



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# IOC 2014 EVALUATION COMMISSION REPORT

XXII OLYMPIC WINTER GAMES IN 2014





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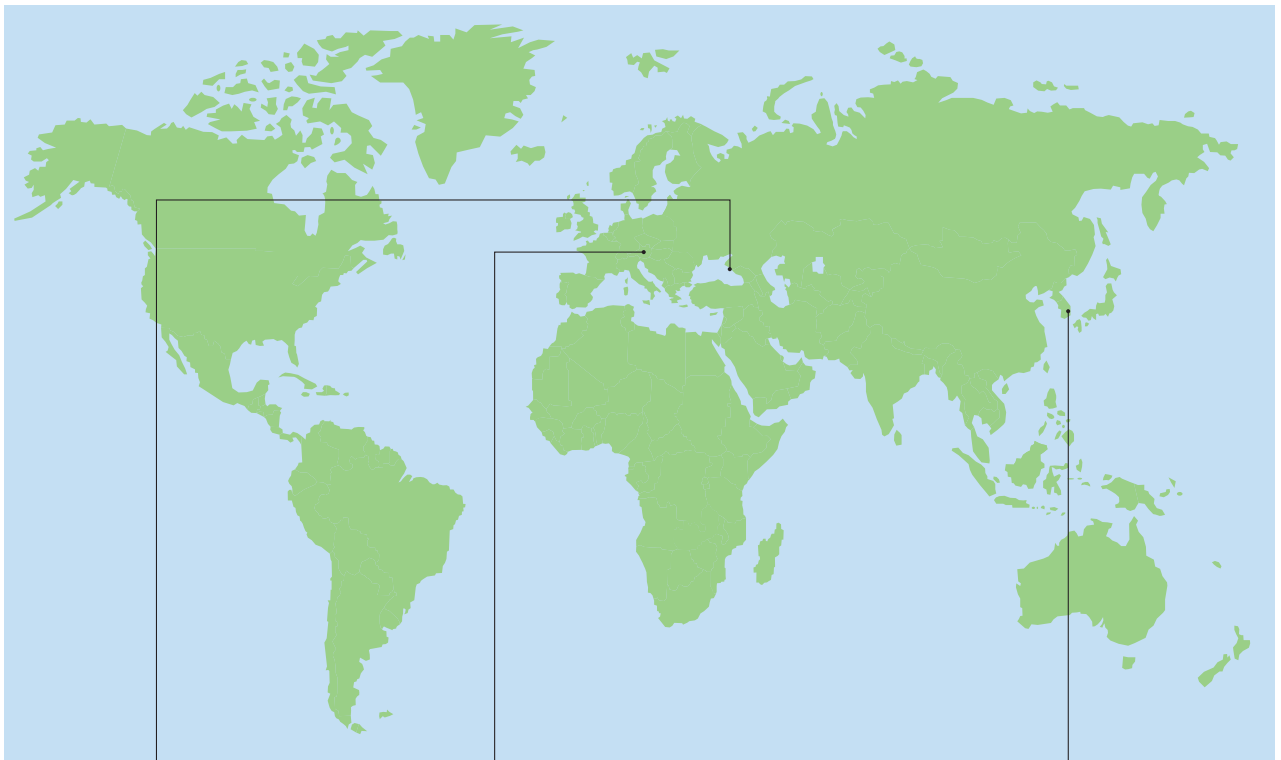
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# INTRODUCTION



Dear Colleagues,

The IOC Evaluation Commission (the Commission) for the XXII Olympic Winter Games in 2014 is pleased to present the results of its evaluation of the three Candidate Cities. These cities, listed in the official order of drawing of lots, are Sochi (Russian Federation), Salzburg (Republic of Austria) and PyeongChang (Republic of Korea).

Seven cities initially submitted applications to host the 2014 Olympic Winter Games: Sochi (Russian Federation), Salzburg (Republic of Austria), Jaca (Spain), Almaty (Kazakhstan), PyeongChang (Republic of Korea), Sofia (Bulgaria) and Borjomi (Georgia). They were assessed by a Working Group which presented a report to the IOC Executive Board. Upon the basis of this report, the three Candidate Cities were selected by the IOC Executive Board on 22 June 2006.

Throughout the 2014 bid process, the IOC has continued to build on and improve the quality of the services it offers to bid cities. Such services have included the Applicant City Seminar, the Turin Olympic Winter Games Observer Programme, a debrief meeting of the Turin Games, Candidate City workshops and access to the IOC's Olympic Games Knowledge Management programme. As a result, the 2014 Applicant and Candidate Cities have had more information and expertise available to them than ever before.

The Commission notes that this is reflected in the detailed planning and comprehensive strategies implemented by the Candidate Cities on such issues as sustainability, accessibility and integrated city development. In particular, it notes that the recommendations of the IOC Olympic Games Study Commission have been taken into consideration by the Candidate Cities and applied according to each city's specific plans.

Based on such in-depth reflection and analysis, the investments made throughout the bid process can be seen to generate positive legacies irrespective of whether a city

is awarded the Olympic Winter Games. Bidding for the Olympic Winter Games is also proving to be a catalyst for the development of winter sports regions, accelerated construction of general infrastructure and sports facilities and for high-level political, financial and administrative collaboration, showing the unique nature and influence of the Olympic Games.

The quality of the Candidature Files and the presentations made during our visits greatly assisted us in assessing each city's proposal and in the preparation of this report. During the visits, the Commission was very pleased to meet with the IOC members in the respective countries and many Olympians and Paralympians.

This Commission is composed of representatives of all components of the Olympic Movement: the IOC, IFs, NOCs, athletes, IPC, former Olympic Games organisers and advisors (see Appendix A).

The Commission has carried out a detailed analysis of the three Candidate Cities, to assist the IOC in the important decision of electing the Host City and to underline the challenges that could be faced in each of these cities during the seven years leading up to and including the 2014 Olympic and Paralympic Winter Games.

The Commission's task is a technical and fact-finding one: to verify the information stated in the Candidature File, to determine whether proposed plans are feasible and to make a qualitative assessment of risk.

The Commission followed the same working procedures in each Candidate City: briefing sessions were held on all 17 themes of the IOC Candidature Procedure and Questionnaire and visits were made to each of the proposed competition and non-competition venues (see Appendix B for visit dates).

The Commission has taken into consideration all information received up until its departure from the

# INTRODUCTION

respective cities and the report reflects the unanimous opinion of its members.

The report is presented on a city-by-city basis, in the order of drawing of lots. The reports are followed by an overall summary of each city.

Some general matters which address a number of points common to all Candidate Cities can be found below.

To complete this introduction, on behalf of the Commission, I would like to thank the IOC administration for assisting the Commission in analysing the bid documents which greatly facilitated the Commission's work. I would also like to thank Gilbert Felli, Olympic Games Executive Director, and Jacqueline Barrett, Head of Bid City Relations, assisted by Sophie Skeels and Helen Stewart, for their hard work and dedication.

I would like to take this opportunity to wish you, my colleagues, all the best in the important decision of electing the Host City of the XXII Olympic Winter Games in 2014.



Chairman of the 2014  
IOC Evaluation Commission

## General matters

### 1. Travel times

All travel times mentioned in the Commission's report are average 2014 bus travel times, as provided by the Candidate Cities in their Candidature Files.

### 2. Accommodation (see appendix C)

The IOC requires Candidate Cities to guarantee

- 22,800 rooms in various categories of hotels
- A USD room rate in 2014 dollars for the IOC hotels (950 rooms)
- A maximum USD room rate in 2014 dollars for other accredited clients (including the formula used, if applicable).

During its visit, the Commission noted the hotel rating systems used by all Candidate Cities and their equivalence to the internationally-accepted star rating system used in this report.

### 3. Finance / Economy

Candidate Cities were requested to provide budget figures in both 2006 and 2014 US dollars, as well as in local currency. All figures mentioned in the report (with the exception of accommodation) are in USD 2006 value.

The economic statistics mentioned in the section on Political and Economic Climate and Structure have been sourced from the World Bank and relate to 2005 (the most recent figures available).

### 4. Security

Terrorism is, by definition, a global concern. The Commission has not commented on this element of security in the individual city reports as it considers that all cities and their respective countries have demonstrated a commitment to maintaining a high level of vigilance and implementing prevention methods.

