOC Member President of the International Ski Federation Member of the IOC Coordination Commission (2006 and 2010)
Mr Olav MYRHOLT	IOC Environment advisor Advisor to the IOC Coordination Commissions Member of the IOC Evaluation Commission (2002, 2004, 2006 and 2010) Member of the IOC Candidature Acceptance Working Group (2008 and 2010)
Mr Peter RYAN	IOC Security advisor Former Commissioner of Police and Commander of Games Security, Sydney 2000 Security advisor for the Athens 2004 Olympic Games, the Turin 2006 Olympic Winter Games and the Beijing 2008 Olympic Games Member of the IOC Candidature Acceptance Working Group (2012)
Mr Walter SIEBER	Vice-President, Canadian Olympic Committee Vancouver 2010 Board Member General Manager of Sport, Organising Committee for the Games of the XXI Olympiad in Montreal in 1976 Member of the IOC Candidature Acceptance Working Group (2012)
Mr Thierry SPRUNGER	IOC Director of Finance and Administration

Continued on next page

Introduction, Continued

Mr Grant THOMAS	IOC Transport and General Infrastructure advisor Former Senior Vice-President for Venues and Transport, Organising Committee for the XIX Olympic Winter Games in Salt Lake City in 2002 Member of the IOC Evaluation Commission (2010) Member of the IOC Candidature Acceptance Working Group (2010)
Mr Philippe VERVEER	Former IOC Director of Technology
Mrs Pernilla WIBERG	IOC Member Member of the IOC Athletes' Commission Member of the IOC Coordination Commission (2010) Member of the IOC Evaluation Commission (2010) Member of the IOC Candidature Acceptance Working Group (2010)

Independence

The Working Group has verified that none of the above-mentioned persons have been commissioned by any Applicant City. Their studies and reports have been carried out and submitted in full independence.

Applicant City responses

All seven Applicant Cities replied to the IOC's questionnaire within the deadline set by the IOC (1 February 2006).

All members of the Working Group received all documentation provided by each Applicant City.

Working Group Meeting

The Working Group met in Lausanne from 25 to 28 April 2006.

Following presentations made by experts and IOC Directors, the Working Group assessed the Applicant Cities on the basis of a number of technical assessment criteria which were pre-established by the IOC Executive Board in October 2005. Weightings, varying between 1 and 5 (5 being the highest), were attributed by the Working Group to each criterion as follows:

Continued on next page

Introduction, Continued

Working Group Meeting (continued)

		Weighting
1.	Government support, legal issues and public opinion (including compliance with the Olympic Charter and the World Anti-Doping Code*)	2
2.	General infrastructure	5
3.	Sports venues	4
4.	Olympic Village(s)	3
5.	Environmental conditions and impact	2
6.	Accommodation	5
7.	Transport concept	3
8.	Safety and security	3
9.	Experience from past sports events	2
10.	Finance	3
11.	Overall project and legacy	3

* The Working Group has commented on the Applicant Cities' compliance with the World Anti-Doping Code, but not assigned grades.

The value given to a weighting is a combination of two factors: 1) it reflects the importance of the criterion in the organisation of the Olympic Winter Games and, 2) it reflects the potential of achieving the level required for the organisation of the Olympic Winter Games in the seven years' preparation time.

In line with the above, the Working Group's task has been to assess current conditions in each Applicant City and country and to determine the potential of each city and its country to organise successful Olympic Winter Games in 2014 given the time and resources available.

The Working Group has based its analysis on the technical and factual data provided by the Applicant Cities, on the reports provided by external experts and on their own expertise.

Continued on next page

Introduction, Continued

Working Group Meeting (continued)

The Working Group has also taken into consideration the main objectives and recommendations of the Olympic Games Study Commission where these refer to Olympic Games' planning. The Applicant Cities were made aware of the work of the IOC Games Study Commission, and its impact on the 2014 Olympic Winter Games was discussed with the cities during the seminar hosted by the IOC in September 2005. The objective of the Games Study Commission was to make recommendations whereby the cost, complexity and size of the Olympic Games can be controlled, while recognising that the Olympic Games must remain the foremost and most successful sporting event in the world. The Games Study Commission noted that plans (including choice of venue location, capacity, construction, overlay and operations) have a major impact on the cost of any Olympic Games. Insufficient planning or consideration during the bid phase can have a major impact on the cost and complexity of organising the Olympic Games.

Methods of analysis

Decision Matrix

When the two-phase candidature procedure was introduced, the IOC Executive Board considered that the assessment of Applicant Cities should be backed up by a software decision-making programme.

"Decision Matrix" was selected from a number of options to assist with the assessment of the 2008 Applicant Cities, based on its experience with projects of a similar nature. This software was also successfully used by the IOC in the assessment of the 2010 and 2012 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 an assessment of Applicant Cities on the basis of a number of IOC-specific criteria.

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 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.

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 Candidate Cities. 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.

Continued on next page

Methods of analysis, Continued

Mathematical background (continued)

A "fuzzy" number is given as an interval, comprising a minimum and maximum grade. The more uncertain a criterion's grade, the wider the span between the minimum and maximum grade. For example, the concept 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.

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 City. In other words, the entropy is a measure of trust in the capability of an Applicant City to host the Olympic Games in question.

Evaluation procedure

OlympLogic requires a number of steps to evaluate Applicant Cities:

Step	Action
1	Create a list of criteria to describe the potential of a city to host the 2014 Olympic Winter Games.
2	Assign a weighting factor to each criterion, as all criteria do not carry the same importance.
3	Set the IOC benchmark. This benchmark constitutes the IOC's minimum desirable grade. The Working Group set the IOC benchmark at 6.
4	Assess each Applicant City on each criterion.

Assessment

Results

The Working Group's assessment of each of the seven 2014 Applicant Cities according to the 11 technical criteria established by the IOC Executive Board follows.

The results are given both textually and graphically. The texts comprise a brief introduction to the Working Group's approach to each criterion and an explanation as to how and why the relevant grades were awarded to each of the seven cities.

The charts appear at the end of the report and show, for each criterion, the position of each Applicant City. "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".

Final results

There are three basic interpretations of the final results:

- The entire performance bar lies above the IOC benchmark. Such a city is proposed by the Working Group as a possible Candidate City for the 2014 Olympic Winter Games.
- The entire performance bar lies below the IOC benchmark. In this respect, the Working Group feels that such city does not have the capability to host the 2014 Olympic Winter Games.
- Part of a performance bar lies above the IOC benchmark, while the rest of the bar is below. The interpretation of such a scenario is as follows: if the plans of the Applicant City were to be fully realised, the city could be considered capable of organising the 2014 Olympic Winter Games and thus could be recommended as a Candidate City. If, on the other hand, this were not the case, the city would effectively represent an element of risk, potentially operating at the lower end of the performance bar and thus possibly lacking the capability to host the 2014 Olympic Winter Games.

Glossary

The following table gives a list of all specific terminology used in this report:

<table>
<tr><th>Term</th><th>Definition</th></tr>
<tr><td>Benchmark</td><td>Minimum required grade (on a scale of 0 to 10).
The Working Group set the benchmark at 6.</td></tr>
<tr><td>Feasibility</td><td>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.
Feasibility = risk.
A factor (value of 0.1 to 1.0) applicable to the grades can penalise the project to which it is attributed.</td></tr>
<tr><td colspan="2"><table>
<tr><td>0.1</td><td>0.2</td><td>0.3</td><td>0.4</td><td>0.5</td><td>0.6</td><td>0.7</td><td>0.8</td><td>0.9</td><td>1.0</td></tr>
<tr><td>Unfeasible</td><td colspan="3">Low probability</td><td colspan="2">Moderate probability</td><td colspan="3">High probability</td><td>Feasible</td></tr>
</table></td></tr>
<tr><td>“Fuzzy”</td><td>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.</td></tr>
<tr><td>Grade</td><td>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.)</td></tr>
<tr><td colspan="2"><table>
<tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr>
<tr><td colspan="2">Unsatisfactory</td><td colspan="3">◄ - - - - - - - - - - ►</td><td colspan="2">Average</td><td colspan="2">◄ - - - - - - - - - - ►</td><td colspan="2">Satisfactory</td></tr>
</table></td></tr>
<tr><td>Main criteria</td><td>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 0 to 10 to each criterion</td></tr>
<tr><td>Sub-criteria</td><td>Sub-division of a criterion assigned by the Working Group in order to facilitate the assessment.</td></tr>
<tr><td>Weighting</td><td>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.</td></tr>
</table>

1 → Government support, legal issues and public opinion

(including compliance with the Olympic Charter and World Anti-Doping Code)

Weighting = 2

Government support, legal issues and public opinion

Introduction

Under this topic area, cities were required to provide covenants and guarantees showing support from the appropriate levels of government for their respective bids and their governments' commitment to respect the Olympic Charter. The capacity of these governments to fulfil their covenant and guarantees was also considered.

In addition, cities were required to provide information regarding the intended involvement of government and non-government agencies in the bid committee during the candidature phase.

An assessment was made of the legal framework in each of the Applicant Cities' countries in relation to sport and to any legal obstacles that might give rise to difficulties in organising the Olympic Winter Games in 2014.

The Applicant Cities were asked to identify the laws or other means in place in their respective countries to combat doping in sport, and whether the relevant authorities in their countries were in compliance with the World Anti-Doping Code. Although no grade was assigned in this respect, it is expected that the governments of all cities that become Candidate Cities will have ratified and adopted the UNESCO International Convention against doping in sport prior to the election of the 2014 Host City.

The World Anti-Doping Agency (WADA) informed the IOC that, at the time of assessment, none of the governments of the Applicant City countries had yet ratified the convention.

With regard to public opinion, the Working Group used data provided by Sports Marketing Surveys* in a research study conducted for the IOC. Each of the Applicant Cities also provided its own polling results.

**The IOC commissioned independent opinion polls in each of the Applicant Cities from Sports Marketing Surveys. Similar polls were conducted for the IOC for the 2008, 2010 and 2012 bid processes.*

Continued on next page

Government support, legal issues and public opinion, Continued

Introduction (continued)

The following government covenant and guarantees were requested:

- A covenant from the government of the country guaranteeing respect of the Olympic Charter, that all measures will be taken to ensure that the city fulfils its obligations completely, and that all accredited persons enjoy free access to and free movement around the host country on the basis of a passport (or equivalent document) and the Olympic identity and accreditation card;
- A guarantee from the NOC and Applicant City authorities that each will respect and comply with all obligations set out in the Olympic Charter;
- A statement from the national tourist board regarding the accommodation rating system used in the country (this issue is dealt with under the theme "Accommodation");
- A guarantee from the NOC and Applicant City to enter into a Joint Marketing Programme Agreement to the entire satisfaction of the IOC not later than 10 January 2007.

It is noted that all cities are required to comply with the IOC Code of Ethics during the Applicant and Candidate City phases, and then ultimately when hosting the Olympic Games.

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

1	Government support and commitment	65%
2	Olympic Charter, legal aspects and anti-doping measures / WADA compliance	20%
3	Public opinion	15%

Continued on next page

Government support, legal issues and public opinion, Continued

SOCHI

The three key stakeholders of the Sochi bid are the Russian Olympic Committee, the city of Sochi and Interros, the developer of its alpine venues. The bid's Supervisory Board is chaired by the Russian Deputy Prime Minister and the vice-chair is the Russian Finance Minister. The bid committee foresees no significant changes to its structure or composition, should it become a Candidate City. The Working Group noted that, should Sochi be awarded the Games, appropriate measures would have to be put in place to ensure the independence of the OCOG from those who have private interests in developing venues and other facilities.

Sochi's bid has the full support of all levels of government.

The four guarantees requested have been provided.

The Sochi bid reports that there are no legal obstacles to organising and hosting the Olympic Winter Games and that no new laws are envisaged.

An opinion poll commissioned by the bid committee shows 84% support in Sochi and 53% support nationally. The IOC poll shows 78% support for the bid in and around Sochi. The bid committee believes that national support for the bid would increase significantly once the city begins its national promotion campaign.

SOCHI					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.8	7	9	7

Continued on next page

Government support, legal issues and public opinion, Continued

SALZBURG

The Supervisory Board of the Salzburg bid is chaired by the Mayor of the City of Salzburg and has two vice-chairs, the President of the Austrian Olympic Committee and the Mayor of Radstadt, whose municipality, together with Altenmarkt, is the venue for biathlon and cross country skiing. The bid committee is comprised of various public and private shareholders who have invested the capital to fund the bid. The bid committee foresees no significant changes to its structure or composition, should it become a Candidate City.

All three levels of government are fully committed to the bid. A joint agreement (Salzburg 2014 Olympic Winter Games Multi Party Agreement) by the Republic of Austria, the State of Salzburg and the City of Salzburg identifying each of the parties' share of financial responsibility for the bid and the organisation of the Olympic Winter Games was provided.

The four guarantees requested have been provided. The Working Group noted that, since one of the venues (Schönau am Königssee – Bobsleigh, Luge and Skeleton) is located in Germany, applicable guarantees would need to be provided from the appropriate German bodies, should Salzburg become a Candidate City.

Austria's existing laws, regulations and legal framework are reported to be appropriate for organising and hosting the Olympic Winter Games.

An opinion poll commissioned by the bid committee shows 72% support nationally and 60% support in the State of Salzburg. The IOC poll in Salzburg and its neighbouring region shows 46% support for the bid.

SALZBURG					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.9	9	9	1.1

Continued on next page

Government support, legal issues and public opinion, Continued

JACA

The national, regional, provincial and all participating municipal governments have expressed their support for the bid. At this stage, the bid is presented by the Spanish Olympic Committee and the City of Jaca. If Jaca is selected as a Candidate City, the bid committee would then be made up of representatives from the cities of Jaca, Zaragoza and Huesca, as well as other constituencies including the Spanish Olympic Committee and the national, regional and provincial governments.

The four guarantees requested have been provided. However, should Jaca become a Candidate City, the wording of the guarantees must conform to the IOC required text with regard to access into the country and the guarantee to enter into a Joint Marketing Programme Agreement.

The Jaca bid states that the Opening and Closing Ceremonies would take place in the city of Zaragoza. This is contrary to the Olympic Charter which requires that these ceremonies take place in the Host City.

Spanish laws and the legal framework are reported as appropriate for organising and hosting the Olympic Winter Games.

An opinion poll commissioned by the bid committee in the Aragon region showed 91.4% support. The IOC poll in Jaca and the surrounding municipal areas shows 79% support for the bid.

JACA					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.9	8	9	7

Continued on next page

Government support, legal issues and public opinion, Continued

ALMATY

All public authorities at the national, regional and local level have expressed their full support for the Almaty bid.

The Mayors of the cities of Almaty and Talgar (Biathlon and Cross Country), as well as the government ministers of sport and the environment sit on the board along with representatives from the National Olympic Committee and various other constituencies. The bid committee foresees no significant changes to its structure or composition should it become a Candidate City.

The four requested guarantees have been provided. However, should Almaty become a Candidate City, the wording of the NOC guarantee must conform to the IOC required text with regard to respect of and compliance with all obligations set out in the Olympic Charter.

The Application File states that no new laws are seen to be required for organising and hosting the Olympic Winter Games and there are reported to be no laws that would impede their hosting. There may be legal system challenges in the context of the hosting of the Olympic Winter Games.

An opinion poll commissioned by the bid committee shows 82.8% support in Almaty City, 93.5% support in the Almaty region and 84.9% support nationally. The IOC's poll shows 83% support in Almaty and the surrounding municipal areas.

ALMATY					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
6	8	0.6	6	8	7.7

Continued on next page

Government support, legal issues and public opinion, Continued

PYEONGCHANG

The Korean Government as well as the provincial and municipal governments of PyeongChang and the other venue cities fully support the bid. The three levels of government have each committed to be responsible for their respective share of venue construction.

