



Conclusion

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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.

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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.