## 5. Environment and Meteorology

Increasing consideration will have to be given and comprehensive operations and contingency plans and adaptation strategies formulated by Bid Committees and Games organisers in regard to the effects of global warming. The location and altitude of snow venues, the cost, availability and environmental impact of slope grooming and snowmaking (including water resources and storage, and energy production capability) and transport will have to be considered in this context.

While increases in average temperatures are expected to be minimal over the seven years to 2014, natural snow reliability is expected to fall, and the frequency of warmer winters, with greatly reduced snowfalls, particularly at lower altitudes, is increasing, as are instances of extreme weather conditions and natural hazards such as floods and landslides.

## 6. Test events

Each of the three Candidate Cities has committed to organising a test event in every sport at Olympic venues.

## 7. Public opinion

As additional background information, the IOC conducted its own opinion poll in the Candidate Cities and their respective countries from 27 November to 19 December 2006. The results of this poll can be found in Appendix D.

## 8. Letters of concern

As is the case with each edition of the Olympic Games, letters of concern are addressed to the Commission. The Commission received requests to meet with representatives of certain groups during its visits to Sochi and Salzburg, to which it agreed. The Commission noted that none of these groups were against the Olympic Winter Games but, rather, that their concerns related to specific sites and were mainly of an environmental, financial and social nature.

## 9. Maps

A map of each city's project is included in Appendix E. These maps, taken from the cities' Candidature Files, will assist readers in understanding each city's overall concept and to situate the venues.

## 10. Number of competition venues (see Appendix F)

Appendix F lists the competition venues proposed by each Candidate City, as counted by the Commission.

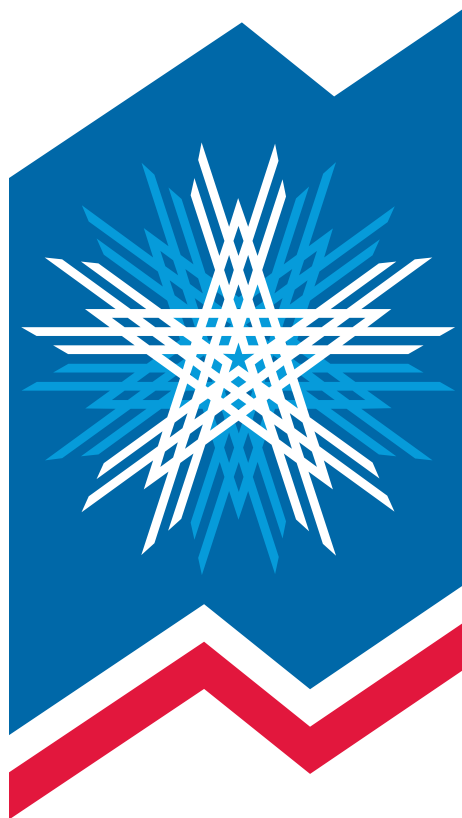
## Appendices

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- B. List of visit dates
- C. Accommodation table
- D. Summary of IOC opinion poll results
- E. Maps
- F. Number of competition venues
- G. Abbreviations
- H. Signatures



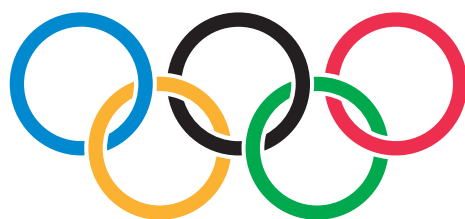


SOCHI



**SOCHI**  
2014

CANDIDATE CITY



# SOCHI

## OLYMPIC GAMES CONCEPT AND LEGACY

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### Dates of the Olympic Winter Games

Sochi proposes to hold the Olympic Winter Games from Friday 7 to Sunday 23 February, based on optimal weather conditions for competition and lower demand on city tourism and transport.

### Olympic Winter Games concept

Sochi proposes a very good concept based around an ice cluster and a mountain snow zone 49 km/50 minutes apart. The bid puts forward a new approach to the ice cluster which takes the form of an Olympic Park. The Olympic Park would be newly constructed 25 km from Sochi city centre on the coast of the Black Sea, 7 km from Sochi airport and would include all ice venues, the main Olympic Village, the Olympic Stadium for Opening and Closing Ceremonies, the Medals Plaza, the International Broadcast Centre/Main Press Centre (IBC/MPC) and IOC hotels. The Krasnaya Polyana mountain zone would contain all snow and sliding venues, an Olympic Village and a media sub-centre.

The Municipality of Sochi extends from the coast to the mountain zone thus encompassing all Olympic venues under a single, governing body.

With the majority of competition and non-competition venues to be built, the Sochi bid presents both an opportunity to create a new “custom-built” winter sports area with state-of-the-art facilities, but also the challenge of a major construction project within a defined period.

The concept is driven by the strong vision “Gateway to the Future”, with the following objectives:

- to transform Sochi into a year-round tourist destination by maximising the large scale summer tourism infrastructure during the winter season;
- to develop Russia’s first world-class ski resort;
- to create a centre for winter sports in Russia;

- to establish Russia’s first alpine, sliding and ski jumping centre;
- to implement Russia’s new philosophy of investing domestically for the future.

The Paralympic Games are well integrated into Sochi’s 2014 planning.

### Legacy and impact

The project for the 2014 Olympic Winter Games is embedded in the “Federal Target Programme for the Development of Sochi 2006-2014” (FTP) funded 60% by public sources and 40% by private investment. The aim of the FTP is to modernise the region by creating new infrastructure in rail, road, telecommunications, energy and accommodation and through the construction of sports venues. The development of the Sochi area will take place irrespective of the 2014 Olympic Winter Games, though with a reduced level of investment. The benefits of the government’s investment in this area would create a long-term legacy surpassing the needs of the Olympic Winter Games.

As one of the top winter sports nations, Russia would benefit significantly from new training and competition facilities (including alpine, sliding and ski jumping centres as well as Russia’s first multi-purpose International Winter Sports Training Centre in Krasnaya Polyana) which are greatly needed by Russian athletes to allow them to train and compete in their own country. The ownership of several of the sports venues would be transferred to the Federal Agency for Physical Training and Sports which would be responsible for post-Games operations and maintenance.

A legacy fund of USD 35 million, which is included in the OCOG budget, would go towards the overall maintenance and operations of Olympic Park venues after the Olympic Winter Games.

The development of the Sochi area would leave an excellent legacy for sports and tourism. Careful planning and the implementation of strict guidelines would however be required in the mountain zone as seven competition and non-competition venues would be built within the Sochi National Park and near the Caucasus State Biosphere Reserve (a UNESCO World Heritage site). A satisfactory balance would have to be found between the economic and sports benefits and the environmental impact in the mountain area.

### Communication

Sochi has budgeted a substantial amount (USD 80.8 million) for advertising and promotion. The bid proposes a four-year national communications plan followed by a two-year global awareness campaign. These OCOG initiatives would supplement local and regional tourism promotions.

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

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### Population

The Russian Federation has a population of approximately 143 million, Krasnodar Region 5.1 million and the City of Sochi 400,000. A slight increase is expected in the Sochi population for the period 2007 to 2014.

### Political structure and responsibility

The Russian Federation has a directly elected executive President. Key members of the Federal Government, including the Prime Minister, are nominated by the President with the consent of the State Duma. Powers are divided between the executive, the legislature and the judiciary. The 2014 Olympic Winter Games would be under the responsibility of the executive arm of government.

### National economy

In 2005, Russia had a GDP growth rate of 6.4% with a GDP per capita of USD 5,333 and an inflation rate of 10.9% (source: World Bank statistics).

### Support

Strong support for the Games has been expressed by the President of Russia. The Deputy Prime Minister heads the Bid Committee. The government's support was reiterated when the President met with the Evaluation Commission during its visit and by the participation of many government ministers in Bid Committee presentations. In addition, a Federal Decree was issued in November 2005 to express the Federal Government's formal support to the bid, and Sochi's plans form part of the Federal Target Programme (FTP).

There are elections at all levels of government (including Presidential) between 2007 and 2014. In view of cross-party support expressed by the State Duma, the Bid Committee has stated that the results of elections would not affect Games' preparations.

Private companies would finance and construct the majority of the snow venues, both Olympic Villages and the International Broadcast Centre/Main Press Centre (IBC/MPC) and would be required to work within the framework and specifications of the FTP. The Russian Government would act as the final guarantor for all competition and non-competition venues.