The bid committee is chaired by Korea's former Foreign Minister. Its Executive President is the Gangwon Provincial Governor and its 101 members come from a wide variety of public life and include the President of the Korean Olympic Committee and the Mayor of PyeongChang.

The four guarantees requested have been provided.

It is reported that there are no legal obstacles and that nothing within the legal framework of Korea would impede the organisation and hosting of the Olympic Winter Games. No new legislation would be required.

An opinion poll commissioned by the bid committee shows 97.3% support for the bid in PyeongChang City, 96.9% support in Gangwon Province and 92.3% support nationally. The IOC poll shows 96% support for the bid in PyeongChang and its surrounding municipal areas.

PYEONGCHANG					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.9	9	9	9.5

Continued on next page

Government support, legal issues and public opinion, Continued

SOFIA

The President of the Republic of Bulgaria and the Prime Minister have expressed their support for the bid. The application states that the Mayor of Sofia, through announcements in the press, has expressed support, and has become a member of the Sofia bid committee.

The bid committee states that its Board of Directors will include prominent individuals nominated by the government, the NOC, civil society organisations and the business community.

The four guarantees requested have been provided. However, should Sofia become a Candidate City, government guarantees must be amended to include precisely and without qualification the wording required by the IOC with regard to respect of the Olympic Charter, measures to ensure that the city fulfils its obligations completely and free access to and free movement around the host country.

The Application File states that there is no primary or secondary legislation that would restrict or compromise the organising and staging of the Olympic Winter Games. Amendments to the Judicial Systems Act have served to improve the efficiency of the court system.

An opinion poll commissioned by the bid committee shows 75% support for the bid among the male population of Bulgaria, 77% support among people aged 19 to 50 and 77% among residents of "bigger cities". The IOC poll shows 83% support for the bid.

SOFIA					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
6	8	0.7	6	8	7.5

Continued on next page

Government support, legal issues and public opinion, Continued

BORJOMI

The President of Georgia and all relevant political stakeholders support the bid. The Prime Minister heads a government commission formed in support of the bid.

Should Borjomi be selected as a Candidate City, the bid committee would be chaired by the Prime Minister of Georgia and the Mayor of Borjomi would serve as first vice-president. Other vice-presidents would be the NOC President and the Minister of Culture and Sports. The Mayor of Tbilisi and the Governor of the region of Samtskhe-Javakheti would also be members of the Board.

The four guarantees requested have been provided.

Borjomi's Application File states that the Constitution of Georgia, the Law of Georgia on Sport and the general legislation system of the country do not present any juridical barriers to organising and hosting the Olympic Winter Games. However, it must be recognised that Georgia is making its way through a period of social and economic redevelopment.

An opinion poll commissioned by the bid committee shows that 82.5% of Georgians strongly believe that winter sports would be developed through hosting the Olympic Winter Games, and percentages in the high seventies believe that the economic impact of hosting the Games would be high. The IOC poll (which was conducted as face to face interviews as opposed to telephone interviews, as the penetration of telephones is not representative of the population) shows 95% support in Borjomi and its surrounding municipal areas.

BORJOMI					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
6	8	0.5	6	8	9.3

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Government support, legal issues and public opinion":

Applicant Cities	Minimum grade	Maximum grade
Sochi	6.6	7.5
Salzburg	6.6	7.2
Jaca	7.3	8.1
Almaty	4.7	5.9
PyeongChang	7.9	8.5
Sofia	5.1	6.4
Borjomi	4.5	5.6

2 → General infrastructure

Weighting = 5

General infrastructure

Introduction

The Olympic Winter Games are the largest winter sports event in the world with seven International Olympic Winter Sports Federations effectively organising the equivalent of 15 world championships simultaneously in multiple venue locations during 16 days of competition. Transport requirements for 80,000 accredited persons and often more than 100,000 spectators per peak day place considerable pressure on any regional transport system.

In general, venues are split between:

- The Host City, which usually includes ice competition venues and major non-competition venues like the stadium for the Opening and Closing Ceremonies, the Main Press Centre (MPC) and International Broadcast Centre (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 and the infrastructure in the mountain areas (city), as well as the infrastructure linking the mountain areas to the Host City (links).

High capacity road and public transport infrastructure are required to handle Olympic traffic loads superimposed on general regional traffic. Since developing transport infrastructure is a lengthy process and requires very heavy investment, an analysis of existing and planned general transport systems and their performance was conducted for each Applicant City.

For the purpose of this assessment, general infrastructure includes existing and planned land transport, as well as the airport and IBC/MPC.

Based on their respective importance for the Olympic Winter Games, the following sub-criteria and weighting factors have been used:

1	Transport infrastructure	85%
2	Airport	10%
3	IBC/MPC	5%

Continued on next page

General infrastructure, Continued

Introduction (continued)

Transport infrastructure

For transport infrastructure, two major sub-criteria have been evaluated, using the following weightings:

- existing general transport infrastructure and its current performance — 60 %
- general transport infrastructure planned to be in place by 2014 in relation to the Olympic Winter Games concept presented by each Applicant City — 40%

For the sub-criterion which pertains to the future situation in 2014, a feasibility factor was attributed. This factor reflects the technical and financial potential ability of the city/region/country to complete all planned transport and supporting infrastructure by 2014.

Telecommunications

Telecommunications is a very important component of the general infrastructure to support the organisation of the Olympic Winter Games. Whilst no grade has been assigned to the telecommunications infrastructure of each Applicant City, this has been taken into account in the overall assessment. Further information is provided at the end of this theme.

Airport

The main gateway airport has been judged according to its ability to handle peak Olympic traffic in 2014. Consideration has been given to how the airport is linked to the city by motorway and by rail public transport.

IBC/MPC

The following considerations have been taken into account in the evaluation of this (these) major non-competition venue(s):

- location in relation to media accommodation and competition venues
- post-Games legacy

Continued on next page

General infrastructure, Continued

SOCHI

Sochi is a well known resort in the Russian Federation on the eastern shore of the Black Sea. The population is currently approximately 397,500 and expected to grow minimally to 402,500 by 2014. The City of Sochi is located between the Black Sea to the west and the Caucasus Mountains to the east along a narrow coastal strip of over 140 km. The proposed Games plan positions the IBC/MPC, main Olympic Village and ice venues at Adler at the southern end of the coastal strip. Sochi city centre is 30 km north-west of Adler along the coast and the mountain venues are 55 to 65 km to the north-east.

Transport Infrastructure

City

- The backbone of the existing transport infrastructure is a long axial road network and a passenger rail corridor running parallel along the coast. These parallel systems are subject to congestion, particularly during the summer tourist season;
- To alleviate congestion and enable continued development, Sochi has a number of ongoing and planned transport infrastructure improvements within the city's boundaries. These include the Sochi bypass highway (reported as 85% complete), upgrades and widening of the highway between the city centre and the main ice and non-competition venue cluster at Adler and a major grade separation at the intersection of the coastal road and the primary motorway to the mountains;
- The road improvements are critical to developing sufficient capacity for dedicated Olympic routes within the city.

Links

- Existing infrastructure consists of a single 2 lane roadway from the city to the mountain venues;
- The Olympic transport plan for the mountain area is based upon two roads for use by Olympic participants, with a new light rail system running parallel to the primary roadway. The primary roadway will be widened to 3 lanes to the farthest venue. It is unclear whether the tunnels on the primary roadway will also be widened to 3 lanes. The secondary roadway will be 3-4 lanes but will intersect the primary roadway several kilometres below the closest mountain venue. The roadways are anticipated to be used exclusively for Olympic needs during competition periods;
- A new double-tracked light rail system will transport spectators from the ice venue cluster at Adler to a station 50 km to the east where they will transfer to shuttle buses for final 10 km trips to 4 of 5 mountain venues. The roadway capacities for the final leg will need further review with regard to competition schedules and planned venue capacities.

Of the USD 5 billion planned and additional transport investment, 68% will be used for roadways and 32 % for rail, airport and port improvements. The planned and additional Olympic related projects are included in the "Federal Target Programme for the Development of Sochi" which encompasses the years 2006 to 2014, the concept of which has been approved by the Government of the Russian Federation.

Both the coastal area and the mountain areas will benefit from these transport investments providing a strong infrastructure legacy for the region.

Continued on next page

General infrastructure, Continued

SOCHI
(continued)

Airport

Sochi International Airport will serve as the main international airport with domestic connections through Moscow. A USD 365 million improvements programme for Sochi airport includes a new second terminal under construction and to be completed in 2008, a planned runway extension and planned improvements to both runways. These additions and renovations will provide sufficient capacity for Games time needs. The airport is 25 km from the city centre, and 8 km from the Olympic Village.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The proposed IBC and MPC will be co-located in a new 70,000 m^2 Main Media Centre (MMC) funded under Sochi's Federal Target Programme. New hotel accommodation for media is planned adjacent to the proposed MMC. The MMC site is close to the ice venues, 30 km from the Olympic Stadium and 65 km from the furthest mountain venue. A secondary media centre is planned for the mountain venues.

SOCHI														
Transport infrastructure										Airport			IBC/MPC	
City					Links									
Existing		Planned and additional			Existing		Planned and additional							
Min	Max	Min	Max	Feas	Min	Max	Min	Max	Feas	Min	Max	Feas	Min	Max
6	7	8	9	0.8	5	6	6	8	0.8	8	9	0.9	8	9

SALZBURG

The City of Salzburg has a stable population of approximately 148,000. The proposed Olympic region is oriented on a north-south linear axis with ice venues and central host city functions at the north end and snow venues 50 to 80 km to the south in the Amadé region. Salzburg lies near an extensive motorway node, connecting Vienna, Germany and Italy. A good national highway system serves all venues. Roadway access to the Amadé Olympic venues is through the A10 motorway, which is a major European truck axis and also a main corridor for the Games. Almost all Olympic sites are connected to Salzburg by rail or by a combination of rail and shuttle bus. The Salzburg area has generally good and well developed multi-modal transport systems using roads, motorways and rail facilities to serve most of the Olympic venues.

Continued on next page

General infrastructure, Continued

SALZBURG
(continued)

Transport Infrastructure

City

- A new S-Bahn (suburban metro railway) rapid rail transit system is under development to 30 km outside of Salzburg. Sections have been operational since 2003 and the line will be fully completed in 2010;
- All indoor ice competition venues are located in Salzburg and served by rail;
- Upgrades to the main Salzburg rail station are planned with an investment of USD 115 million;
- Improvements to the bus network are also planned.

Links

- Ongoing, planned and additional upgrades to the A1/A10 motorways and traffic management systems, valued at USD 616 million, are to be completed by 2013;
- Planned and additional upgrades to regional light rail and suburban rail, valued at USD 517 million, are to be completed by 2013. Starting in 2006, the main rail line to the snow venues will undergo an upgrade of approximately USD 150 million to yield a maximum speed of 200 km per hour.

Planned and additional Games related infrastructure investments of over USD 1.1 billion are divided as follows: 55% for roadway and 45% for rail and public transport. The Salzburg and Amadé regions will benefit from these transport investments continuing to build a strong infrastructure legacy for the region.

The use of high capacity public transit for spectators to 73% of the competition venues supports a very strong multi-modal Olympic Winter Games transport concept.

Airport

Salzburg international airport is located 5 km from the city centre and has 2 terminals, 18 gates and a capacity of 40,000 passengers per day. It appears capable of managing anticipated Olympic Winter Games needs in 2014.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The proposed IBC and MPC will be co-located in an existing 40,000 m^2 exhibition centre that can be expanded to a 70,000 m^2 Main Media Centre (MMC) to meet Games requirements. Any permanent construction required for the expansion will be funded by the City and State of Salzburg and the Chamber of Commerce. 70% of media will be accommodated in hotels with the other 30% in three media villages between 5 and 15 minutes travel time from the MMC. The MMC site is close to ice venues and the Olympic Stadium and 80 km from the furthest mountain venue.

Continued on next page

General infrastructure, Continued

SALZBURG														
Transport infrastructure										Airport			IBC/MPC	
City					Links									
Existing		Planned and additional			Existing		Planned and additional							
Min	Max	Min	Max	Feas	Min	Max	Min	Max	Feas	Min	Max	Feas	Min	Max
8	9	9	9	0.9	8	9	9	9	0.9	8	9	0.9	6	8

JACA

The city of Jaca has a population of approximately 15,200. However, many of the host city functions are proposed to be in Zaragoza which has a current population of approximately 897,000, growing to 939,000 by 2014. The proposed Olympic region is oriented on a north-south linear axis with ice venues and central host city functions in Zaragoza to the south and snow venues 145 to 180 km to the north. Sabiñánigo and Jaca are located in the Pyrenees Valley and are gateways to the higher elevations of the Pyrenees. All snow venues are located further north of these gateways in the Aragon and Tena valleys.

Transport Infrastructure

City

- The city of Zaragoza has an existing urban transport network of bus lines and motorways;
- A new light rail system under construction is scheduled to be completed in sections in 2008 and 2010 respectively;
- Most of the ice competition venues are in Zaragoza. It is unclear if the ice venues will be served directly by light rail.

Links

- One ice hockey venue is located in the town of Huesca, approximately 72 km north of Zaragoza. A high speed rail link exists between Zaragoza and Huesca which is planned to be extended to Barcelona by 2007. It is unclear if the ice venue in Huesca will be served directly by rail;
- Planned high speed rail extensions from Huesca to Sabiñánigo are under consideration but not confirmed;
- There is an existing 4 lane motorway (A23) between Zaragoza and Huesca. The extension of this roadway, from Nueno (just north of Huesca) to Jaca is planned and expected to be completed in 2012;
- Planned improvements to the roadway in the Tena Valley, which would host alpine skiing speed events, snowboard and sliding events, will result in safety improvements but still only provide two lanes;
- Improvements to the roadway in the Aragon valley which would host Alpine Skiing technical events, Nordic Combined, Biathlon, Cross Country and Freestyle events are under study but no commitment has been made.

Continued on next page

General infrastructure, Continued

JACA
(continued)

Given the very dispersed Games concept presented by Jaca, the existing transport infrastructure is not adequate for the proposed transport concept. Should these planned and additional transport infrastructure improvements required for the Olympic Winter Games not be carried out by 2014, the Olympic project would be placed at risk.

Airport

Zaragoza International Airport is identified as the main gateway airport for the Games. It currently has only 3 gates and an annual passenger volume of 215,000. The airport capacity as it exists today is insufficient to meet Games requirements. Proposed improvements to the airport prior to 2014 may not yield sufficient capacity to meet Games needs. The major international airports of Madrid and Barcelona are each over 300 km away.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The bid proposes to co-locate the IBC and MPC in a planned 60,000 m^2 trade pavilion that is under construction for the "2008 International Exposition" in Zaragoza. The 60,000 m^2 surface area is below current IOC requirements but with further study could prove to be adequate. A second MPC is planned at a permanent facility in Jaca with an adjacent second temporary IBC. Media accommodation in two media villages will be split between Zaragoza and Jaca. While the IBCs and MPCs will be relatively close to their respective media accommodation, the travel distances and transport infrastructure limitations will result in significant travel times for the media between the two hubs.

JACA														
Transport infrastructure										Airport			IBC/MPC	
City					Links									
Existing		Planned and additional			Existing		Planned and additional							
Min	Max	Min	Max	Feas	Min	Max	Min	Max	Feas	Min	Max	Feas	Min	Max
6	7	6	7	1	5	6	5	7	0.7	3	5	0.7	4	6

Continued on next page

General infrastructure, Continued

ALMATY

Almaty is the largest city in Kazakhstan with a present population of approximately 1,180,000, expected to grow to 1,430,000 by 2014. Along with the 22% increase in population, car ownership is expected to increase significantly. However, ongoing modernisation of existing roadways is expected to keep pace with increased traffic demand. Within the city boundaries of Almaty a new subway system is under construction with the first line expected to be operational in 2007. The city is currently served by a public transport network of 7,500 buses, trolleybuses and trams.