The public opinion poll commissioned by the IOC shows the following levels of support to host the 2014 Olympic Winter Games: 79% support in Sochi and 80% overall in Russia.

## LEGAL MATTERS

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### Guarantees

The guarantees provided are generally of a high quality.

Any eventual shortfall would be covered by the Federal Government. Approximately 30% of OCOG revenues would be provided through a government subsidy, included in the Federal Target Programme (FTP), which has been approved by the Government of the Russian Federation. The Bid Committee explained that, according to Russian law, federal budgets are usually reviewed twice yearly which would provide opportunities throughout the preparation of the Games to modify this subsidy as required. In view of the cross-party support for the Games and the long-term commitment to the development of the Sochi area, the Bid Committee stated that it would be highly improbable that such funds would be denied.

Having reviewed all guarantees provided, the Commission draws particular attention to the following: preliminary venue use agreements have been provided for all competition and non-competition venues. However, in accordance with Russian legislation, final venue use agreements, including possible rental costs, can only be executed once the venue exists. The Commission highlighted the risk involved in not finalising potential rental costs in advance. The Bid Committee clarified that negotiations would take place with private owners after the election of the Host City and that provisions have been made in the OCOG budget in this respect.

### Legislation

Should Sochi be elected as the Host City of the 2014 Olympic Winter Games, an "Olympic Law" would be enacted to facilitate the organisation of the Games. An English translation of the draft of the law, which is expected to be passed by the end of 2007, was provided to the Commission during its visit. Given the strong government support for the bid, the Commission is confident that the law would be passed.

The FTP Directorate, already established and operational under the direction of the Ministry of Economic Development and Trade, is responsible for the delivery of FTP projects, including all Olympic facilities.

### **OCOG structure and transition**

The OCOG would be incorporated as a not-for-profit foundation on the basis of the Olympic Law, and in accordance with the provisions of the Candidature File, within three weeks of the law coming into force. According to the draft of the law, the existing Bid Committee would serve as the governing body for the Games during the period of transition from the election of the Host City to the establishment of the OCOG and USD 16.1 million to fund the transition period is included in the FTP.

## **CUSTOMS AND IMMIGRATION FORMALITIES**

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### **Entry to the country**

The Olympic Identity and Accreditation Card would serve as official access to the country, in accordance with IOC requirements. Visas are currently only issued following a request from authorised government entities or travel agencies, which can prove to be a complicated process.

### **Work permits**

The Federal Government has included a provision in the proposed “Olympic Law” to guarantee that work permits for temporary foreign workers coming to Russia to perform Olympic functions would be issued in no more than ten days, free of any duties or taxes.

“Olympic Desks” would be created in Russian Embassies to facilitate the smooth delivery of work permits and visas for Olympic clients, including spectators.

Current legislation requires persons wishing to stay in Russia for a period exceeding three months to present an HIV-AIDS health certificate. In response to concerns raised by the Commission, the Bid Committee stated that it would request that this issue be reviewed.

### **Importation of goods**

The temporary importation into Russia of goods and equipment required for the Olympic Winter Games would be free of any duties.

The temporary importation of firearms and ammunition for biathlon is authorised and the OCOG would liaise with NOCs to facilitate procedures.

## ENVIRONMENT AND METEOROLOGY

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### Plans and actions

Sochi's environmental plans and actions are contained in the Russian Government's "Federal Target Programme for the Development of Sochi" (FTP), which will fund various infrastructure programmes and sustainable development projects.

A portion (USD 7.1 million) of the environmental "fees" charged to developers of infrastructure projects will be allocated to the building of an environmental education centre and USD 8.3 million will be spent on construction-related compensation environmental measures in Sochi National Park.

Sochi 2014 plans to apply a sustainable management system to the development of facilities and operations, sustainable design principles in construction and improved measures for waste collection, processing and disposal.

The OCOG would work with a range of public authorities to implement environmental plans within the framework of Russia's "Law on Environmental protection" and the FTP. The OCOG would also closely collaborate with the Ministry of Natural Resources on environmental evaluation, planning and management. There would need to be strong cooperation between all parties to ensure efficient delivery and operations.

For all new permanent construction projects, preliminary studies have been carried out and full Environmental Impact Assessments would be undertaken and audited by an ecological council overseen by the Ministry of Environment and involving NGOs, scientists and community members.

Seven competition and non-competition venues required for the Olympic Winter Games would be constructed within the boundaries of Sochi National Park, directly impacting on approximately 800 hectares (0.5% of the total area of the park). Two of these venues, the Krasnaya Polyana Olympic Village and the sliding venue, would be located in the buffer zone of the Caucasus State Biosphere Reserve – a UNESCO

World Heritage site – where, due to a recent rezoning of Sochi National Park, the construction of infrastructure for tourism and recreation is now permitted.

In addition, new road and rail links to the mountain zone would be built in the National Park, generally following the path of the existing road. Impact mitigation actions will be taken, including the use of environmentally friendly materials and construction methods.

Under the FTP, all snow venues except ski jumping will be constructed irrespective of Sochi being awarded the 2014 Olympic Winter Games.

At the time of the Evaluation Commission visit, legal action against the government pertaining to the FTP and developments in Sochi National Park was still pending. The Evaluation Commission expressed the hope that continued dialogue between NGOs, the government and the Bid Committee would lead to a satisfactory solution to this issue as soon as possible.

The Bid Committee stated that an improved version of the FTP was undergoing ecological review in accordance with required procedures and was due to be ratified mid-April 2007. The Commission was informed that NGOs had accepted an invitation to take part in this ecological review (March-April) to assess the venue infrastructure development plans, and that the Russian Government had accepted the NGOs' request to limit construction in the buffer zone to the Krasnaya Polyana Olympic Village and the sliding venue.

According to the Bid Committee, this new version of the FTP would nullify the original FTP and hence "any action by the Supreme Court will have no effect on construction schedules and development of Olympic venues".

The Bid Committee assured local NGOs that adequate protection would be given to a wetlands area within the proposed Sochi Olympic Park.

### Air and water quality

Air quality in Sochi is currently within World Health Organisation (WHO) guideline levels and the FTP includes guaranteed funding for measures to further improve and protect air quality. Water quality is satisfactory.

### Meteorology

Temperatures are satisfactory, as are humidity levels. Average precipitation frequency is low, although average volumes are relatively high.

Temperature increases over the next seven years are expected to be minimal and average snow depths are satisfactory. Sufficient snow-making capability would be in place, if required.

Average wind strength is relatively high in the afternoons and evenings at the higher altitude snow venues, but at the ski jump venue the estimated average wind strength is low.

The incidence of avalanches and landslides in the mountain areas would have to be taken into account with regard to safety and construction schedules, particularly for road and rail infrastructure. Protection measures against seasonal flooding (in the coastal Sochi area) are already in place.

Russia has ratified the Kyoto Protocol.

## FINANCE

### OCOG budget

Sochi has proposed a balanced revenue and expenditure budget of USD 1.517 billion for both the 2014 Olympic and Paralympic Winter Games based on 2006 cost estimates. The projected inflation rate is relatively high and is estimated at an average of 5.91% per annum until 2014. The impact of inflation on the 2014 budget would have to be carefully monitored by the OCOG.

Sochi's OCOG budget includes the following revenue items:

Revenue items	USD	% of total
IOC contributions	485 million	32%
Government subsidies	418 million	27.5%
Local sponsors, official suppliers and lotteries	365 million	24%
Ticket sales	129 million	8.5%
Other sources	120 million	8%

By taking into account the IOC's and the Federal Government's contributions, a total of USD 903 million (60% of the total projected revenue) is derived from guaranteed sources.

Sochi's OCOG budget includes the following major expenditure items:

Expenditure items	USD	% of total
Games workforce	279 million	18%
Technology	253 million	17%
Operational costs for sports venues	119 million	8%
Ceremonies and culture	98 million	6%
Advertising and promotion	80 million	5%
Transport	48 million	3%
Operational costs for Olympic Villages	39 million	3%
Contingency	171 million	11%



The budget is very well documented and a satisfactory amount of supportive detail has been provided in all cost categories. The provisions made in the budget for the major cost items appear to be sufficient when compared to previous Olympic Winter Games. Certain expenditure items such as Games' workforce and administration could be reduced should it become necessary.

No capital investments are included in the OCOG budget. The amount of USD 98 million is budgeted for the construction of temporary facilities and overlay.

## Non-OCOG budget

The non-OCOG budget for capital investments is USD 8.8 billion of which USD 3.6 billion (41%) would be incremental to the Olympic Winter Games. USD 4.4 billion would be spent on transport infrastructure (including the airport); USD 1.37 billion on accommodation (upgrades and new construction); USD 1.32 billion on electricity infrastructure; USD 806 million on venue construction; USD 121 million on the Olympic Villages; and USD 269 million on the International Broadcast Centre/Main Press Centre (IBC/MPC).

A non-OCOG operations budget of USD 383 million, of which over 70% is attributable to security, has also been provided.

The non-OCOG budget has been determined by the "Federal Target Programme for the Development of Sochi" (FTP) under the leadership of the Ministry of Economic Development and Trade. The FTP details all projects to be carried out within the framework of Sochi's development and is funded by the government of the Russian Federation, the Krasnodar region, the city of Sochi and the private sector.

## Financial guarantees

The Government of the Russian Federation has guaranteed to cover any economic shortfall of the OCOG budget. Whilst private investments account for approximately 40% of the FTP, all Games' projects, including those undertaken by the private sector, are guaranteed by the Federal Government.

The Commission pointed out that with the IOC contribution representing 32% of total revenues, the OCOG budget could be exposed to fluctuations between the US dollar and the Ruble. The Bid Committee stated that the OCOG would take the appropriate steps to minimise this risk.

## Additional comments

The OCOG budget is heavily subsidised by the State and contains a high contingency which provides the Commission with reassurance that the proposed budget is prudent.

The Bid Committee confirmed that all transactions between the OCOG and the IOC would be in full compliance with the tax exemption provisions of the Host City Contract. However, the Bid Committee was unable to confirm that this would also apply to transactions between the OCOG and other Olympic parties, including sponsors and broadcasters, as detailed in the Host City Contract.

## MARKETING

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### Joint Marketing Programme

The Joint Marketing Programme Agreement (JMPA) signed by the City of Sochi and the Russian Olympic Committee has been accepted by the IOC.

A guarantee has also been provided that the OCOG and the Russian Paralympic Committee would enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2008.

### Billboards and advertising

Sochi 2014 has secured the necessary guarantees for all existing advertising spaces (as well as those to be constructed in the future) in the vicinity of the Sochi coastal cluster and mountain zone as well as along Olympic routes. Similar guarantees have been provided for advertising space on public transport and at Sochi airport as well as two of Moscow's largest airports – Sheremetyevo and Domodedovo.

The 2014 price for these spaces, which would be granted to the OCOG at 2006 rates plus inflation, has been agreed by all advertising owners and would cover the period of one month before the Opening Ceremony of the Olympic Winter Games to one week after the Closing Ceremony of the Paralympic Winter Games.

### Rights protection

Comprehensive legislation exists to protect Olympic intellectual property rights. Federal law stipulates that the Russian Olympic Committee controls the use of all Olympic intellectual property in Russia and provides specific measures to combat ambush marketing.

A guarantee has been provided that the Parliament (State Duma) would enact additional legislation to further strengthen sanctions against ambush marketing in the Russian Federation and, in particular, in Sochi and the Krasnodar Region, no later than 1 January 2012.

### Ticketing

Sochi 2014 forecasts a ticketing revenue of USD 129.4 million for the Olympic Winter Games based on a sell-out rate of 82% and USD 1.1 million for the Paralympic Winter Games based on a sell-out rate of 50%. The expected number of ticket sales is approximately 1.7 million for the Olympic Winter Games and 291,500 for the Paralympic Winter Games. Sochi 2014 would implement an “affordable ticketing strategy” to ensure maximum attendance which, in combination with the nation's long tradition of winter sports, should lead to the rather conservative ticketing revenue target being met. The proposed pricing policy seems reasonable and achievable when compared to current prices for sports events in Russia.

### Local sponsorship and licensing

Projected revenue from domestic sponsorship would amount to USD 350 million. An additional USD 30 million would come from merchandise licensing programmes. The marketing strategy aims at limiting the number of potential sponsors to secure a more structured marketplace, more attractive revenue levels and more effective management of the Olympic brand.

The strong and growing Russian economy, together with the size and financial strength of some of the potential future domestic sponsors, should ensure that revenue targets for the domestic sponsorship and licensing programme would be met.

### Additional comments

The OCOG budget includes USD 32.3 million for specifically targeted activities to support the marketing programme, including ticketing.

## SPORTS AND VENUES

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### Sports concept

Sochi offers a compact sports concept with the Sochi ice cluster and the Krasnaya Polyana mountain zone, 49 km apart. The Sochi cluster on the coast of the Black Sea would take the form of a compact Olympic Park with the main Olympic Village, all ice competition and training venues (1 km/3 minutes from the village), the International Broadcast Centre/Main Press Centre (IBC/MPC), the Olympic Stadium for Opening and Closing ceremonies and the Medals Plaza all contained within a secure perimeter – a new approach for the Olympic Winter Games. The Krasnaya Polyana mountain zone would contain an Olympic Village, all snow venues (9-15 km/a maximum of 16 minutes from the mountain Olympic village), the sliding venue (1 km/3 minutes from the mountain village) and a media sub-centre.

### Venue construction status

The bid proposes a total of 11 competition venues, of which 4 are listed in the Candidature File as existing. Based on the large amount of construction involved, the Commission considers these 4 venues as new construction. Seven venues will be built irrespective of the 2014 Olympic Winter Games (sliding centre, an ice hockey arena, speed skating oval, cross-country/biathlon, alpine skiing, freestyle skiing and snowboard).

An Olympic delivery agency, the FTP Directorate, has already been established under the direction of the Ministry for Economic Development and Trade to manage the delivery of all infrastructure projects for the Games as described in the “Federal Target Programme for the Development of Sochi” (FTP). The Directorate would be responsible for reporting to the IOC.

### Venue features/issues

The Olympic Park offers a convenient and compact venue concept for all ice sports. With both ice hockey arenas and a hockey training venue located very close to each other and the speed skating oval and figure skating/short track venue in adjacent locations, athletes and the respective International Federations would be well served.

With no international-quality alpine, ski jumping or sliding facilities in Russia, Sochi’s venue plan is very much focused on the long-term legacy needs of Russian athletes. As such, all snow and sliding venues would remain as competition and training venues post-Games. The ice venues would be mostly operated as multi-purpose sports and entertainment centres or exhibition halls with joint use as competition and training centres. The curling venue would become a Russian National Olympic and Paralympic Training Centre post-Games. To reinforce this legacy, Sochi has integrated plans to construct Russia’s first multi-purpose training centre dedicated to winter sports as part of the Krasnaya Polyana mountain village.

Due to the configuration of the courses, the cross country and biathlon venues would not be able to operate simultaneously, which might result in scheduling difficulties in the event of bad weather.

The Bid Committee confirmed that lighting would be provided at the ski jumping, freestyle and sliding venues.

During the Commission’s visit, it was demonstrated that foreign expertise and construction management consultancies had been included in the planning process to assist in areas where the Bid Committee lacked experience. The Bid Committee stated that this involvement would continue as required.

## Sports experience

Russia has a long tradition in winter sports having hosted World Championships in speed skating, figure skating, ice hockey and biathlon and has also hosted the 1980 Olympic Games. Sochi has hosted many major international events. As Russia has little experience in organising alpine events, training programmes would be required to ensure that the necessary level of operational expertise would be reached.

Construction timelines have been set to complete permanent construction by 2012 for most venues in order to allow for test events to take place over a two-year period (2012 – 2014).

## OLYMPIC VILLAGES

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### Location/concept

Two Olympic villages are planned, one located in the new Sochi Olympic Park for ice sport athletes and one in the Krasnaya Polyana mountain zone, located in the Sochi National Park, for snow and sliding sport athletes. The two villages are 63 km/62 minutes apart.

The concept is good, with most athletes able to reach their competition venue within 16 minutes at Games time, and all ice sports athletes able to reach their venues within five minutes.

Due to a difference in altitude of approximately 500 metres between the mountain village and the venue for biathlon and cross-country, the Bid Committee has also planned to make additional on-site accommodation available for these athletes, free of charge.

### Village development

Both the Sochi and mountain villages would be newly constructed as four-star resort hotels and would be used as tourist resort accommodation post-Games. All buildings would be a maximum of 4-5 storeys high and sufficient storage, elevators and amenities would be provided.