The proposed Olympic plan positions the mountain venues in a fan shape around the southern half of the city of Almaty.

Transport Infrastructure

City

- Planned improvements include two new subway lines and a light rail line at a combined cost of USD 6.9 billion. Should Almaty be awarded the Games, an additional subway extension to the Olympic Ice Park would be constructed at a cost of USD 1.2 billion. The rail system would serve all of the ice venues (except speed skating) and most of the non-competition venues within the city boundaries. All rail improvements are expected to be in place by 2013;
- Construction of a new ring-road around the city is planned to start in 2010. Almaty has committed to accelerate this project for completion by 2014 should it be awarded the Olympic Winter Games.

Links

- The mountain venues and venue clusters are served by a system of major arterial roadways offering ample capacity with the furthest venue 45 km from the city centre (Biathlon and Cross Country);
- The only new additional roadway is a secondary road providing a direct link between an alpine skiing venue and the speed skating venue.

Planned and additional transport infrastructure improvements are listed at over USD 8.7 billion between 2006 and 2013. Some 93% of this investment is in urban rail. The investment would create a good spectator service for the Games and a significant transport legacy for the region.

Continued on next page

General infrastructure, Continued

ALMATY
(continued)

Airport

Almaty International Airport is a major hub in Central Asia and lies 22 km north-east of the city centre. The planned expansion of the airport from 4 to 10 gates is expected to double capacity to 3 million passengers per year by 2014. Almaty has a direct service to several European hubs, as well as to Moscow, Seoul and Beijing amongst others. With planned improvements prior to the Games, the airport should be capable of meeting Olympic Winter Games needs.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The proposed IBC and MPC will be co-located in an existing exhibition centre with a planned expansion. The size of the expansion and the size of the proposed Main Media Centre (MMC) were not stated in the Application File. With the exception of Curling (3km) the MMC site is located 15-20 km from the ice venues and the Olympic Stadium and 42 km from the furthest mountain venue. A main media village for written press will be constructed on the campus of Almaty University, 8 minutes travel time from the MMC. Broadcasters will be accommodated in 4-5 star hotels near the MMC. A second media village will be set up near the Cross Country and Biathlon venues, approximately 44 km from the MMC.

ALMATY														
Transport infrastructure										Airport			IBC/MPC	
City					Links									
Existing		Planned and additional			Existing		Planned and additional							
Min	Max	Min	Max	Feas	Min	Max	Min	Max	Feas	Min	Max	Feas	Min	Max
7	9	7	9	0.8	6	8	7	8	0.8	8	9	1	5	7

Continued on next page

General infrastructure, Continued

PYEONGCHANG

The City of PyeongChang is located in Gangwon Province approximately 245 km north-east of Seoul and 40 km west of the Korean eastern sea coast. The region around PyeongChang has a population of approximately 650,000 which is expected to grow to 717,000 by 2014. The Games would be centred in PyeongChang, which has approximately 45,500 inhabitants. PyeongChang lies just to the south of an existing east-west high performance mountain motorway connecting Gangneung in the east to Wonju in the west. This linear axis links the majority of the Olympic venues, and connects them to Seoul. Ongoing road and traffic management improvements will continue to improve capacities on the roadways. A planned USD 2.75 billion high speed rail link from Wonju to Gangneung would be critical for spectator travel during the Olympic Winter Games.

Transport Infrastructure

City

- A large number of crucial non-competition venues (main hotel area, Olympic Village, Media Village and IBC/MPC), as well as five competition venues are located within the PyeongChang city boundaries, in a relatively small area;
- Planned and additional improvements include new roadways, parking areas, a new second interchange to the east–west motorway and a new access road to the technical Alpine Skiing venue;
- In addition to the infrastructure improvements, an efficient internal transport system would have to be implemented to avoid congestion and conflicts in this Olympic cluster.

Links

- The competition venues outside the city include Ice Hockey venues in Wonju, sliding, Freestyle, Snowboard and Alpine Skiing Speed venues between Wonju and PyeongChang and ice venues in Gangneung. With the exception of the Alpine Speed events at Jungbong, the venues are served by short access roads leading from the high performance mountain motorway (east-west axis of the Games);
- There are planned upgrades to the existing 2 lane road to the Alpine Speed venue at Jungbong to widen it to 3 lanes where possible. These improvements would be necessary to improve access to the venue;
- The most critical planned infrastructure improvement is the construction of a high speed rail link from Wonju to Gangneung which would carry spectators from Seoul to venues all along the east-west axis. It would be important for each venue to be served by a dedicated train station. The rail service would remove spectator vehicles from the motorway and provide needed capacity for dedicated Olympic lanes on the motorway;
- As the construction of the rail line will require tunnels, bridges and extensive roadbed grading, it would be essential to ensure that this work is completed by early 2013 to allow sufficient time for commissioning and operational testing before the Games.

Continued on next page

General infrastructure, Continued

PYEONGCHANG (continued)

Combined with the existing road infrastructure, the total road and rail infrastructure investment of USD 3.5 billion should deliver the required Games transport infrastructure.

Airport

Seoul Incheon Airport would be the main gateway airport for the Games. It is a high capacity facility located approximately 245 km from PyeongChang. Yangyang International Airport is also available approximately 75 km to the north-east of PyeongChang. The combination of the two airports would be sufficient to meet Games needs.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The IBC and MPC would be co-located in PyeongChang in temporary facilities. The planned space of 66,000 m^2 meets IOC requirements and would be adjacent to the main media village. A second media village is planned in Gangneung (Figure Skating, Speed Skating, Short Track and Curling), 25 minutes travel time from the IBC and MPC.

PYEONGCHANG														
Transport infrastructure										Airport			IBC/MPC	
City					Links									
Existing		Planned and additional			Existing		Planned and additional							
Min	Max	Min	Max	Feas	Min	Max	Min	Max	Feas	Min	Max	Feas	Min	Max
6	7	6	8	1	6	7	8	9	0.9	8	9	1	6	8

SOFIA

Sofia, the capital of Bulgaria, has a stable population of approximately 1,140,000. The proposed Olympic region is organised in three clusters: Sofia in the north, Bansko approximately 160 km to the south and Borovetz 70 km to the south-east. All of the ice venues, the sliding venue and host city functions would be located in Sofia. Sofia is served by a combination of 2 to 3 lane arterial roadways, 10 km of existing metro and 16 light rail lines. Primary access to the snow venues at Bansko and Borovetz is currently by 2 lane roadways from Sofia.

Continued on next page

General infrastructure, Continued

SOFIA
(continued)

Transport Infrastructure

City

- An integrated transport development programme ending in 2012 proposes the Sofia Metro as the backbone of the city's transportation system. Plans include the development of an additional 14 km of metro connecting the east and west parts of Sofia and the airport. A minor light rail expansion is also planned;
- Improvements to arterial roads and capacity improvements to the existing ring road are planned to provide better access to the Olympic Village, ice venues and other non-competition venues proposed within the city boundaries.

Links

- Capacity improvements to the primary motorway are planned from Sofia to Bansko (site of alpine skiing and biathlon), including widening the motorway from 2 lanes to 4-6 lanes by 2010;
- No planned improvements are indicated for the roadway from Sofia to Borovetz (site of Nordic Combined, Cross Country, Freestyle and Snowboard);
- Although an additional roadway from Bansko to Borovetz is indicated on the maps, the status of this road and whether it has received approval is unclear.

Planned infrastructure investments are listed at USD 718 million, almost all on roadway improvements between 2006 and 2010. The amount of investment for the metro rail was not provided. The planned transport concept is geographically dispersed and access for both participants and spectators to the mountain venues is by roadway. There is a high concentration of venues around Borovetz. The investment needed to perform required roadway upgrades across the proposed Olympic region may be much more than has been indicated in the Application File.

Although an international rail line connecting Sofia to Thessaloniki in Northern Greece follows the long north-south valley immediately west of Bansko, no mention is made of potential rail accessibility to mountain areas proposed for the Games.

Airport

Sofia International Airport would be the main gateway airport for the Games. It is currently under reconstruction and expansion and, by 2007, it will have capacity for 4 million passengers per year. The airport is approximately 10 km from the city centre. With planned improvements prior to the Games, the airport may be able to meet Olympic Winter Games needs.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The IBC and MPC are co-located in Sofia in an existing multifunctional facility. There is no indication of planned space so it is not known if the facility meets IOC requirements. Travel time to media accommodation is not provided. Travel time to the Olympic Village is 25 minutes. Secondary media centres are indicated at Bansko and Borovetz. Based on the information provided, the IBC and MPC are insufficient to meet Olympic Winter Games requirements.

Continued on next page

General infrastructure, Continued

SOFIA														
Transport infrastructure										Airport			IBC/MPC	
City					Links									
Existing		Planned and additional			Existing		Planned and additional							
Min	Max	Min	Max	Feas	Min	Max	Min	Max	Feas	Min	Max	Feas	Min	Max
5	6	6	7	0.9	4	5	4	6	0.7	5	7	0.7	3	5

BORJOMI

Borjomi has a population of approximately 32,000 inhabitants and is located approximately 200 km west of Tbilisi, the capital of Georgia. The population of Tbilisi is stable at 1,080,000. The proposed Olympic region is organised in two clusters with the snow venues and host city functions in Borjomi in the west and the ice venues and main airport in Tbilisi in the east. Connections between Borjomi and Tbilisi consist of an existing roadway (predominantly 2-lane) and an existing railway of which 50 km is single track.

Transport Infrastructure

City

- There is a planned improvement of USD 45 million for the motorway from Khashuri, at the entrance to the Borjomi valley, to Borjomi, to be completed by 2013.
- If awarded the Games, additional improvements of USD 256 million would be made in Borjomi: creation of a 2-lane loop road connecting the venues; make further improvements to the Khashuri-Borjomi motorway; improvement of Borjormi rail station; and development of a cable car connection.

Links

- Capacity improvements of USD 330 million are planned for the primary motorway from Tbilisi to Borjomi. This work is scheduled to be completed by 2013. The scope of the project is reconstruction and widening (4 lanes Tbilisi to Khashuri);
- If awarded the Games, a USD 8 million roadway would be constructed in Tbilisi to a cluster which includes the Ice Hockey and Curling venues, Olympic Village, media sub-centre and media village;
- Planned rail improvements include USD 72 million to redevelop rail connections between Tbilisi and Borjomi;
- If awarded the Games, an additional USD 680 million would be invested to increase travel speeds and capacity on the rail line from Tbilisi to Borjomi.

Continued on next page

General infrastructure, Continued

BORJOMI
(continued)

Planned and additional infrastructure investments are listed at USD 1.4 billion: 41% for roadways and 59% for rail. The planned transport concept is geographically dispersed and major transport investments to rehabilitate and expand both national highway and national railways between Tbilisi and the Borjomi Valley would be necessary to host the Games. There is a high concentration of venues in the Borjomi area and significant roadway improvements would be required to meet Games needs. The investment required to perform necessary roadway and rail upgrades and the time required to complete them across the proposed Olympic region may be much greater than indicated in the Application File.

Airport

Tbilisi International Airport would be the main gateway airport for the Games. A USD 62 million investment will be used to: add a passenger terminal and repair runways and roads to increase capacity and improve passenger service. The upgrade is scheduled to be completed in 2007 and is projected to increase terminal capacity to 48,000 passengers per day. The airport is approximately 200 km from Borjomi.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The IBC and MPC would be in close proximity to each other in Borjomi, partially in permanent facilities and partially in temporary facilities. From the information provided it is unclear if the facility would meet IOC requirements. A second media centre is proposed in a permanent facility in Tbilisi near the ice venues. Media accommodation is proposed within walking distance (15-20 minutes) of the IBC and MPC in both Borjomi and Tbilisi. While the IBCs and MPCs would be relatively close to their respective media accommodation, the travel distances and transport infrastructure limitations would result in significant travel times for the media between the two hubs.

BORJOMI														
Transport infrastructure										Airport			IBC/MPC	
City					Links									
Existing		Planned and additional			Existing		Planned and additional							
Min	Max	Min	Max	Feas	Min	Max	Min	Max	Feas	Min	Max	Feas	Min	Max
3	5	5	7	0.4	3	5	5	7	0.4	5	7	0.7	3	5

Continued on next page

General infrastructure, Continued

Telecommunications

The IOC Candidature Acceptance Procedure 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 assigned to telecommunications.

Nevertheless, telecommunications is an important component of the general infrastructure necessary to organise the Olympic Winter 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 TV network. It is intended to measure the level of telecommunications infrastructure and services development in the Applicant Cities and in the region where the 2014 Olympic Winter Games would take place. The period of time between this assessment and the hosting of the 2014 Olympic Winter Games, a very long time for a dynamic and rapidly changing industry, naturally gives rise to some uncertainties.

The IDATE report indicates that the seven Applicant Cities can be divided into three main categories:

Cities/countries which already offer a very good level of telecom general infrastructure and service availability to support the 2014 Olympic Winter Games.	Salzburg Jaca PyeongChang
Cities/countries which appear to offer a satisfactory level of development with modernisation plans underway that would support the 2014 Olympic Winter Games.	Sochi Sofia
Cities/countries for which the level of telecommunication platforms and services is less advanced and would require clear planning and commitment to develop all necessary telecom aspects to support the organisation of the 2014 Olympic Winter Games.	Almaty* Borjomi*

* If Almaty and/or Borjomi are selected as Candidate Cities, they will have to provide all necessary information including a development plan and the relevant guarantees to ensure that the telecommunications infrastructure will be able to support the organisation of the 2014 Olympic Winter Games.

Continued on next page

General infrastructure, Continued

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "General infrastructure":

Applicant Cities	Minimum grade	Maximum grade
Sochi	5.8	6.9
Salzburg	7.9	8.6
Jaca	4.8	6.0
Almaty	6.3	7.9
PyeongChang	6.4	7.6
Sofia	4.2	5.3
Borjomi	2.7	4.2

3 → Sports venues

Weighting = 4

Sports venues

Introduction

The Working Group assessed the sports venues and sports concept taking into account the following sub-criteria and weighting factors:

a) Existing venues 35%

The use and adequacy of existing venues, including plans for venue upgrading.

b) Planned and additional venues 35%

Planned – New venues currently under construction or planned to be constructed, irrespective of the application to host the Olympic Winter Games. The budget for these venues should not be included in the OCOG budget.

Additional – Number of new venues required to be built specifically for the Olympic Winter Games or temporary venues where no legacy is identified.

Sub-criterion b) was balanced by a feasibility factor based on the potential of completing the project in terms of time, cost and quality to meet Olympic Games requirements and post-Games legacy.

c) Sports concept/legacy 30%

The overall sports concept, with a priority given to the quality of the experience for the athletes. The use of the fewest venues possible, the rational clustering of venues in close proximity to the Olympic Village(s), and the legacy value of new venues including the use of temporary facilities, where no legacy needs exist, were considered important.

Continued on next page

Sports venues, Continued

Introduction (continued)

The Working Group agreed that the benchmark venue guidelines should be:

Sport/discipline	Capacity	IOC Standard	No. of venues	Sharing possibilities
Biathlon	Seating	7,000	1 *A	Could share with Cross Country
	Standing	10,000		
Bobsleigh / Skeleton	Seating	2,000	1 *C	Shared with Luge
	Standing	8,000		
Curling	Seating	3,000	1	
Ice Hockey 1	Seating	10,000	1	
Ice Hockey 2	Seating	6,000	1	
Luge	Seating	2,000	1 *C	Shared with Bobsleigh / Skeleton
	Standing	8,000		
Figure Skating / Short Track	Seating	12,000	1	
Speed skating	Seating	4,000	1	
Ski jumping	Seating	3,000	1 *B	Shared with Nordic Combined
	Standing	10,000 – 15,000		
Cross country skiing	Seating	3,000	1 *A/*B	Shared with Nordic Combined
	Standing	10,000		
Nordic Combined			2 *B	Shared with Cross Country and Ski Jumping
Alpine skiing	Seating	8,000	2	
	Standing	10,000		
Freestyle	Seating	4,000	1	
	Standing	10,000		
Snowboard	Seating	4,000	1	
	Standing	10,000		
			TOTAL:	**13 venues**

* Refers to possible sharing of a venue e.g. *A shares with *A, *B shares with *B, and so on.