Both villages would be constructed by private companies. Construction for both villages is to begin in 2007 and to be completed by 2010. Both village projects are included in the Federal Target Programme (FTP), which serves as guarantor for the construction of the villages. Preliminary venue use agreements have been provided but, in accordance with Russian legislation, final agreements (and guarantees), including possible rental costs, can only be signed once the venue is built.

### Village organisation

A total of 5,600 beds would be available between the two villages (3,000 in the Sochi village and 2,600 in the mountain village), with alternative on-site accommodation

(500 rooms/600 beds) available at the Nordic venue. The lay-out of both villages is good, with equal standards of service to be provided in each. An internal transit system would operate in both villages.

Extra officials would be accommodated in 300 rooms along the coast and in 300 rooms at the Sochi International Winter Sports Training Centre at the mountain village (USD 90 for a single room and USD 100 for a double room). This centre has been planned as part of the legacy of the Games as Russia's first training centre dedicated to winter sports. For the coastal cluster, the Bid Committee commented that ample capacity in three star accommodation would be available within a 5 km radius of the village.

## NOC travel costs

National Olympic Committee (NOC) and National Paralympic Committee (NPC) delegation travel costs are included in the OCOG budget in accordance with IOC requirements.

## Additional comments

The Commission questioned the rationale behind the choice of location for the mountain village at the end of the Krasnaya Polyana valley rather than a location central to all snow sports. The Bid Committee explained that the decision was in keeping with the planned legacy for the area.

The Commission also felt that, should Sochi be awarded the 2014 Olympic Winter Games, consideration should be given to developing the additional accommodation proposed at the Nordic venue into a third Olympic Village.

Athletes have been involved in the initial venue and Olympic Village planning processes.

## PARALYMPIC GAMES

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### Concept

The proposed dates for the Paralympic Games are Friday 7 to Sunday 16 March.

As for the Olympic Winter Games, the Paralympic concept would be based on an ice cluster in Sochi Olympic Park, and a mountain zone in Krasnaya Polyana (49 km/50 minutes apart). There would be two Paralympic Villages.

Paralympic athletes would use the same venues as Olympic athletes, but with biathlon and cross country sharing the same course.

### Budget

The budget for the Paralympic Games amounts to USD 70.8 million, which the Commission felt to be on the high side. The Paralympic Games budget includes embedded costs from other OCOG budget line items. The Federal Government would cover USD 47.9 million of revenue.

The Bid Committee clarified that any Paralympic Games shortfall would be covered by the guarantee provided by the Federal Government.

### Organising Committee

There would be one Organising Committee for both the Olympic and Paralympic Games which would ensure the efficient organisation of the Games. The Board of Directors would include the President and Secretary General of the Russian Paralympic Committee. The OCOG senior management structure would include a senior Paralympic executive who would report directly to the Board. The OCOG would establish a dedicated Paralympic Department no later than two years before the Games and each OCOG department would have a Paralympic representative within its team.

## Logistics

Rooms in both Paralympic Villages would meet required accessibility standards in terms of the number of accessible rooms per accommodation facility.

The media would be accommodated in hotels and apartment-style rooms in the vicinity of the Main Media Centre (Sochi Olympic Park) and in the mountain zone.

The Paralympic transport fleet would consist of over 1,250 accessible vehicles. There would be dedicated lanes and dedicated roads in the mountains during the Paralympic Games.

Ticket holders would benefit from free public transport.

## Media and communications

The International Broadcast Centre/Main Press Centre (IBC/MPC), to be located in the Sochi Olympic Park, would be used for the Paralympic Games, as would the mountain media sub-centre.

The Sochi 2014 vision is to provide an integrated Games concept promoting inclusiveness and universal accessibility. Although Sochi's vision and communication messages are clearly stated in the Candidature File, no detailed information was provided to explain how these would be implemented in the lead up to the Paralympic Games.

## Additional comments

Russia organises a number of national events for athletes with a disability every year. However, greater operational experience would be necessary to ensure the level of expertise required to host international Paralympic sports events.

The Bid Committee clarified that the OCOG budget contained an allocation of USD 1.6 million for Paralympic test events in curling, Nordic and alpine skiing. In addition, other Paralympic events would be funded by the government's sports agency.

The main legacies of the Paralympic Games would be a barrier free environment in the region, including transport and accommodation infrastructure, raising social awareness and increasing appreciation for people with disabilities across Russia. Sochi would become an accessibility model for the rest of the country.

## MEDICAL SERVICES AND DOPING CONTROL

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### General

The Russian Constitution guarantees that every citizen has the right to free health protection and medical assistance.

To further enhance Sochi's ability to provide high-quality healthcare for residents and visitors, planned new healthcare facilities as well as on-going improvements to existing facilities are guaranteed in the Federal Target Programme (FTP).

### Olympic healthcare

In Sochi, a variety of hospitals offering a full array of services and conveniently located for all venues and both Olympic Villages would be available to meet Games' time needs. To serve Olympic and Paralympic needs, three hospitals with a total of 1,215 beds have been designated along the coast. One hospital with 300 beds would serve as the main hospital for athletes and officials living in the coastal Olympic Village. To serve the mountain zone, Sochi proposes a planned, new hospital with 150 beds. Each Olympic Village would contain a 24 hour polyclinic offering basic medical care and would be equipped according to IOC guidelines.

During the Games, accredited physicians from participating National Olympic Committees (NOCs) and National Paralympic Committees (NPCs) would be permitted to provide medical services to their delegations, including writing prescriptions. NOCs and NPCs would also be able to import and export pharmaceutical and other medical items during the Games without import duties or other levies.

### Doping control

Sochi has guaranteed to provide all required anti-doping procedures in accordance with IOC and World Anti-Doping Agency (WADA) specifications. Russia has adopted the WADA Copenhagen Declaration on Anti-doping in Sport and signed the UNESCO International Convention Against Doping in Sport. Sochi also proposes to engage in a campaign to promote anti-doping through national education information programmes.

For the 2014 Olympic Winter Games, Sochi would incorporate a custom-built laboratory in the new hospital in Krasnaya Polyana. This facility would be delivered by December 2010 and would have the capacity to handle all tests required during the Games. The laboratory would remain as a legacy post-Games for both competition and training purposes and to meet the needs of the new Winter Sports Training Centre in Krasnaya Polyana.

# SECURITY

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## Responsibility

The Government of the Russian Federation has guaranteed that it would bear the full responsibility and cost of security for the preparation and staging of the Olympic and Paralympic Winter Games. An additional USD 32 million is included in the OCOG budget for equipment, private security contractors, planning, coordination, training and law enforcement personnel.

## Safety and security personnel

The Russian police force has excellent experience in hosting major international and sports events and a number of high-level events have been hosted in Sochi. This experience and an understanding of Olympic needs were demonstrated in the presentation made to the Commission by the proposed head of the Olympic Security Task Force.

The number of safety and security personnel required for security operations has been estimated at 19,000 (this number appears sufficient compared to past Games experience). Local, regional and national security personnel would be involved.

## Command structure / OCOG role

An Olympic Security Steering Committee (OSSC) would be established at ministerial level to provide strategic policy and guidance. The Deputy Minister of the Interior would serve as the Commander of the Olympic Security Task Force responsible for security planning and delivery. To support this task force, a dedicated multi-agency Olympic Security Coordination Centre (OSCC) would be established by Presidential decree. The OCOG security department would be responsible for external liaison and integration between the OSCC, the OCOG and other Olympic stakeholders.

A clear line of command is proposed and headed by the Minister of the Interior.

Plans have been made to provide specific training to the security workforce which, in addition to the acquisition by the government of state-of-the-art security material and equipment, would provide a significant legacy to the region's security capability.

The Commission believes that the proposed security measures would ensure safe and peaceful Olympic and Paralympic Winter Games in 2014.



## ACCOMMODATION

### General

As a well-known Russian summer resort, Sochi currently offers more than 94,000 rooms within a 50 km radius, approximately 77% of which are in two star properties. To meet growing demand and tourist expectations, large-scale renovations are required in many establishments.

Letters of guarantee have been provided for over 57,300 two to five star rooms. Of these guaranteed rooms approximately 50% concern properties yet to be built but which form part of the government's target to develop Sochi into a year-round, world-class resort. The Federal Target Programme (FTP) foresees hotel renovations and the construction of over 19,000 new hotel rooms in the period to 2014.

There would be sufficient accommodation for spectators during the Games period.

### Room rates

The guaranteed 2014 Olympic hotel rates for five star rooms are USD 250 for a single room and USD 320 for a double room. For four star rooms the rate is USD 162 for a double room. The above prices also include breakfast(s) and applicable taxes.

Should room rates exceed the rates specified above, the OCOG would be responsible for paying the difference.

For other accredited clients, rates have been established according to the following formula: current rates  $\times$  1.482 (CPI index) – 10% for five-star hotels or – 5% for four-star hotels.

The Bid Committee confirmed that the following rates have been fixed contractually in USD 2014:

	Single USD 2014	Double USD 2014	Suite USD 2014
2 star	90	141	-
3 star	133	176	276
4 star	179	199	400
5 star	253	324	426

Rates include breakfast(s) and all taxes.

There would be no minimum stay and no booking fees for all guaranteed rooms.

### Room allocations

Sufficient rooms have been secured for Olympic clients. All media would be accommodated in hotels. The Main Media Centre (MMC) in the Olympic Park would include a 600 room hotel and a further 6,700 rooms are currently available in three to four star properties within 10 km of the proposed MMC. In addition, over 10,000 new three star rooms would be constructed within 3 km of the MMC.

In the mountains, a three to four star facility with 3,000 rooms would provide accommodation close to the media sub-centre. The Bid Committee stated that there would be no contingency for media accommodation in the mountains but the proximity of the coastal cluster (50 minutes away) would allow media to reside in accommodation near the coast.

During the visit, the Bid Committee provided further detail on a resort planned for media accommodation in the mountains which would be developed based on projected sales. Should demand ultimately not meet the proposed capacity, the Bid Committee confirmed that the development would be guaranteed by the government.

One thousand rooms have been allocated for the volunteer workforce in the mountain cluster though the majority of this workforce (two thirds) would travel from the coastal zone by train and bus.

### Additional comments

Sochi's accommodation plan relies heavily on a substantial renovation and construction programme which is largely guaranteed by the FTP. The plan includes major hotel upgrades to reach the level guaranteed to the IOC, for example transforming two star hotels into five star hotels.

If accommodation plans are implemented according to the details provided, the Commission believes that Sochi's 2014 accommodation plan would be feasible.

## TRANSPORT

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### Concept

Sochi's Olympic Winter Games concept is structured as one compact ice cluster on the coast and a snow zone located in Krasnaya Polyana, approximately 50 km apart and currently linked by a two-lane road.

By 2014 an additional three to four lane motorway and a new high capacity mountain rail line would be constructed to create a strong transport corridor between the two zones. The overall plan is fairly compact as travel times between the coastal ice cluster and the mountain zone would vary from approximately 50 to 63 minutes.

A unique feature of the Sochi concept is that the Olympic hub would be centred in an Olympic Park. This close concentration of venues would reduce motorised transport needs and provide travel times of less than five minutes within the Olympic Park.

### Access

Current visitors to Sochi arrive principally by air and by rail. Sochi is located 1,500 km from Moscow.

The majority of clients, including approximately 70% of spectators, are expected to arrive by air, either directly to Sochi International Airport, conveniently located 25 km south-east of the city centre and 7 km from the main Olympic Village, or via Moscow. Sochi International, Russia's seventh busiest airport, has just undergone the first phase of substantial improvements including the construction of a new terminal. Further airport improvements are planned from 2007-2013 to increase capacity and runway length, to accommodate larger aircraft and to open up additional international direct links to meet Sochi's growing needs as Russia's primary summer resort as well as to serve the planned development of Sochi into a year-round destination.

Sochi's transport plan includes the provision of "Olympic Transfer Desks" at Moscow's Sheremetyevo and Domodedovo international airports to facilitate smooth and effective transit to Sochi.

## Infrastructure

Sochi's transport infrastructure development is embedded in the Federal Target Programme (FTP) which includes a USD 4.4 billion transport and traffic improvement package. In addition to the upgrade of Sochi International Airport, the main projects in this programme which would have an impact on Games' transport operations are the following:

- Completion of the Sochi bypass;
- Improved rail link with full double track from Sochi city centre to the Olympic Park, including the construction of two new stations serving the Park and a new interchange at Sochi International Airport to directly connect to the mountain rail line;
- Construction of a new, high capacity, double-track mountain rail line from the coast to Krasnaya Polyana (Games' dependent) to mainly transport spectators and workforce;
- Construction of a new three to four lane motorway from the coast to the mountains;
- In the mountain zone, construction of two-lane roads serving all competition venues, the mountain village and the media sub-centre;
- A multi-modal integrated transport and traffic command, control and communication centre (Games' dependent).

During the Commission's visit, assurances were given that this ambitious transport infrastructure and equipment programme would be tightly monitored and managed. The Bid Committee presented a risk analysis study carried out by external experts showing very tight delivery schedules in this essential corridor to be constructed in difficult terrain

and which, in addition to transport infrastructure, would contain all main utility and energy facilities.

A recommendation put forward in this study was the construction of a temporary freight harbour with a large number of logistic platforms by the end of 2007 to deliver the significant volume of building material required to allow construction to commence early in 2008.

Priority would be given to the development of mountain access roads to support venue construction thus allowing test events to take place by mid 2012.

The Commission considers that delivery of the full coast to mountain transport and other utility systems is critical to the success of the Games.

## Olympic transport operations

In 2014, the new coast to mountain expressway would be entirely reserved for Olympic traffic in both directions, providing travel times of approximately 50 minutes between zones and approximately 60 minutes to the farthest mountain venue (sliding).

Across the Olympic project a total of 380 km of Olympic lanes would be implemented to facilitate Olympic traffic. Approximately 80 km would be implemented along the Sochi coast, 40 km around and inside the Sochi Olympic Park, 150 km on the existing road and future expressway connecting the coast to Krasnaya Polyana and approximately 110 km within the mountain zone.

All Olympic spectator, volunteer and other workforce transport would be by public transport (rail and bus) for both the coastal cluster and mountain zone. The fact that the Krasnaya Polyana Valley is a cul-de-sac, ensures that the majority of road and rail traffic between the coast and the mountains would be Games-related.

## MEDIA OPERATIONS

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The transport plan also includes provision for park and ride facilities with 22,000 temporary parking places mostly along the 140 km Sochi coastline. Those coming by car would then transfer to rail or Olympic shuttle buses to complete their journeys. These services would be free of charge for ticketed spectators and accredited workforce.

The Commission believes that the construction of a new coast to mountain rail line and expressway, along with the implementation of a comprehensive and dedicated Olympic lane system, would provide sufficient capacity to meet Olympic and Paralympic transport requirements and that the travel times stated by the Bid Committee would be achievable.

### Transport legacy

A third of the USD 4.4 billion transport infrastructure investment programme is allocated to improving mobility along the coast, particularly by turning the coastal rail line into a high capacity public transport commuter service and thus reducing road congestion.

The majority of the transport investment would be dedicated to improving access to the Krasnaya Polyana mountain area. A new coast to mountain rail line, connected to the airport and coastal rail line, would provide greater capacity and public transport continuity from Sochi to the mountains.

The International Broadcast Centre (IBC) and the Main Press Centre (MPC) would be located in a Main Media Centre (MMC) in the Sochi Olympic Park and would be privately constructed.

The new MMC would be a permanent structure which would become a shopping, entertainment, conference and exhibition centre post-Games.

The two-storey MPC would be 25,000 m<sup>2</sup>, and the single level IBC 45,000 m<sup>2</sup>, both of which meet IOC requirements. The 12 hectare space around the MMC would house a satellite dish farm, logistics and storage areas, two transport malls, a taxi stand and parking for 1,000 vehicles.

In addition to venue media centres, a media sub-centre would be set up in the Krasnaya Polyana mountain zone.

The MMC complex would include a 600-room hotel for media, and would be within 10 km of 6,700 existing three to four star hotel rooms and within 3 km of over 10,000 new rooms to be constructed. The Bid Committee stated that 3,000 rooms have been allocated for media in the mountain zone. There would be no minimum stay for the media.

Two media shuttle services would be provided: a 24 hour shuttle within the secure perimeter of Sochi Olympic Park and an external shuttle serving media accommodation (24 hours) and the mountain zone (regular service).

Russian labour laws and taxes would not apply to foreign media personnel, and there would be no duties on the import and re-export of broadcast equipment.