Continued on next page

Sports venues, Continued

Notes

- Standing areas

  Standing capacities for relevant outdoor sports venues have not been included in the IOC standard gross seating capacity numbers and are listed as a guide only. There are many variables that affect such areas (e.g. venue/city infrastructure, access road capacity, terrain, venue footprint and layout, popularity of the sport in the host city, region and/or country, etc.) To determine standing capacities for the relevant outdoor sports venues, the OCOG should propose standing capacities to the IF and the IOC.
- Where it is proposed that Biathlon and Cross Country use shared public/back of house facilities but have separate "fields of play", they are counted as two venues.
- Alpine Skiing – Two or more courses with one common finish area are counted as one venue.

SOCHI

Sochi proposes 12 venues (4 existing, 5 planned, 3 additional) with construction planned for 2006 to 2013 at a total cost of USD 462 million. This will be financed by a combination of public and private funding.

The venues are concentrated in two major groups: the "coastal" cluster with 5 ice sport venues at a maximum of 16 km from the Sochi Olympic Village, and the "mountain" cluster with 7 venues at a maximum of 10 km from the Krasnaya Polyana Olympic Village, including Cross Country/Biathlon venues which are supported by additional athlete accommodation at Psekhako Ridge, due to the difference in altitude.

The sports concept is very sound with the two clusters approximately 56 km apart and the furthest venue from the Sochi Olympic Village being Alpine Skiing (66 km).

Sochi faces a significant venue construction programme (8 venues). However, the demand for winter sports facilities in this region is high with the Games providing a strong legacy opportunity.

SOCHI						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	6	8	0.8	7	8

Continued on next page

Sports venues, Continued

SALZBURG

Salzburg proposes 13 venues (8 existing, 1 planned, 1 additional and 3 temporary) with a venue construction programme planned from 2009 to 2013 at a total cost of USD 196 million. This will be financed by a combination of public, private and OCOG funding.

The competition venues are located in two clusters along the principal motorway, with the ice events (5 venues) within a 6 km radius of the City of Salzburg and a maximum of 7 km from the Olympic Village. The majority of snow events (7 venues) are grouped within a 12 km radius in the snow cluster, supported by an "optional snow village", with Ski Jumping / Nordic Combined being the furthest distance (23 km) from this village. The world class Schönau am Königssee sliding venue is located in Germany between the two clusters, 27 km from the Salzburg Olympic Village. The alpine venues are 70 to 77 km from the Salzburg Olympic Village.

The use of 3 temporary venues is consistent with a clear legacy plan within the overall well defined sports concept. With two new ice sports venues, Austria aspires to elevate its participation and success levels in ice sports internationally.

SALZBURG						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	7	9	0.8	8	9

JACA

Jaca proposes 14 venues (9 existing, 2 planned, 1 additional and 2 temporary) with a construction programme planned for 2006 to 2013 at a total cost of USD 150 million (publicly funded).

Competition venues are located in two areas based around the cities of Jaca and Zaragoza, 142 km apart.

Zaragoza will host most of the ice venues and an Olympic Village, whilst Jaca will have an Olympic Village serving the majority of the mountain venues (10 sports/disciplines within 50 km of Jaca).

It is unclear as to the rationale for using 3 ice hockey venues, particularly given the travel difficulties that the venue in Huesca would appear to create, being 72 km from each of the two Olympic Villages.

Biathlon/Cross Country athletes will be accommodated in a third Olympic Village in Candanchú. Although only 33 km from the Jaca Olympic Village, due to the altitude, this third village would be required.

The concept of using 9 existing venues is a positive one. However, the spread of these venues may significantly increase travel, logistical and accommodation challenges for most stakeholders.

The Winter Sports Centre in Jaca and the new venues proposed represent a good legacy for post-Olympic use.

Continued on next page

Sports venues, Continued

JACA						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
6	8	7	8	0.7	4	6

ALMATY

Almaty proposes 14 venues (6 existing, 6 planned and 2 additional). A significant venue construction programme is planned over a relatively short period (2008 to 2012) including the upgrading of the 6 existing venues at a total construction cost of USD 353 million.

The Almaty sports concept is based on five groups of venues encompassing 11 of the 15 Olympic sports/disciplines. Nearly all venues are located within a radius of 15 km of the Olympic District and served by five large and independent access roads.

Biathlon and Cross Country skiing, served by a second Olympic Village (Soldatskoe), are 43 km from the Almaty Olympic Village. The sliding venue is the furthest venue served by the Almaty Olympic Village (32 km). The other 10 sports/disciplines are between 4 and 25 km from the Almaty Olympic Village.

The upgrading of older venues and the construction of 8 new venues are targeted at Almaty becoming a new winter sports destination for Central Asia, representing a realistic post-Games legacy.

ALMATY						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
4	7	5	7	0.7	7	9

Continued on next page

Sports venues, Continued

PYEONGCHANG

PyeongChang proposes 13 venues (6 existing, 4 planned, 3 additional) with a construction programme from 2006 to 2012 at a total cost of USD 503 million from public funds.

The sports concept is based around two clusters which are 37 km apart: PyeongChang, site of the Olympic Village and 5 snow sports/disciplines (Cross Country, Biathlon, Ski Jumping, Nordic Combined, Alpine Skiing technical events); and Gangneung, on the coast, hosting a second Olympic Village and 4 ice sports/disciplines.

Four further venue sites represent increased travel times for participants in: Alpine Skiing (speed events) – 45 km; Freestyle – 44km; Snowboard, Luge, Bobsleigh and Skeleton – 63 km; and Ice Hockey (2 venues) at Wonju – 91 and 96 km. Additional athlete accommodation is offered at three of these sites.

PyeongChang's concept, aimed at the development of a premier winter sports area in Asia, would result in a strong sports legacy.

PYEONGCHANG						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	9	7	8	0.9	7	8

SOFIA

Sofia proposes 12 venues (3 existing, none planned, 4 additional and 5 temporary) with a construction programme from 2007 to 2013 at a total cost of USD 219 million. The existing venues require major upgrading with most of the construction planned for completion in 2012 – 2013, which represents a major construction challenge.

Competition venues are located in three clusters: the city of Sofia (5 ice venues), the town of Bansko (Alpine Skiing and Biathlon, approximately 160 km away) and Borovetz Resort (4 snow venues, 62 km from the Olympic Village in Sofia). A second Olympic Village will serve Borovetz and additional athlete accommodation will be offered at Bansko.

Ice hockey (21 km) and Bobsleigh/Luge/Skeleton (12.3 km) are the furthest venues from the Sofia Olympic Village, whilst the Bansko and Borovetz venues are all within 11 km of their designated athlete accommodation.

The spread of venues may represent a significant challenge for the majority of Games stakeholders.

The Sofia concept is aimed at Bulgaria becoming a major winter sports centre.

Continued on next page

Sports venues, Continued

SOFIA						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
4	6	4	6	0.7	4	6

BORJOMI

Borjomi proposes 14 venues (10 existing, 2 planned, 1 additional and 1 temporary). A very modest construction budget of USD 148 million, over a construction period from 2005 to 2013 is proposed, with no expenditure committed to 4 of the existing venues which were built between 1966 and 1974.

The sports concept is based on two clusters: Borjomi, site of 10 snow sports/disciplines and Tbilisi (200 km from Borjomi), site of the 5 indoor ice sports/disciplines. Each is supported by an Olympic Village located in very close proximity to the venues.

Despite the distance between the two clusters, the concept provides for minimal travel times for athletes as the furthest distance from an Olympic Village to a competition venue is 14.2 km (skating venues).

The planned upgrading of all existing venues plus two new ice hockey venues and a new snow venue would enable winter sports to be promoted in Georgia.

BORJOMI						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
4	6	4	6	0.6	4	5

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Sports venues":

Applicant Cities	Minimum grade	Maximum grade
Sochi	5.5	7.1
Salzburg	7.2	8.4
Jaca	5.0	6.6
Almaty	4.7	6.9
PyeongChang	6.8	8.1
Sofia	3.6	5.4
Borjomi	3.4	4.9

4 → Olympic Village(s)

Weighting = 3

Olympic Village(s)

Introduction

In evaluating the Olympic Village(s) criterion, the Working Group assessed the cities on the basis of the three following sub-criteria and weightings:

a) Location – 50%
Travel distances to venues

b) Concept – 30%

- Number of villages/accommodation
- Type of accommodation
- Area of land available
- Surrounding environment
- Temporary versus permanent
- Additional athlete accommodation

The Village concept was assigned a feasibility factor, based on the likelihood of completing the projects as proposed by the Applicant Cities.

c) Legacy – 20%

- Post-Games use
- How the Olympic Village(s) will be financed

Continued on next page

Olympic Village(s), Continued

SOCHI

Sochi proposes a two village concept, 56 km apart. The Sochi village will be situated in Adler (5,000 beds) and the mountain village will be situated in Krasnaya Polyana (2,000 rooms). Both villages will offer 3-4 star accommodation. Additional athlete accommodation is planned in Psekhako Ridge (300 room hotel for Cross-Country and Biathlon athletes). This would appear to be necessary as the difference in altitude between the Krasnaya Polyana village and these venues is more than 800 metres.

The villages are in close proximity to all competition venues, with the furthest venue only 16 km from the Sochi Village and 10 km from the Krasnaya Polyana village.

The land required for both villages is state owned, with financing and construction guaranteed by the government through the "Federal Target Programme". Post-Games, both villages will provide tourist accommodation.

SOCHI						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	7	9	0.85	8	9

SALZBURG

Salzburg proposes a one village concept (4,500 beds). The proposed "optional snow village" (1,500 beds) would appear to be essential given the distance of the snow venues from the Salzburg Olympic Village (53 to 77 km) and the concentration of snow sports in the mountains. The Working Group believes that a two-village concept would be necessary. The snow village would be situated 68 km from the Salzburg Village.

The furthest venue from the Salzburg Village is 27 km away (sliding venue) and the furthest venue from the proposed snow village is 23 km (Ski Jumping and Nordic Combined).

The land for the Salzburg Village is state owned (Schwarzenberg Military Academy) and construction will be jointly financed by the Federal Government (permanent buildings) and the OCOG (temporary extensions and leases). The proposed snow village would comprise classic alpine houses, some of which would become part of a sports and culture legacy programme under the auspices of the Austrian Olympic Committee. Others would be sold to the public. Existing facilities at the snow village would be renovated by the Ministry of Education whereas all temporary structures would be financed by the OCOG.

SALZBURG						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	8	9	0.95	8	9

Continued on next page

Olympic Village(s), Continued

JACA

Jaca proposes a three village concept: the Jaca village (2,200 beds), the Zaragoza village (1,600 beds) and the Candanchú village (800 beds for Cross Country and Biathlon athletes).

The long distance between Jaca and Zaragoza (142 km) may present challenges to the different stakeholders.

The furthest venue from the Zaragoza Village is 72 km away (Ice Hockey in Huesca) and the furthest venue from the Jaca Village is 49 km away (Alpine speed events). A question could be raised as to whether additional athlete accommodation would be needed in Huesca.

The Jaca and Zaragoza villages will be financed by a combination of public and private investment. Post Games the residential buildings will be incorporated into public and private housing programmes as part of the urban development plan of each city. The Candanchú village will be fully financed by public administrations.

JACA						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
4	7	4	6	0.8	6	8

ALMATY

Almaty proposes a two village concept with one in Almaty (5,000 beds) and one in Soldatskoe Valley (800 beds for Cross Country and Biathlon athletes).

The distance between the two villages is 45 km. The furthest venue from the Almaty Village is 32 km (sliding venue). Although many venues are relatively close, travel times provided in Almaty's Application File appear relatively long.

The village concept is very good, although the question could be raised as to whether additional athlete accommodation would be needed in Medeu (Speed Skating) due to the altitude difference of approximately 900 metres.

Both villages will be developed and financed by a joint venture between private developers and the cities of Almaty and Talgar respectively. The Almaty Village will consist of six storey buildings to be constructed following sustainability principles which would serve as a model for the future. Post-Games, the apartments would be sold to the public. The Soldatskoe Valley Village will provide additional tourist accommodation for the existing ski resort.

ALMATY						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	8	6	9	0.8	8	9

Continued on next page

Olympic Village(s), Continued

PYEONGCHANG

PyeongChang proposes a two village concept with one village situated in PyeongChang (4,000 beds) and a second village situated in Gangneung (1,000 beds for Skating and Curling athletes). Additional athlete accommodation will be made available at three sites: Wonju (Ice Hockey), Hyundai Sungwoo Resort (Snowboard and sliding venue) and Jungbong (Alpine Skiing speed events). Given the distance between PyeongChang and Wonju (96 km), an Olympic Village would be required in Wonju.

Taking into account the number and spread of athlete accommodation and the distances involved, the village concept may present challenges to the different stakeholders.

The PyeongChang Village will be privately developed and financed and will comprise 4-star condominium style accommodation. It is due to be completed in 2009 and rented to the OCOG for the duration of the Games. The public Gangwondo Development Corporation is currently in the process of acquiring the land required for the Gangneung village. It will be built as a hotel style apartment complex that will be sold to the public post-Games.

PYEONGCHANG						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	4	7	0.9	8	9

SOFIA

Sofia proposes a two village concept with the main Olympic Village in Sofia (2,600 rooms) and a second village split between Upper and Lower Borovetz (350 + 220 rooms for Ski Jumping, Nordic Combined, Cross Country, Freestyle and Snowboard) 70 km from Sofia. Clarification would be required to understand how this village would function. Additional athlete accommodation is proposed in Bansko, approximately 160 km from Sofia for Biathlon and Alpine Skiing (speed and technical events) athletes.

The furthest distance from either of the villages to a venue is 21 km. However, the distances and number of accommodation sites make this a very complex village concept that would create operational challenges for the various stakeholders.

The Sofia Village will be a private/public venture and will provide affordable housing post-Games. The Borovetz village will be financed privately and will be in the style of bungalows, cottages and holiday housing.

SOFIA						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	4	6	0.75	7	8

Continued on next page

Olympic Village(s), Continued

BORJOMI

Borjomi has a two village concept with one village in Borjomi and the other in Tbilisi (200 km apart). No indication has been provided as to the number of beds or rooms in either village.

Both villages are in close proximity to competition venues, with distances to the furthest venues of 14.2 km from Tbilisi and 2.8 km from Borjomi. The concept is good in terms of distance from villages to competition venues. However, the distance between the two villages will present operational challenges for NOCs and other stakeholders.

Both villages will be financed by public/private sources. Following the Games, the Borjomi Village will be used as hotel and apartment accommodation to enhance tourism and the Tbilisi Village will offer housing for the local population.

BORJOMI						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	9	3	5	0.7	7	8

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Olympic Village(s)":

Applicant Cities	Minimum grade	Maximum grade
Sochi	7.4	8.6
Salzburg	7.9	8.9
Jaca	4.2	6.5
Almaty	6.5	8.0
PyeongChang	5.2	7.2
Sofia	4.8	6.5
Borjomi	5.5	7.2

5 → Environmental conditions and impact

Weighting = 2

Environmental conditions and impact

Introduction

The Working Group assessed the cities on the basis of current environmental conditions in the city/region, the consequences of acknowledged land use, resource consumption, new construction and infrastructure. This is balanced with the appropriateness of new development in the context of the city's needs, as well as positive environmental initiatives and mitigation efforts.