## OLYMPISM AND CULTURE

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### Cultural programme

Sochi's cultural programme would draw on Russia's very rich culture combined with its Olympic history. The cultural programme would focus on Sochi's multi-cultural history and its historical link with Ancient Greece and would promote Sochi as a year-round tourist destination.

Activities would be scheduled in the form of a four year Cultural Olympiad (2010-2013) with a different theme for each year featuring cinema, theatre, music and the visual arts. The cultural festival during the Games would include a compendium of the most outstanding events of the previous four years.

### Ceremonies

The Opening and Closing Ceremonies would take place in the 40,000 capacity Olympic Stadium to be constructed in Sochi Olympic Park, 1 km/3 minutes from the Sochi Olympic Village and 63 km/62 minutes from the Krasnaya Polyana Village.

During the visit, the Commission questioned the rationale of building a 40,000 capacity temporary Medals Plaza adjacent to the Olympic Stadium at a cost of USD 20 million. The Bid Committee responded that the Medals Plaza concept would contribute to creating an Olympic atmosphere within the Olympic Park and that, whilst the grandstand would be dismantled after the Games, the stage would remain as a legacy for cultural events for the inhabitants of Sochi.

The concept of an Olympic Park located 25 km from Sochi city centre would require careful and creative planning to produce an Olympic, festive atmosphere within the Park and encourage the participation of local citizens.

### Education and information programmes

An OCOG funded (USD 3.7 million) Olympic curriculum programme for primary and secondary schools is being organised in collaboration with the Ministry of Education, to complement existing programmes. These programmes would seek to increase participation in physical activity and sport and teach the values of Olympism.

An "Olympic Century" programme would focus on the history of the modern Olympic Games and target all Russian students and teachers. This programme is funded by the government at a cost of USD 37 million.

### Youth camp

The Bid Committee proposes to organise a youth camp with the participation of 2 youths per NOC. This would be a joint programme – costs shared – between the OCOG (USD 0.6 million) and the Ministry of Education.

### Torch Relay

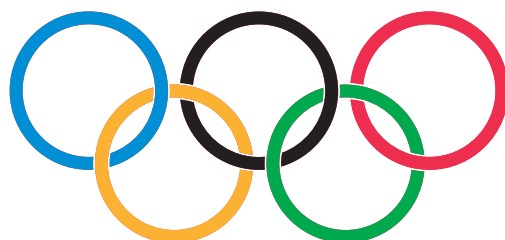
The Candidature File proposes a 100-day torch relay to be held across Russia, starting in the far east of the country and finishing in Sochi, to celebrate Olympic volunteerism. Plans to be submitted to the IOC for approval should Sochi be elected as the Host City include inviting volunteers from past Olympic Games to take part in the relay.

SALZBURG



salzburg 2014

CANDIDATE CITY



# SALZBURG

## OLYMPIC GAMES CONCEPT AND LEGACY

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### Dates of the Olympic Winter Games

Salzburg proposes Friday 7 to Sunday 23 February as the period of the Olympic Winter Games, based on optimal weather conditions, opportunities to reach young people and no scheduling conflicts with major events on the international sports calendar.

### Olympic Winter Games concept

Salzburg proposes an excellent concept based around two zones (68 km/50 minutes apart) linked by a four-lane motorway and a rail line, as well as one stand-alone venue.

All the ice venues, the Main Media Centre (MMC), the main Olympic Village, the Olympic Stadium for Opening and Closing Ceremonies, the Medals Plaza and IOC hotels would be located in Salzburg. The stand alone venue would be the existing Schönau am Königssee sliding venue, 27 km from Salzburg, in neighbouring Germany. The mountain zone, located in a well-established ski region south of Salzburg, would include all snow venues and an Olympic Village with distances ranging from 53-77 km from Salzburg.

The concept is built around celebrating the “Magic of the Winter Sports”. It draws on the following:

- the traditional alpine setting and cultural heritage of the Host City;
- a sustainable project using existing accommodation, several well-established sports venues and building new facilities only where there would be a legacy;
- a long tradition of drawing big crowds to winter sports events;
- creating a festival atmosphere during the Games period.

The Paralympic Games are well integrated into the planning of Salzburg 2014.

### Legacy and impact

Salzburg’s concept is based on using a maximum of existing world class venues for snow and sliding sports,

coupled with the use of temporary facilities when post-Games needs do not call for permanent structures. Temporary facilities include the snow Olympic Village, part of the main Olympic Village, the speed skating venue, the ski jumping Normal Hill and two ice training venues. In addition, there are plans to reduce spectator capacity at both the figure skating/short track venue and an ice hockey arena post-Games.

The low number of permanent venues and other infrastructure to be constructed would minimise the environmental impact of the Games and provide a positive, sustainable legacy.

The legacy would be centred upon:

- elevating the tradition of ice sports in Austria;
- capturing the imagination of the world and enhancing the brand of the Olympic Movement;
- promoting winter sports amongst the youth of the world by implementing specific programmes such as an “Olympic Express Ticketing Programme” and an “Olympic Youth Festival” targeting the 40 – 50 million youth aged 14 to 24 who live within a day’s drive or train ride of Salzburg and providing the opportunity to experience the thrill of the Olympic Winter Games in a single day.

### Communication

Salzburg has budgeted an amount of USD 23.3 million for advertising and promotion which the Commission felt was somewhat low to achieve Salzburg’s ambitious vision. The Bid Committee explained that additional funds would come from the annual promotional tourism budgets of Salzburg and Austria. In addition, the Games would be promoted annually through the internationally renowned Salzburg Festival, as well as through the many civic, cultural and sports events which take place each year in the city and the region.

# POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

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## Population

The Republic of Austria has a population of approximately 8.1 million, Salzburg State 526,000 and the City of Salzburg 150,000. Slight population increases are forecast for the period to 2014.

## Political structure and responsibility

Austria is a parliamentary democracy. The President of the Republic is the Head of State and elected directly. The national government, formed through direct elections, is headed by the Federal Chancellor who is appointed by the President. Austrian states, such as the State of Salzburg, are headed by Governors and have administrative independence.

## National Economy

In 2005, Austria had a GDP growth rate of 1.9% with a GDP per capita of USD 37,134 and an inflation rate of 2.1% (source: World Bank statistics).

## Support

Support for the Games has been strongly expressed by the President and the Chancellor of Austria, the Governor of the State of Salzburg, the Mayor of Salzburg – the leader of the Bid – and major political parties at the national, state and city levels. During its visit, the Commission met with the President of Austria and the Federal Chancellor, as well as other ministers who reiterated that support.

The sliding events would be held at the existing Schönau am Königssee track in neighbouring Germany and the Government of Germany has expressed its full support.

A “Multi-Party Agreement” which outlines the specific and respective roles and financial responsibilities of all parties involved was signed in 2005. The signatory parties are the Federal Government, the State and City of Salzburg, the four snow sport municipalities involved in the bid and the Austrian NOC.

Through an “Olympic Empowerment Law” passed in 2006, the National Parliament authorised the Federal Government to provide guarantees and funds to support the Olympic Winter Games in Salzburg.

The Bid Committee stated that the agreements and laws already in place, together with the fact that coalitions incorporating the major political parties in Austria exist and are in power at all levels of government, would ensure that the results of elections between now and 2014 would not affect Games preparations.

The public opinion poll commissioned by the IOC shows the following levels of support to host the 2014 Olympic Winter Games: 42% in the city of Salzburg, and 61% overall in Austria.



## LEGAL MATTERS

### Guarantees

All guarantees requested by the IOC were provided but not all of these fully meet IOC requirements.

Any eventual shortfall would be covered by the nominal capital of EUR 100 million (USD 125 million) committed into the OCOG by the Federal Government, the State of Salzburg, the City of Salzburg and the four municipalities of the snow venues, as provided for in the “Multi-Party Agreement”. The Bid Committee clarified that any shortfall in excess of the nominal capital referred to above, would be jointly and severally assumed by the Federal Government of Austria, the State of Salzburg and the City of Salzburg, irrespective of their original shares. This means that any of these parties are liable to cover the entire shortfall. A number of amendments to existing laws have been made to enable the Federal Government to assume its responsibilities in this regard.