The sub-criteria and weighting factors used were:

a) Current environmental conditions 40%

The assessment is based on current environmental conditions and meteorological information provided by the Applicant Cities.

b) Environmental impact 60%

The environmental impact of the Olympic Winter Games in a city is based on several factors and variables. Given the complexity of the matter the assessment was based on a broad analysis of the information provided by the Applicant Cities. Good, relevant projects to improve environmental conditions or to balance expected negative impacts of the project could create a positive environmental legacy for the city.

A feasibility factor was used to reflect the capacity of each city to fulfil the environmental plans proposed.

Continued on next page

Environmental conditions and impact, Continued

SOCHI

Sochi's coast to mountain concept offers climatic and landscape contrasts, and generally good air quality. The venues in the Krasnaya Polyana area offer good winter conditions, with a chance of heavy snowfalls and occasional strong winds at higher elevations.

Much construction work is envisaged in the proximity of national parks and other protected areas. The construction of road and rail links between Krasnaya Polyana and Adler, and the road from Adler to the mountain venues via Aibga will create environmental challenges. Close attention will need to be paid to these projects, yet little information is provided. The development of a rail link seems positive for the future of the area.

Environmental impact assessments have been completed to determine current facility development and are obligatory under federal legislation for future venue design and construction.

Russian federal bodies and experts in the field will address environmental impact and management matters together with regional agencies, and will seek to obtain environmental management certification.

SOCHI				
Conditions		Impact		
Minimum	Maximum	Minimum	Maximum	Feasibility
5	7	6	8	0.8

SALZBURG

Salzburg offers good winter conditions and high environmental quality in all respects in the historic city of Salzburg and in the established snow sports resorts in the Amadé region. Occasional warm winds may cause snow to melt rapidly.

The bid appears well integrated into government development plans and overall sustainability strategies. There is a focus on upgrading rail and general public transportation for the Games. Pollution controls and natural resource management are advanced.

The general public is well-informed through awareness campaigns and NGOs participate in environmental debate.

Limited new construction and established management systems will keep impact to a minimum, and there appear to be no major environmental challenges facing the bid.

The city has carried out all preliminary impact assessments and has obtained a good view of the environmental requirements. All planning, construction and operations are subject to impact assessments and the application of strict environmental quality standards.

SALZBURG				
Conditions		Impact		
Minimum	Maximum	Minimum	Maximum	Feasibility
8	9	8	9	0.95

Continued on next page

Environmental conditions and impact, Continued

JACA

Jaca presents a bid spread between the city of Zaragoza and the foothills of the Pyrenees with snow venues in mountain locations offering somewhat variable winter conditions.

Much of the mountain areas are protected, while urban localities are expected to benefit from land regeneration and government-driven environmental projects. The use of existing venues is commendable but leads to the need for much transport infrastructure construction.

A thorough environmental management system is envisaged, based on municipal and bid committee plans.

Environmental assessments have been carried out for existing venues, and will be carried out by the bid committee for new venues.

JACA				
Conditions		Impact		
Minimum	Maximum	Minimum	Maximum	Feasibility
5	7	6	7	0.9

ALMATY

Almaty presents a compact bid based on a central city location and ski resorts in the nearby Zailiskii Alatau mountains. Snow conditions in the mountains are good and stable.

Environmental compatibility and sustainability form part of the motivation to bid for the Olympic Winter Games. To alleviate current air pollution (largely transport-related), the municipal authorities of Almaty aim to halve air pollution in the city by 2010.

Approximately 15% of the total venue construction budget will be invested in environmental measures. An environmental forum that will include NGOs will assist in addressing environmental efforts and sustainability. An environmental management system for the Games will be implemented. Good policies and active government involvement will be required to successfully deliver the project.

Preliminary strategic assessments have been used in venue selection and full environmental impact assessments will be carried out for all venues as required by Kazakh legislation.

ALMATY				
Conditions		Impact		
Minimum	Maximum	Minimum	Maximum	Feasibility
5	7	6	8	0.8

Continued on next page

Environmental conditions and impact, Continued

PYEONGCHANG

PyeongChang offers good, stable winter conditions in a rugged, forested landscape. Air and water quality are good.

Regional and local government bodies are very active in driving environmental policies and creating environmental management systems. PyeongChang draws on national environmental expertise, municipal knowledge and local NGOs in its preparations, and there appears to be a good overview of environmental tasks. PyeongChang is pursuing the implementation of a wide-ranging green plan.

There are some landscape-related environmental challenges with the development of the Alpine Skiing venue Jungbong and the implementation of the high-speed rail link connecting Wonju to Gangneung.

Environmental impact assessments regulated by legislation are carried out in the selection and design of venues and this will be further complemented by expert and NGO monitoring.

Given thorough planning to face environmental issues that may arise, there appear to be manageable environmental challenges.

PYEONGCHANG				
Conditions		Impact		
Minimum	Maximum	Minimum	Maximum	Feasibility
7.5	8.5	6	8	0.95

SOFIA

Sofia presents a concept with venues in the city and in two mountain ranges south of the city. There are good winter conditions in the mountains with a fairly regular snow cover. Occasional temperature inversions in Sofia may lead to air pollution in the city basin.

The application does not offer comprehensive information concerning environmental conditions and expected impact. Existing facilities and those to be built for the Games in the mountains and national parks are a matter of concern and a number of complaints have been voiced internationally in this respect.

Environmental impact assessments are carried out as part of the process to obtain construction permits. Concern regarding overall environmental management results in a general uncertainty relating to the impact of the Games.

SOFIA				
Conditions		Impact		
Minimum	Maximum	Minimum	Maximum	Feasibility
3	6	3	5	0.7

Continued on next page

Environmental conditions and impact, Continued

BORJOMI

Borjomi offers a scenic mountain landscape with clean air for the snow venues around the resort of Bakuriani, and the historic city of Tbilisi for the ice venues.

Limited information is provided on the current environmental situation and it is not clearly demonstrated how environmental challenges connected with possible impact from venue and transport infrastructure construction and operations would be managed.

While construction and rehabilitation projects are in accordance with environmental protection legislation, actual requirements appear to be limited. There is no indication in the Application File that environmental impact assessments would be carried out for the projects.

BORJOMI				
Conditions		Impact		
Minimum	Maximum	Minimum	Maximum	Feasibility
3	6	2	5	0.7

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Environmental conditions and impact":

Applicant Cities	Minimum grade	Maximum grade
Sochi	4.9	6.6
Salzburg	7.8	8.7
Jaca	5.2	6.6
Almaty	4.9	6.6
PyeongChang	6.4	8.0
Sofia	2.5	4.5
Borjomi	2.0	4.5

6 → Accommodation

Weighting = 5

Accommodation

Introduction

The accommodation assessment is based on the Olympic Winter Games requirements contained in the IOC Technical Manual on Accommodation which was provided to the Applicant Cities.

The benchmark for Olympic Winter Games accommodation requirements is therefore **22,800 rooms** predominantly in 3 – 5 star hotels.

In evaluating the accommodation criterion, the following two sub-criteria were taken into account. Each sub-criterion was given a weighting factor as shown:

a) Number of rooms (80%)

The assessment took into consideration the following accommodation:

- existing and planned hotel rooms in the 3 – 5 star categories within a radius of 50km of the Games centre and 10km of venue clusters
- 50% of existing and planned hotel rooms in the 2 star category within a radius of 50km of the Games centre and 10km of venue clusters
- planned media villages if proposed.

For hotel rooms and/or media village(s) which do not exist today but are planned to be constructed by 2014, feasibility factors were introduced representing the Working Group's belief that plans will be matched by reality.

The remaining rooms, including all lower categories of hotel rooms, are expected to cover the needs of the OCOG, as well as those of spectators.

The Working Group noted that media accommodation represents an important proportion of the total needs, as the benchmark provides for approximately 10,000 rooms for media (broadcasters, written press and photographers), which is by far the largest constituent group.

Continued on next page

Accommodation, Continued

Introduction (continued)

b) Accommodation concept (20%)

The assessment took into consideration the following aspects:

- Geographical distribution of rooms
- Ratio of rooms to hotels
- Quality of rooms

Taking into account recent Games experience, the Working Group noted that the number of rooms required at competition sites in the mountains during the Olympic Winter Games has increased significantly, especially for the media.

The 3-5 star average convention rates provided by each city were evaluated against the average room rate calculated from the rates provided by the seven Applicant Cities (for a twin/double room: 3 star = USD 84; 4 star = USD 139; 5 star = USD 236). However, hotel rates have not been taken into account in the grades.

SOCHI

There is a sufficient number of existing rooms to reach the benchmark. The Working Group notes, however, that as Sochi has predominantly been a summer resort, it will be necessary to ascertain whether these hotels are equipped for winter conditions.

Sochi also plans to construct a great number of new hotels as part of the future development of the resort. With regard to Olympic requirements, the Sochi accommodation concept lacks rooms in the mountain area.

Media would be accommodated in hotels.

The 5 star rate is well above average but below average across other categories. (The file does not state whether the proposed rates include taxes and breakfast).

SOCHI					
Room type	Existing	Planned			Accommodation concept
	Number of rooms	Number of rooms	Feasibility		
			Minimum	Maximum	
3-5 ★ hotels	20,704	23,160	0.3	0.5	5
2 ★ hotels	4,645	-	-	-	
Media village	-	-	-	-	

Continued on next page

Accommodation, Continued

SALZBURG

There is a more than adequate number of hotel rooms in the Olympic areas to cover all needs.

Approximately 70% of media would be accommodated in hotels with the other 30% grouped in three media villages (3,290 beds).

Three and four star rates are above average. (The file does not state whether the proposed rates include taxes and breakfast).

SALZBURG					
Room type	Existing	Planned			Accommodation concept
	Number of rooms	Number of rooms	Feasibility		
			Minimum	Maximum	
3-5 ★ hotels	38,337	-	-	-	8
2 ★ hotels	7,638	-	-	-	
Media village	400*	2,890*	0.8	0.9	

* number of beds (not rooms)

JACA

The total number of rooms (22,235 existing and planned) does not reach the benchmark and the distance between the various sites included in Jaca's Olympic project would increase operational difficulties.

Media would be accommodated in two media villages.

The 5 star rate is well below average with below average rates in other categories too. (The file does not state whether the proposed rates include taxes and breakfast).

The statement received from Jaca regarding the hotel rating system in the country and the description of the various hotel categories was provided by the region of Aragon and not the national tourist board as required.

JACA					
Room type	Existing	Planned			Accommodation concept
	Number of rooms	Number of rooms	Feasibility		
			Minimum	Maximum	
3-5 ★ hotels	8,807	3,303	0.5	0.7	5
2 ★ hotels	1,625	-	-	-	
Media village	-	8,500	0.5	0.7	

Continued on next page

Accommodation, Continued

ALMATY

The number of existing hotel rooms is insufficient (4,029). To make up the shortfall, 14,172 hotel rooms and a media village with 10,000 rooms are planned. In view of the city's development, increasing the total hotel capacity in Almaty by such a high number of rooms as well as securing the funds required to construct this number of rooms may be possible in the future but could be a challenge to achieve by 2014.

Media would be accommodated in one main media village with a secondary media village to serve the Cross Country and Biathlon venues.

The 5 star rate is well above average but below average across other categories. (The file does not state whether the proposed rates include taxes and breakfast).

ALMATY					
Room type	Existing	Planned			Accommodation concept
	Number of rooms	Number of rooms	Feasibility		
			Minimum	Maximum	
3-5 ★ hotels	3,804	13,272	0.5	0.7	7
2 ★ hotels	225	900	0.5	0.7	
Media village	-	10,000	0.6	0.8	

PYEONGCHANG

There is a sufficient number of existing rooms to reach the benchmark with rooms distributed adequately between Olympic sites. It would, however, be necessary to ascertain whether the full capacity of the proposed accommodation is suitable for hotel-type operation. PyeongChang also plans to build a considerable number of new hotel rooms by 2014.

Media would be accommodated in two media villages.

Three and four star rates are above average. (The file states that the proposed rates include taxes and breakfast).

The statement provided by PyeongChang regarding the hotel rating system in the country and the description of the various hotel categories was incomplete.

Continued on next page

Accommodation, Continued

PYEONGCHANG (continued)

PYEONGCHANG					
Room type	Existing	Planned			Accommodation concept
	Number of rooms	Number of rooms	Feasibility		
			Minimum	Maximum	
3-5 ★ hotels	27,337	13,090	0.7	0.9	8
2 ★ hotels	8,167	-	-	-	
Media village	-	10,000	0.7	0.9	

SOFIA

The number of existing hotel rooms is insufficient (10,452) and the number of planned hotel rooms does not cover the shortfall.

Although Sofia's Application File mentions that the media would be accommodated in hotels, there is no indication of the number of rooms taken into consideration for media.

Room rates are below average across all categories. (The file does not state whether the proposed rates include taxes and breakfast).

SOFIA					
Room type	Existing	Planned			Accommodation concept
	Number of rooms	Number of rooms	Feasibility		
			Minimum	Maximum	
3-5 ★ hotels	9,401	4,253	0.6	0.8	6
2 ★ hotels	1,051	560	0.6	0.8	
Media village	-	-	-	-	

Continued on next page

Accommodation, Continued

BORJOMI

The number of existing hotel rooms is insufficient (5,377). To make up the shortfall, 19,200 hotel rooms and media villages with 10,000 rooms are planned. Increasing the total hotel capacity in the Olympic region by such a high number of rooms by 2014, as well as securing the funds required to construct this number of rooms, would be a serious challenge. The distance between the various sites included in Borjomi's Olympic project will also increase operational difficulties.

Media would be accommodated in two media villages.

Four star rates are well above average. (The file states that the proposed rates include taxes and breakfast).

The required statement from the national tourist board concerning the hotel rating system in the country was not provided as the previously used rating system has recently been annulled and a new system is to be introduced in 2006. The international rating system used in the IOC Technical Manual on Accommodation was applied by Borjomi to complete the questionnaire.

BORJOMI					
Room type	Existing	Planned			Accommodation concept
	Number of rooms	Number of rooms	Feasibility		
			Minimum	Maximum	
3-5 ★ hotels	2,777	14,700	0.2	0.4	5
2 ★ hotels	2,600	4,500	0.2	0.4	
Media village	-	10,000	0.2	0.4	

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Accommodation":

Applicant Cities	Minimum grade	Maximum grade
Sochi	7.3	8.3
Salzburg	9.6	9.6
Jaca	4.3	4.8
Almaty	4.9	5.9
PyeongChang	9.6	9.6
Sofia	3.9	4.1
Borjomi	3.0	4.1

7 → Transport concept

Weighting = 3

Transport concept

Introduction

The assessment is based upon the potential performance of the proposed transport system at Games-time for all stakeholder groups, including spectators. This is evaluated from an operational point of view, taking into account previous Olympic Games experience. The following sub-criteria and weighting factors were used:

a) Distances and travel times – 50%

Transport requirements for the various constituent groups and logistics are highly dependent on distances and average bus travel times between key Olympic competition and non-competition venues. When rail travel is proposed, rail travel times are also taken into account to assess accessibility.

A feasibility factor was used to reflect the quality of replies to the questionnaire and the reliability of travel times between major traffic generators.

b) Transport organisation and traffic management at Games-time – 50%

Assuming that all planned and additional transport infrastructure will be built, this sub-criterion evaluates the coherence of the proposed traffic and transport concept against Games-time mobility requirements.

SOCHI

Sochi has a good and well thought out Olympic road and rail transport scheme which is fully coherent with its Games concept.

Travel distances and times between all Olympic venues are reasonable, resulting in a fairly compact Games transport concept both in terms of road and rail accessibility. An extensive network of Olympic lanes and routes is proposed during competition periods to substantially reduce motorway and highway travel times during the Olympic Winter Games.

The transport concept with road and rail services to most venues supports the sustainability of mobility development for the entire region.

Continued on next page

Transport concept, Continued

SOCHI
(continued)

Should Sochi be awarded the Olympic Winter Games, a new light rail line from Sochi Airport to the Esto Sadok mountain transport hub would be constructed. Thought should be given to linking this new light rail line to the main Sochi-Adler rail line to avoid unnecessary mode changes.

The major Olympic mountain clusters at Esto Sadok, Roza Khutor, Psekhako Ridge and the Laura River Valley are in cul-de-sac situations with limited road capacities to handle the peak Olympic traffic demands of many venues. Although road improvements are planned in this area, further transport and traffic simulation studies would be required to ensure that road capacities could handle peak traffic demands.

SOCHI				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
6	8	0.8	7	9

SALZBURG

Salzburg has a good and well thought out Olympic road and rail transport proposal which is fully coherent with its Games concept.

Travel distances and times between Olympic venues are reasonable, resulting in a fairly compact Games transport concept both in terms of road and rail accessibility.

The A1 Salzburg bypass motorway and the A10 Salzburg-Tauern motorway would be the highway spinal cord of the Games. Although winter traffic density estimates have been provided, high level assurances would have to be given to guarantee full operational reliability at Games time, including the Olympic lane concept.

The efficient suburban rail system in the region of Salzburg would have to be operated in such a way as to carry the major share of the mountain spectator, workforce and volunteer traffic.

Due to the small number of rooms in most hotels for the majority of constituent groups, developing an efficient transport system will be a challenge and require careful study.

SALZBURG				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	0.9	7	9

Continued on next page

Transport concept, Continued

JACA

Jaca has a very dispersed Games concept with the furthest venues more than 170 km apart served by geographically extended road and rail networks.

Proposed new transport technologies will not entirely offset the basic issue that long distances generate long travel times, waiting and transfer times, as well as the complications created by transport mode changes.

The concentration of competition venues for 6 sports/disciplines on a single valley road might prove difficult from a transport standpoint and would require very detailed traffic capacity and feasibility studies.

Insufficient information has been provided to ascertain how transport and traffic have been planned and would be managed in and around Zaragoza.

The development of an efficient and reliable Olympic transport system may not be achievable.

JACA				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
3	5	0.7	3	5

ALMATY

Almaty has a good and simple hub and spoke Olympic transport scheme which is fully coherent with its Games concept.

Travel distances between Olympic venues are relatively short resulting in a highly compact Games transport concept.

In addition to road transport, the central part of this hub and spoke concept will be served by a high capacity subway system which is under construction. This subway system would be extended to the western Almaty suburbs where the Olympic Ice Park would be developed, should Almaty be awarded the Olympic Winter Games.

Existing roadways in Almaty and planned roadway expansions between Almaty and the outlying venues will be able to accommodate an Olympic lane network.

ALMATY				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
8	9.5	0.9	8	9

Continued on next page

Transport concept, Continued

PYEONGCHANG

PyeongChang has a good and well thought out Olympic road and rail transport proposal which is fully coherent with its Games concept.

With the exception of Wonju, travel distances and times between Olympic venues are reasonable, resulting in a fairly compact Games transport concept both in terms of road and rail accessibility.

The exact number, location and general design of the stations served by the planned high speed rail line are not shown on the general venue maps. The location of these stations will be critical to the success of the transport concept.

The Wonju – Gangneung motorway would be the highway spinal cord of the Games. Although traffic density estimates have been provided, high level assurances would have to be given to guarantee full operational reliability at Games time including the Olympic lane concept.

PYEONGCHANG				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
6	8	1	7	8

SOFIA

Sofia has a spread out Games transport concept combining city venues in Sofia and mountain venues in both Borovetz (70 km south-east of Sofia) and Bansko (160 km south of Sofia). The concept results in long travel distances and times between Sofia and the outlying Olympic venue clusters with limited capacity roadways.

The essential transport connection between the two snow clusters is not clearly indicated. The Application File refers to road upgrades between Borovetz and Bansko, but no travel times are provided.

The concentration of competition venues for 5 disciplines and multiple non-competition venues in the Borovetz area might prove unpractical from a transport standpoint and would require detailed traffic capacity and feasibility studies.

Insufficient information has been provided to ascertain how transport and traffic have been planned and would be delivered at Games-time in the capital city of Sofia.

The development of a sound, efficient and reliable Olympic transport system may not be achievable.

SOFIA				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
3	5	0.7	3	5

Continued on next page

Transport concept, Continued

BORJOMI

Borjomi proposes an extended Games transport concept combining snow venues in the Borjomi area and ice venues in Tbilisi, 200 km away. Travel times between Tbilisi and Borjomi are very long.

The concentration of competition venues for 10 sports/disciplines and many non-competition venues in the Borjomi area might prove difficult from a transport standpoint and would require very detailed traffic capacity and feasibility studies.

Insufficient information has been provided to ascertain how transport and traffic have been planned and would be delivered at Games-time in the capital city of Tbilisi.

The development of a sound, efficient and reliable Olympic transport system may not be achievable.

BORJOMI				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
2	5	0.7	3	5

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Transport concept":

Applicant Cities	Minimum grade	Maximum grade
Sochi	5.9	7.7
Salzburg	7.1	8.6
Jaca	2.6	4.3
Almaty	7.6	8.8
PyeongChang	6.5	8.0
Sofia	2.6	4.3
Borjomi	2.2	4.3

8 → Safety and security

Weighting = 3

Safety and security

Introduction

The Olympic Winter Games represent one of the largest security operations in the world. Preparation takes several years of planning and the installation and absorption of new technologies can be complex. Training and rehearsing operational plans and procedures are time-consuming. Security agencies should be capable of absorbing this level of activity. In the context of the Olympic Games, the security operation includes all the emergency services of the city/region/country that would respond to any critical incident that threatened the safety or security of the population generally, including any person attending the Olympic Games. Safety and security also includes the management of critical incidents, civil disasters or other causes that threaten the safety of the population and the consequence management arrangements and capabilities in place.

The human resources required for the security operation are very large and personnel normally has to be deployed over an extended period of time, which could last for 50 days, 24 hours per day (from the date of the first "lock down" to the end of the Paralympic Games). Deployment on this scale has a significant impact on the city's ability to provide normal everyday law enforcement to the community.

The whole operation places the security forces of any country under considerable strain. The ability to withstand this pressure, respond to identified risks and prepare for critical incidents and their consequences over an extended time frame and theatre of operations is an important requirement for Olympic Games security.

The Olympic security operation assessment is based upon the potential performance of the security agencies proposed by the Applicant Cities. The potential performance is assessed for both the planning and operations periods of the Olympic Winter Games.

Previous experience of the security forces in planning for and managing a security operation for large scale sports and other events and the challenges that such environments present, were also taken into consideration.

In the challenging and uncertain world security environment, many countries have invested in training and equipment for security forces to combat the threat and incidence of terrorism. This development has been taken into account in the overall grading of the assessment.

The assessment is based upon information provided in the Application Files, as well as background security reports.

Continued on next page

Safety and security, Continued

Introduction (continued)

In addition, the following sub-criteria were taken into consideration:

a) The incidence and likelihood of terrorism;

b) The levels of known recorded crime and other public safety issues;

c) The overall technical and professional competencies of the main security forces and the proposed command and control;

d) The existing investment in security and related technology and the proposals to improve in this area to meet the Olympic Games security requirements;

e) The complexity of the proposed Olympic Winter Games "theatre of operations"* and the required security response.

* The theatre of operations refers to the entire Olympic Winter Games geographic area of activities and all of the villages, venues, facilities, transportation systems and public places used to support the Olympic Games.

The amount of resources, logistic and technical support, personnel and their deployment are all affected by the complexity of the overall proposals, the geographical spread of venues and facilities, the terrain and the transport network.

Thus the complexity of a security planning and operational response for the proposed Olympic Winter Games theatre of operations is given due consideration in the assessment and weighted accordingly.

In carrying out an 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. However, some Applicant Cities were considered to be more at risk due to the current uncertain security situation in the world. The ability of cities to deal with and manage this risk was taken into account. Nevertheless, the Working Group was sensitive to the difficulty of trying to assess the security situation eight years before the 2014 Olympic Winter Games. However, the risk to successful Candidate Cities will need to be continuously monitored to take account of changing world circumstances.

The Working Group also took into account the fact that proposals for security operations in the build-up to and during the Olympic Games can be amended more easily to meet the assessed threat than, for example, the provision of fixed Olympic Games infrastructure. However, it is important that the security operation is fully integrated into the overall operations of the Olympic Winter Games.

It would not be appropriate in a public document to detail all the issues of security raised and considered by the Working Group. However, some comments can be made.

Continued on next page

Safety and security, Continued

SOCHI

The command and control structure is clear and is vested in the Ministry of the Interior. Details were provided of the numbers and composition of security forces available for deployment. Financial resources and manpower appear adequate. The theatre of operations for security is relatively large. This could pose challenges for resource deployment and logistics.

SOCHI	
Minimum	Maximum
6.0	6.7

SALZBURG

The command of security forces will be under the Ministry of the Interior. Financial, technical and operational resources were clearly stated and considered adequate. The theatre of operations is relatively compact thus presenting fewer challenges to resource deployment and logistics.

SALZBURG	
Minimum	Maximum
7.6	8.2

JACA

The command of security forces will be under the Ministry of the Interior. Estimated numbers of security personnel and their composition were provided. Financial and technical resources were clear and considered adequate. The theatre of operations is spread across a large area and could pose problems for resource deployment and logistics.

JACA	
Minimum	Maximum
6.8	7.3

Continued on next page

Safety and security, Continued

ALMATY

The command of security forces will be under the ultimate responsibility of the President of the Republic. Details were provided of the composition and experience of the security forces. The financial and manpower resources appear adequate. The theatre of operations for security in Almaty is relatively compact thus presenting fewer challenges to resource deployment and logistics.

ALMATY	
Minimum	Maximum
6.0	6.5

PYEONGCHANG

The proposed command and control arrangements would be under the control of a specially formed Security Measures Committee which would be chaired by the Prime Minister. Details were provided of the estimated numbers and composition of security personnel. The technical capability, manpower and financial resources appear adequate. The theatre of operations is spread across a wide area, although well clustered. This could present some challenges for resource deployment and logistics.

PYEONGCHANG	
Minimum	Maximum
7.4	8.1

SOFIA

The command of security forces will be vested in the Ministry of the Interior. Minimal details were provided of the number and composition of security personnel. From the details provided of security and law enforcement numbers available, the security operation for the Olympic Winter Games could place a strain on their resources, especially as the theatre of operations is spread across a wide area.

SOFIA	
Minimum	Maximum
4.3	5.3

Continued on next page

Safety and security, Continued

BORJOMI

The command of the security forces rests with the Ministry of the Interior. Approximate numbers of security personnel were provided, as were the financial and technical resources. The theatre of operations is divided by a significant distance and could present challenges for resource deployment and logistics.

BORJOMI	
Minimum	Maximum
3.4	4.7

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Safety and security":

Applicant Cities	Minimum grade	Maximum grade
Sochi	6.0	6.7
Salzburg	7.6	8.2
Jaca	6.8	7.3
Almaty	6.0	6.5
PyeongChang	7.4	8.1
Sofia	4.3	5.3
Borjomi	3.4	4.7

9 → Experience from past sports events

Weighting = 2

Experience from past sports events

Introduction

The Working Group assessed each Applicant City's experience from past sports events, with some consideration given to the organisational capacity of the country.

The assessment was based on the two following sub-criteria and weighting factors:

a) General experience based on the number of major international and sports events organised in the past ten years — 40%

b) Winter experience with an emphasis on international events in Olympic winter sports and multi-sports games organised in the last ten years — 60%

SOCHI

Russia has successfully hosted many international events and multisports events, in particular in winter sports. The region of Sochi has limited winter sports experience.

SOCHI			
General experience		Winter experience	
Minimum	Maximum	Minimum	Maximum
7	9	4	6

SALZBURG

Austria has hosted many international events and the Salzburg region has excellent experience in most winter sports disciplines.

SALZBURG			
General experience		Winter experience	
Minimum	Maximum	Minimum	Maximum
8	9	9	10

Continued on next page

Experience from past sports events, Continued

JACA

Spain has significant experience in multisports and international events. The region of Jaca has a reasonable level of experience in winter sports.

JACA			
General experience		Winter experience	
Minimum	Maximum	Minimum	Maximum
8	9	6	8

ALMATY

Kazakhstan has limited experience in hosting international events. As a region Almaty has made significant efforts to increase its experience in staging international events. It has limited experience in major winter events.

ALMATY			
General experience		Winter experience	
Minimum	Maximum	Minimum	Maximum
5	6	3	5

PYEONGCHANG

Korea has very good experience in hosting major international events. The PyeongChang region has very good experience in recent years in staging major events in many winter disciplines.

PYEONGCHANG			
General experience		Winter experience	
Minimum	Maximum	Minimum	Maximum
8	9	8	9

Continued on next page

Experience from past sports events, Continued

SOFIA

Bulgaria has good experience in staging international sporting events and Sofia, in particular, has reasonable experience in international winter sports events.

SOFIA			
General experience		Winter experience	
Minimum	Maximum	Minimum	Maximum
6	7	5	7

BORJOMI

Borjomi stated that because of the general political and economic situation, no large scale events have taken place in the last ten years.

BORJOMI			
General experience		Winter experience	
Minimum	Maximum	Minimum	Maximum
2	4	2	4

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Experience from past sports events":

Applicant Cities	Minimum grade	Maximum grade
Sochi	5.2	7.2
Salzburg	8.6	9.6
Jaca	6.8	8.4
Almaty	3.8	5.4
PyeongChang	8.0	9.0
Sofia	5.4	7.0
Borjomi	2.0	4.0

10 → Finance

Weighting = 3

Finance

Introduction

The aim of this criterion is to provide an overall assessment as to whether an Applicant City's intention to provide government funding, together with private sector commercial revenues is a realistic combination which will provide the financial support required to organise the Olympic Winter Games.

The financing of the major infrastructure required for the Olympic Winter Games has been taken into account under the following criteria: General infrastructure, Sports venues and Olympic Village(s).

For the purpose of this assessment, the two following sub-criteria have been taken into consideration:

a) Government contributions and financing plan (information provided by the Applicant Cities) in relation to financial ability to deliver (Coface Country Risk Rating*)

b) Feasibility of the commercial revenue projection

In addition to the above, the budgets for both phases of the candidature were also considered, although no grades were attributed to this element.

As 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 asks 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 2007 and will assist the IOC in establishing a clearer picture of bid expenditure.

Figures range from USD 0.5 million to USD 10 million for the Applicant City phase and from USD 5 million to USD 17.5 million for the Candidate City phase, with total bid budgets ranging from USD 7.2 million to USD 27.5 million.

Continued on next page

Finance, Continued

a) Government contributions and financing plan in relation to financial ability to deliver

Government contributions and financing plan

Applicant Cities were requested to provide information on their overall financial plan for the Olympic Winter Games together with potential government commitments.

SOCHI

The governments of the Russian Federation, Krasnodar Krai (region) and the municipality of Sochi have committed to contribute financially to both OCOG and non-OCOG budgets as specified in the "Federal Target Programme for the Development of Sochi" (FTP).

The Federal government commits to cover any OCOG deficit.

The three levels of government mentioned above also commit to providing all necessary public services at no cost to the OCOG.

Finally, they commit to providing publicly owned competition and non-competition venues to the OCOG at no cost, or at a rental cost pre-approved by the IOC.

Letters from public authorities confirm these commitments.

SOCHI	
Minimum	Maximum
6.0	6.8

SALZBURG

The Federal Government of Austria, the State of Salzburg, the City of Salzburg and the municipalities of the snow venues signed a binding Multi-Party Agreement on 27 June 2005, submitted to the IOC as part of the guarantees, which essentially provides for:

- Committing to funding specific sports venue infrastructure constructions;
- Providing public services at no cost to the OCOG;
- Covering any OCOG deficit;
- Providing start-up funding for the OCOG of USD 120 million.

SALZBURG	
Minimum	Maximum
7.0	8.0

Continued on next page

Finance, Continued

JACA

In the event that Jaca is elected to host the Olympic Winter Games in 2014, the Spanish Government, the Regional Government of Aragon, the "Diputación Provincial de Huesca" and Jaca and Zaragoza City Councils will make possible the holding of the Games by committing themselves, and without any cost to the OCOG, to the following measures, amongst others:

- Make all necessary investments in terms of competition and non-competition venues, transport infrastructures, accommodation and telecommunications;
- Cover any OCOG deficit;
- Make available all public services under their jurisdiction;
- Make available all publicly owned competition and non-competition venues to the OCOG.

JACA	
Minimum	Maximum
6.5	8.0

ALMATY

In the event that Almaty is elected to host the Olympic Winter Games in 2014, the Government of Kazakhstan agrees to the following principles:

- Provide all public services at no cost to the OCOG;
- Cover any OCOG deficit;
- Make available all competition and non-competition venues owned by the Public Authorities to the OCOG at no cost;
- Undertake and finance all the required sports and general infrastructure developments;
- Create a legacy fund of USD 80 million to guarantee the use and maintenance of all sports facilities after the Games.

ALMATY	
Minimum	Maximum
5.6	6.8

Continued on next page

Finance, Continued

PYEONGCHANG

The Korean Government (50%), the Gangwon Provincial Government (25%) and the Host City and Venue Cities (25%) have committed to fund venue construction.

The Korean Government and the Gangwon Provincial Government have committed to fully finance the necessary transport infrastructure developments.

The Korean Government has committed to underwrite public services that are not covered by the OCOG budget such as security, medical and immigration services.

The Korean Government together with the Gangwon Provincial Government will cover any OCOG deficit.

Letters from public authorities confirm these commitments.

PYEONGCHANG	
Minimum	Maximum
6.2	7.6

SOFIA

Sofia's Application File states that:

- The Government will provide all security, medical, customs and other administrative services at no cost to the OCOG;
- All competition and non-competition venues in state or municipal ownership will be made available free of charge to the OCOG, or at a rental cost pre-approved by the IOC;
- The Bulgarian Government will cover any OCOG deficit;
- Investment in transport infrastructure related to Olympic sites is planned irrespective of whether Sofia is elected to host the Olympic Winter Games in 2014.

SOFIA	
Minimum	Maximum
4.6	5.8

Continued on next page

Finance, Continued

BORJOMI

A Government Commission under the leadership of the Prime Minister of Georgia has agreed on the following four main principles should Borjomi be elected to host the Olympic Winter Games in 2014:

- Commitment of cost sharing between central, regional and city government in case of an OCOG deficit;
- Commitment to finance the necessary infrastructure for the long term development of sport, culture and tourism in Georgia in conjunction with private investors, public-private partnerships and other forms of cooperation;
- Commitment to make all competition and non-competition venues owned by public authorities available to the OCOG at no cost;
- Commitment to provide public services at no cost to the OCOG.

BORJOMI	
Minimum	Maximum
2.8	3.5

*Coface's Country Risk Ratings

The Working Group has chosen to use the Coface Country Risk ratings rather than the Moody's Credit rating used by previous Working Groups as certain of the 2014 Applicant Cities do not have a Moody Credit rating as they are not particularly active in the credit market. The Coface report analyses short and medium term economic risks by country. The information provided is indicative of the degree of confidence in a country's economic situation, particularly in relation to government funding, and can be considered to be an objective and measurable rating for countries that will have to make considerable investment to support the staging of the 2014 Olympic Winter Games. The Coface rating scale goes from the highest grade of A1 to the lowest grade of D. The relevant countries are listed below in the order of drawing of lots:

B	-	Russia (Sochi)
A1	-	Austria (Salzburg)
A1	-	Spain (Jaca)
B	-	Kazakhstan (Almaty)
A2	-	Republic of Korea (PyeongChang)
B	-	Bulgaria (Sofia)
D	-	Georgia (Borjomi)

Continued on next page

Finance, Continued

b) Feasibility of the commercial revenue projections

The feasibility of the commercial revenue projections made by the Applicant Cities has been graded as feasible, optimistic or very optimistic. Total Gross Domestic Product (GDP), GDP per capita and total population are the criteria that have been used in determining the feasibility. This grade does not express whether the amounts projected, together with the IOC financial contribution (television rights and TOP marketing programme) and projected government subsidies, will enable the Applicant Cities to present a balanced Olympic Winter Games operating budget.

Applicant City	Grade	Commercial Revenue Projection (in USD million)
Sochi	Feasible	485
Salzburg	Feasible	418
Jaca	Feasible	442
Almaty	Feasible	275
PyeongChang	Feasible	502
Sofia	Optimistic	443
Borjomi	Very Optimistic	270

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Finance":

Applicant Cities	Minimum grade	Maximum grade
Sochi	6.0	6.8
Salzburg	7.0	8.0
Jaca	6.5	8.0
Almaty	5.6	6.8
PyeongChang	6.2	7.6
Sofia	4.6	5.8
Borjomi	2.8	3.5

11 → Overall project and legacy

Weighting = 3

Overall project and legacy

Introduction

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 2014 Olympic Winter Games.

This review took place after the assessment of all other criteria and the Working Group thus had the opportunity to confirm its general opinion of each city's overall Olympic project and the legacy that the Olympic Winter Games would leave in each city/region.

A minimum and maximum grade was awarded to each city, as shown below:

Applicant Cities	Minimum grade	Maximum grade
Sochi	5.0	7.0
Salzburg	8.0	9.0
Jaca	3.0	5.0
Almaty	4.0	7.0
PyeongChang	7.0	8.0
Sofia	3.0	5.0
Borjomi	2.0	4.0

Conclusion

Conclusion

The Olympic Movement is very pleased that seven cities have applied to host the 2014 Olympic Winter Games, including cities from regions seeking to establish themselves as new winter sports centres.

In applying to host the 2014 Olympic Winter Games, these cities are seeking to host the largest and most complex winter sports event in the world as an Olympic Winter Games effectively constitutes the organisation of 15 world championships simultaneously in multiple locations over 16 days with one of the largest security operations in the world.

The responsibility of the Working Group has been to provide an analysis and advice on which cities have the potential to host successful Olympic Winter Games in 2014 and, therefore, meet the qualification to be considered by the Executive Board as Candidate Cities.

In drawing its conclusions, the Working Group wishes to re-emphasise that its task is not to suggest any final judgment on which city should host the Olympic Winter Games in 2014.

The Working Group recognises and appreciates the considerable effort made by the cities to prepare their responses to the IOC questionnaire.

The capability of a city to host the Olympic Winter Games is principally the product of:

- its basic capacity to implement such a large and complex project in terms of infrastructure and resources and in relation to the natural geography and topography of the city and region;
- the concept which the city proposes for the Olympic Winter Games – that is, the existence of a viable overall plan to implement the concept;
- the support which the project has from the general public, the public authorities and key stakeholders;
- the ability to deliver results in terms of organisation, planning and operational performance; and
- the ability to achieve a high-quality outcome in relation to such factors as service standards, Olympic values and legacy.

The assessment that the Working Group has made of the 11 criteria leads to the following judgment of the respective capabilities of the Applicant Cities in these terms.

Continued on next page

Conclusion, Continued

The Working Group has reached the following conclusion which reflects the overall assessment of each city in relation to the benchmark that was set. In each case, the Applicant Cities are listed in the order of drawing of lots established by the IOC Executive Board in 2005.

- The Working Group believes that Sochi, Salzburg and PyeongChang have the potential to host the 2014 Olympic Winter Games.
- Whilst proposing a good concept, the Almaty application nevertheless presents a number of challenges and risks, as reflected in the fact that the overall rating straddles the benchmark.
- The Working Group concludes that Jaca, Sofia and Borjomi do not have the requisite level of capability at this time to host the 2014 Olympic Winter Games.

Clearly, each of the cities that the Executive Board selects as a Candidate City will need to elaborate and refine its proposals in anticipation of the more detailed and comprehensive evaluation that will take place during the candidature phase.

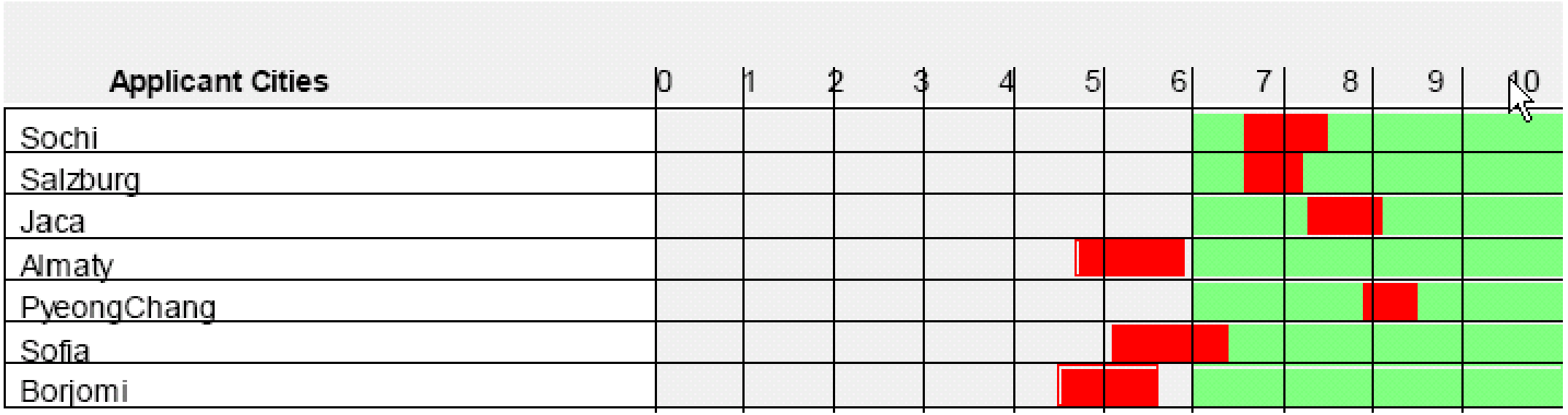
It is important to state that the Working Group's conclusion applies only to 2014. Some of the cities assessed as not having the capacity at this time may well have the potential to host a future Olympic Winter Games, though these cities will have to develop their infrastructure, review their concept and increase their organisational experience in winter sports.

Charts

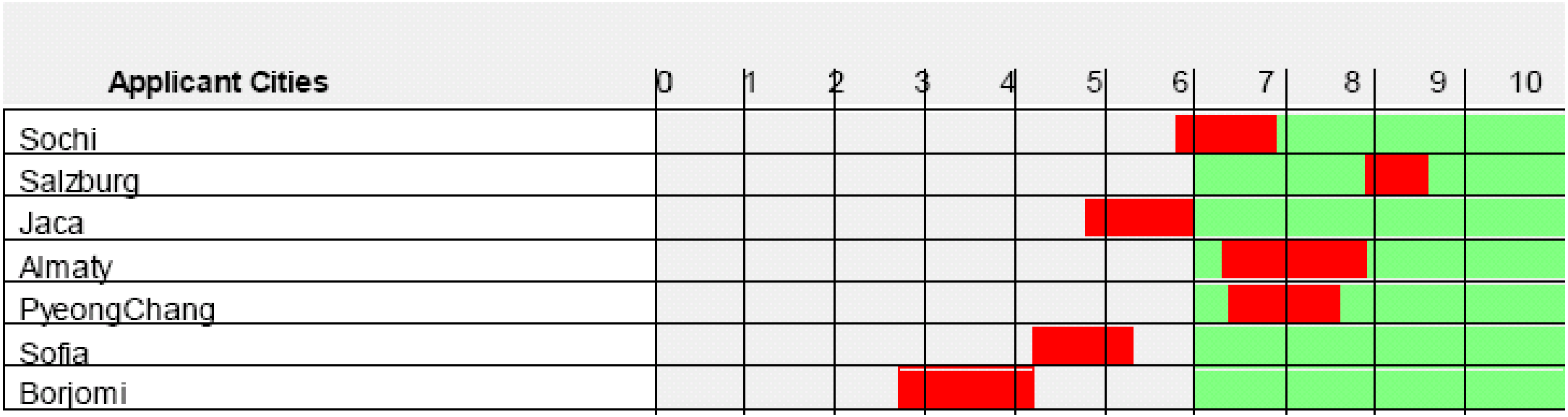
Charts

The charts showing the position of each Applicant City for each criterion and the final result follow.

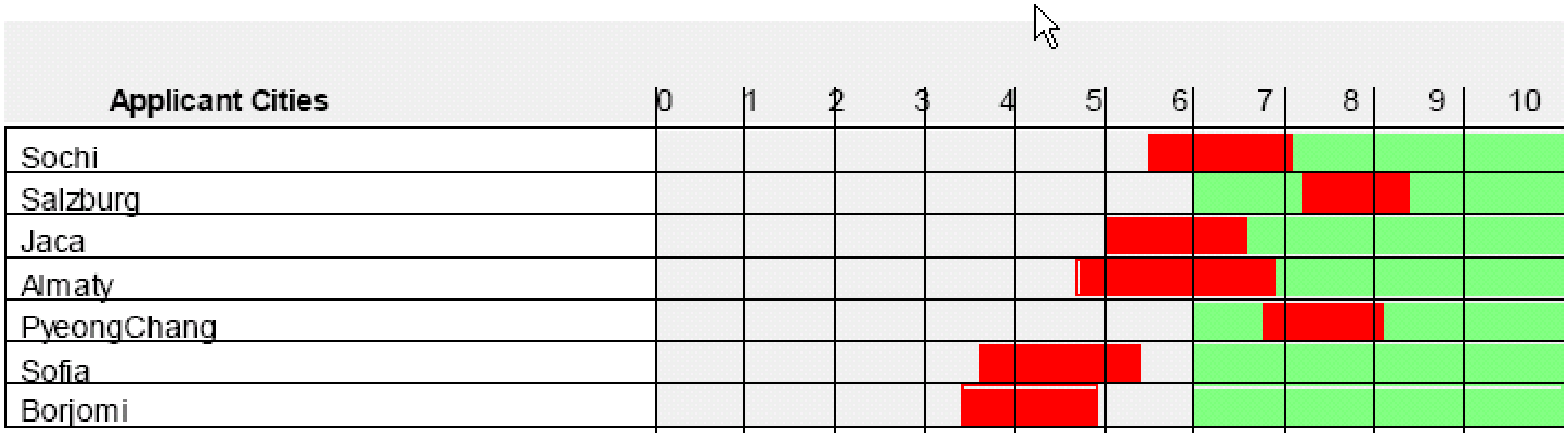
criterion: **1 - Government support, legal issues and public opinion (weighting = 2)**



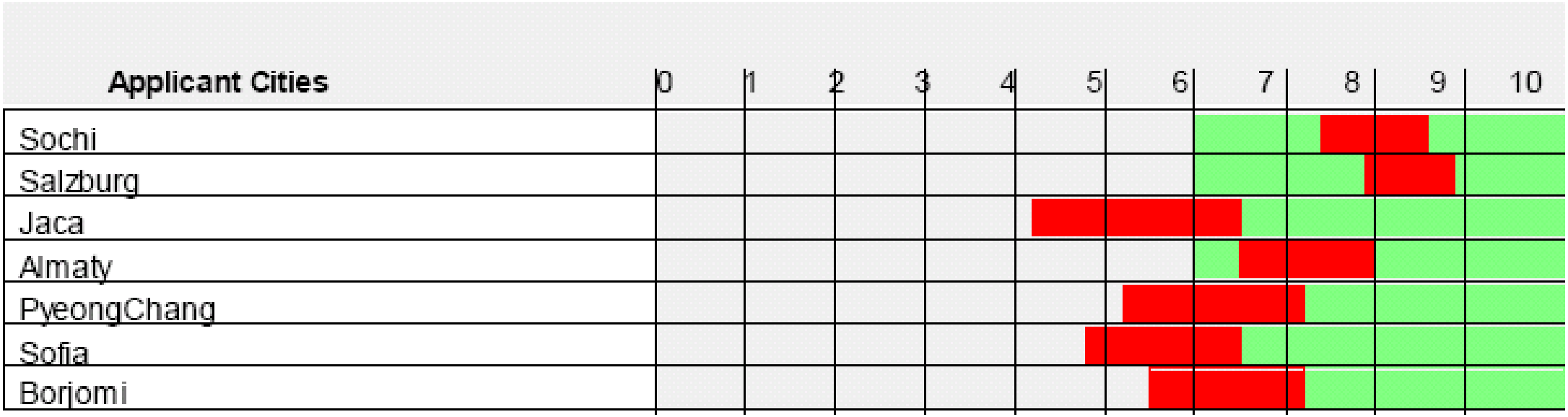
criterion: **2 - General infrastructure (weighting = 5)**



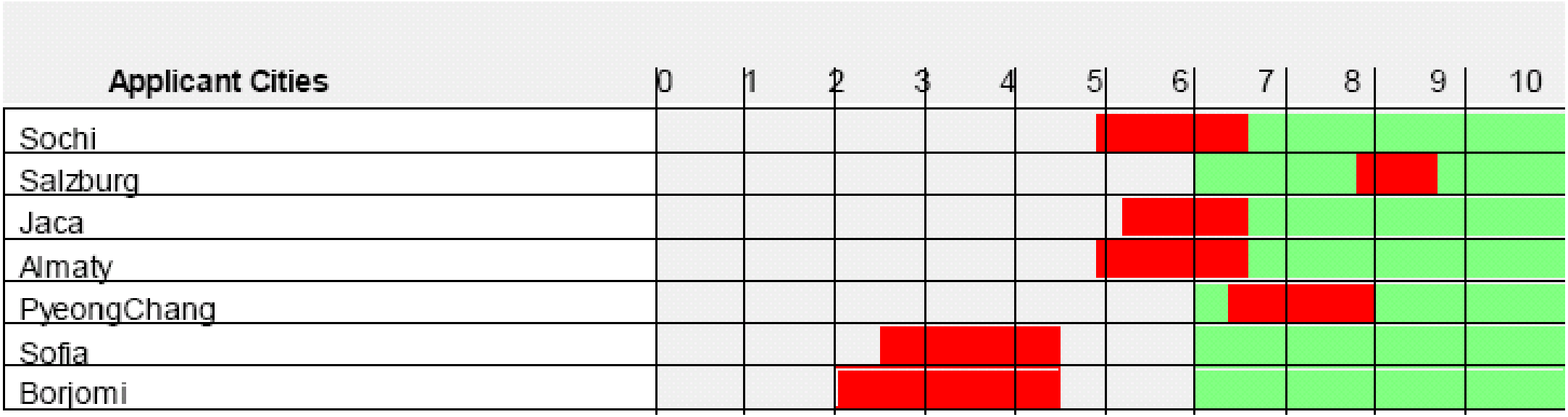
criterion: **3 - Sports venues (weighting = 4)**



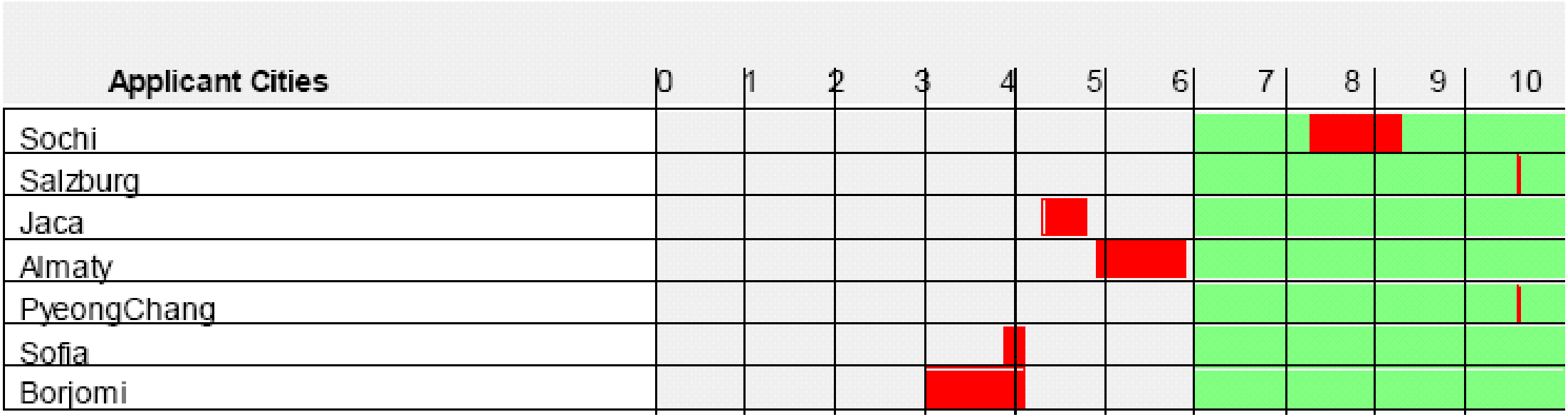
criterion: **4 - Olympic Village(s) (weighting = 3)**



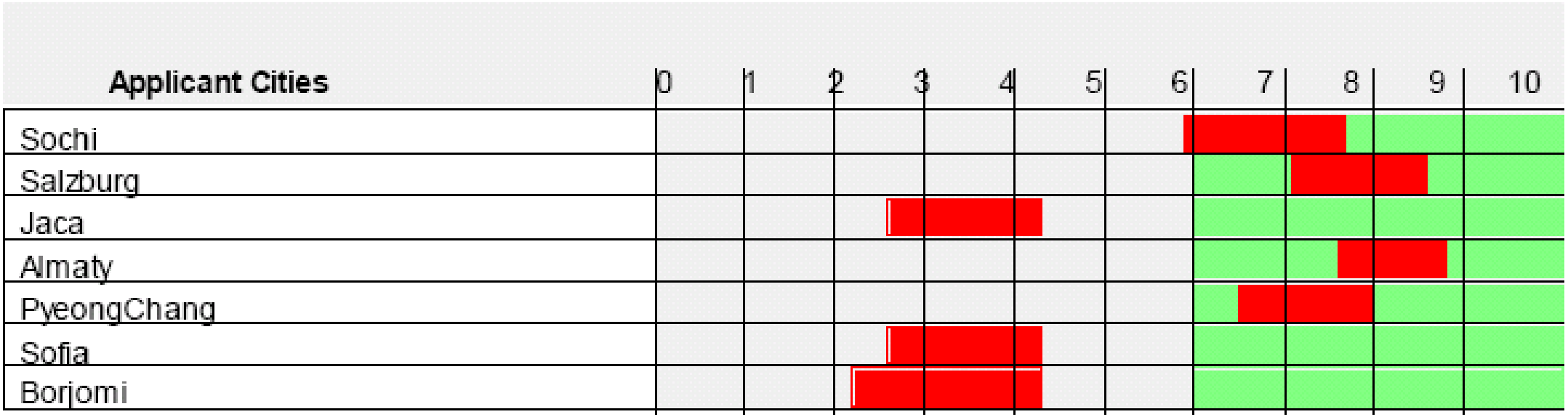
criterion: **5 - Environmental conditions and impact (weighting = 2)**



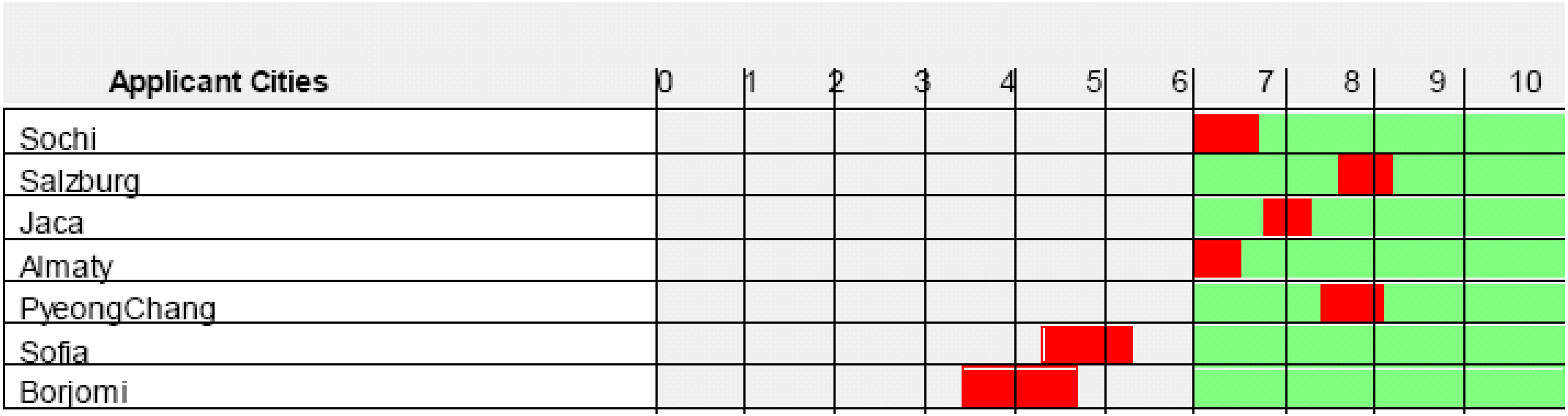
criterion: **6 - Accommodation (weighting = 5)**



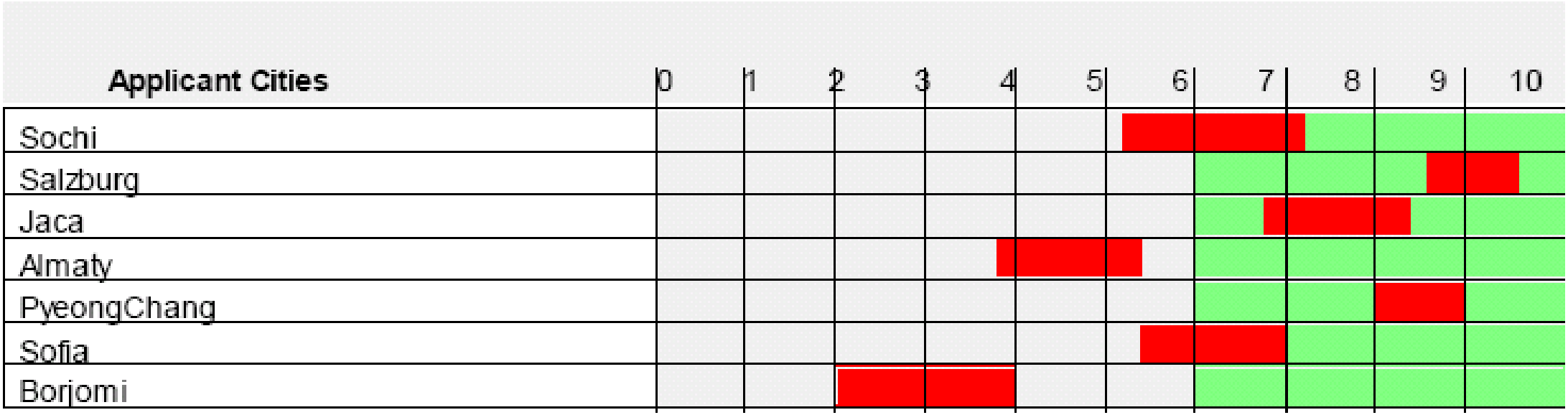
criterion: **7 - Transport concept (weighting = 3)**



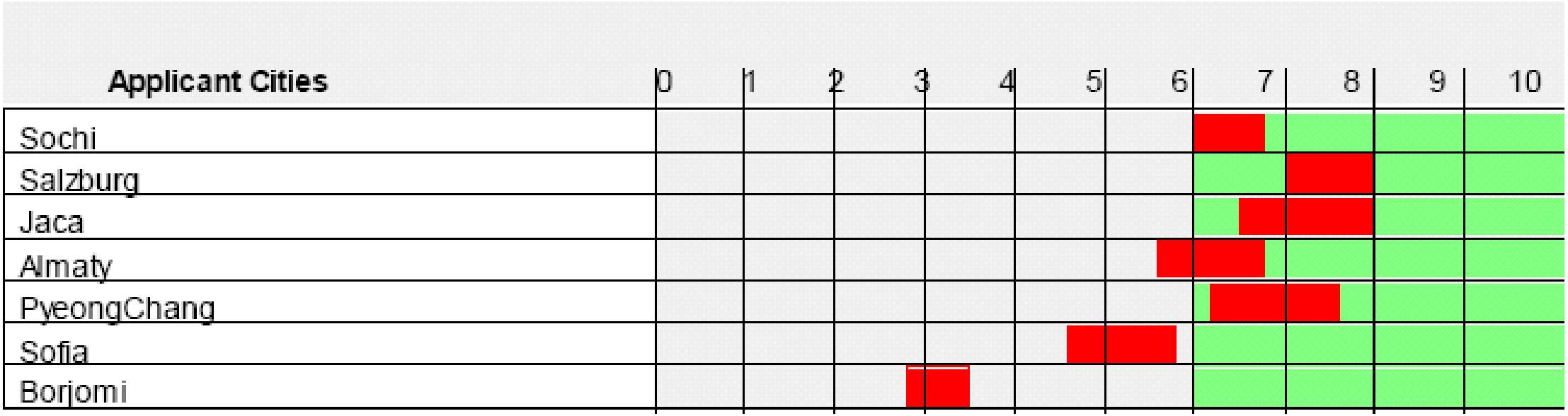
criterion: **8 - Safety and security (weighting = 3)**



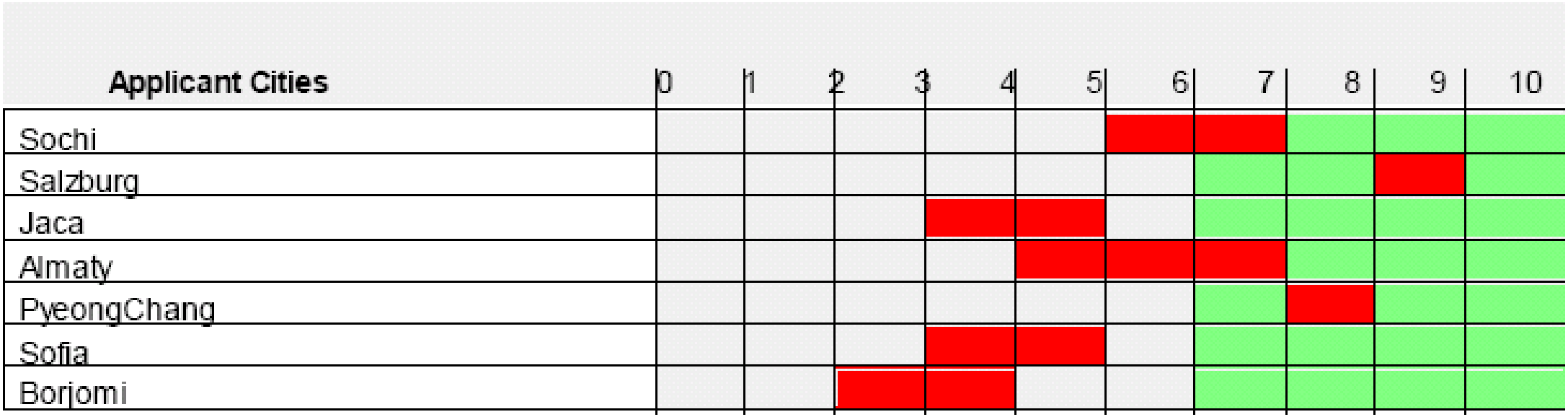
criterion: **9 - Experience from past sports events (weighting = 2)**



criterion: **10 - Finance (weighting = 3)**



criterion: **11 - Overall project and legacy (weighting = 3)**



Final Result