Having reviewed all guarantees provided, the Commission draws particular attention to the following:

- No guarantee has been provided with regard to commercial rights for the Puch/Urstein ice hockey arena.
- The land required for the section of the Salzburg Olympic Village that will remain as permanent housing post-Games is owned by the Ministry of Defence. The guarantee provided by the Ministry states that it would make the land available “in return for a reasonable purchase price”, not yet agreed. Whilst the Bid Committee believes that agreements would be in place to guarantee provision of the village as planned, this could present an element of risk.
- The venue use guarantee for the existing trade fair centre which would be used for the Main Media Centre refers to restricted access to the venue between 1 July and 25 October 2013 which could be a challenge for the fit-out of the International Broadcast Centre (IBC). The guarantee also refers to a “still-to-be-negotiated”

compensation of EUR 3.45 million (USD 4 million) to be paid to a regular exhibition organiser at the venue, for increased advertising costs associated with exhibitions being moved throughout the period during which the OCOG would have control of the venue. Furthermore, should this company decide to permanently move certain of its exhibitions from this venue, the venue owner has reserved the right to claim additional compensation from the OCOG, the amount of which would be determined at the end of 2014.

- An amount of USD 20 million is estimated as lottery revenue in the OCOG budget. In Austria all lotteries are strictly controlled by the government and run through a limited liability company. Whilst the guarantee provided from the Ministry of Finance refers to its intention to approve the application for an Olympic-related lottery, the estimated revenue has not been guaranteed.

### Legislation

The Bid Committee stated that the current legal framework in Austria would be sufficient to meet the requirements of the Olympic Winter Games.

### OCOG structure and transition

The OCOG would be a limited liability company and the stakeholders would be the Federal Government (49.9%), the State of Salzburg (29.1%), the City of Salzburg (10%), the four snow venue municipalities (10% jointly) and the Austrian NOC (1%).

The Supervisory Board of the OCOG, elected by the stakeholders, would designate the members of the OCOG Executive Board.

The Bid Committee stated that the “Multi-Party Agreement” and its associated financial guarantees would ensure a smooth transition to a fully operating OCOG and thus allow

for Games preparations to continue seamlessly. The fact that the Bid Committee is structured as a private company should also ease the transition process as the legal entity of the OCOG would remain the same.

## CUSTOMS AND IMMIGRATION FORMALITIES

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### Entry to the country

The Olympic Identity and Accreditation Card would serve as official access to the country.

As a signatory of the Schengen Agreement, standard travel visas issued in any of the 15 Schengen countries are also valid in Austria.

During the visit it was explained that discussions were currently on-going between signatory countries regarding a new “visa code” which they expect would simplify and replace many of the Schengen Agreement provisions.

Further negotiations with the European Union (EU) would be necessary to ensure compliance with IOC requirements, although the Commission expects that the Athens and Turin precedents would apply in this regard.

### Work permits

During the visit, new guarantees issued by the Austrian and German Governments were presented fulfilling IOC requirements with regard to issuing work permits for temporary foreign workers coming to Austria and Germany to perform Olympic duties.

### Importation of goods

The temporary importation of goods and equipment required for the Olympic Winter Games would be free of any duties.

# SALZBURG

## ENVIRONMENT AND METEOROLOGY

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### Plans and actions

Salzburg's comprehensive and strong set of environmental actions are based on European Union (EU), national and regional laws, and a "Sustainable Living in the Mountains" plan prepared by the bid's Sustainability Working Group, which has served as a benchmark for bid planning.

In addition, Austria is a signatory to the Alpine Convention, a set of protocols regarding sustainable development and protection of special areas in the Alps.

The "Sustainable Living in the Mountains" plan contains specific environmental actions for a Salzburg Olympic Winter Games including green building principles, energy conservation measures and traffic management strategies aimed at reducing carbon dioxide emissions.

With only three new permanent competition venues to be built (out of a total of 11) and funding in place for post-Games restoration activities in affected areas, the Salzburg 2014 plan minimises the direct physical impact of the Games. However, the creation of a new permanent ski run which forms part of the Olympic Alpine speed venue, would result in the removal of a forested area.

A Sustainable Development Steering Group, comprising government departments, public authorities and NGOs would guide the implementation of the Games action plan by the OCOG and local and state authorities, within the framework of Austrian legislation. Under Austrian law, all projects with environmental impacts go through a two-stage environmental assessment process, and these have already been completed for some venues, with others underway.

### Air and water quality

Air quality is generally within World Health Organisation (WHO) guideline levels. Levels of suspended particles in the air (PM 10) in the city of Salzburg have been above WHO guideline levels in recent years, but stricter car emission standards and other measures are being put in place by the EU and Austrian authorities. Water quality is satisfactory.

### Meteorology

Average temperatures are satisfactory, as are humidity levels. At Games-time, average frequency of precipitation is high, but at snow venues average volumes are low. Wind strengths are satisfactory, as are average snow depths, with sufficient snow-making capabilities being planned for snow venues.

Temperature increases over the next seven years are expected to be minimal but nevertheless, the risk of low snow coverage during the Paralympic Winter Games, and warm winds has been taken into account in Games planning with a focus on snow-making capabilities and the creation of snow depots.

Austria has ratified the Kyoto Protocol.

## FINANCE

### OCOG budget

Salzburg has proposed a balanced revenue and expenditure budget of USD 965 million for both the 2014 Olympic and Paralympic Winter Games based on 2006 cost estimates. The projected inflation rate is estimated at an average of 2.2% per annum until 2014 and this should have a limited inflationary impact on the budget at 2014 values.

Salzburg's OCOG budget includes the following revenue items:

Revenue items	USD	% of total
IOC contributions	485 million	50%
Local sponsors, official suppliers and lotteries	255 million	26%
Ticket sales	164 million	17%
Other sources	61 million	6%

The above revenue estimates seem to be conservative when compared to previous Olympic Winter Games. The Bid Committee acknowledged that its projected revenue budget is in the low range and a number of potential additional revenue generating sources were highlighted during the visit in the areas of sponsorship, ticketing, torch relay, signature events and interest income.

Despite the fact that the Bid Committee has not included any public subsidy in its projected revenue, the Bid Committee has received the commitment (as part of the "Multi-Party Agreement") for an initial cash infusion into the OCOG of EUR 100 million (USD 125 million) in the form of nominal shareholder capital which, in effect, acts as a contingency fund.

Salzburg's OCOG budget includes the following major expenditure items:

Expenditure items	USD	% of total
Technology	241 million	25%
Operational costs for sports venues	142 million	15%
Games workforce	137 million	14%
Operational costs for Olympic Villages	75 million	8%
Transport	33.5 million	3.5%
Operational costs for the Main Media Centre	18 million	2%
Contingency	42.3 million	4%

Financial projections appear relatively low compared to previous Olympic Winter Games, a fact that was recognised by the Bid Committee on several occasions. The explanation given by the Bid Committee was the region's strong tradition and experience in organising high-level winter sports competitions and the extensive use of existing venues and transport infrastructure. The major cost items which appear to be low are temporary construction, overlay and service-related operations.

The OCOG budget includes USD 19.3 million for capital investments.

### Non-OCOG budget

The USD 2.1 billion non-OCOG budget for capital investments, of which USD 214.4 million (10%) would be incremental to the Olympic Winter Games, is relatively low due to the amount of existing venue and transport infrastructure. USD 1.7 million would be invested in roads, railways and the upgrade of Salzburg Airport, USD 185 million for the upgrade and construction of competition venues, USD 171 million for the upgrade and construction of non-competition venues and USD 24 million for visitor

# SALZBURG

accommodation. USD 260 million have also been budgeted for medical services and security.

The Bid Committee stated that a number of items and services were funded in local municipal budgets as part of Austria's tradition of supporting winter sports and that this would naturally also apply to the Olympic Winter Games. Whilst recognising the amount of infrastructure currently in place, the Commission feels that the OCOG budget is on the low side when taking into account the costs for Games operations, overlay and temporary construction.

## Financial guarantees

Through the "Multi-Party Agreement", the Federal Government of Austria, the State of Salzburg and the City of Salzburg have guaranteed to cover jointly and severally any financial shortfall in the OCOG budget beyond the committed nominal capital of EUR 100 million.

The Commission pointed out that, with the IOC contributions representing 50% of total revenues, the OCOG budget could be exposed to fluctuations of the US dollar against the Euro. The Bid Committee stated that the OCOG would take the appropriate steps to minimise this risk.

## Additional comments

As the Austrian and German Governments cannot provide radio frequencies free of charge, USD 1.4 million has been included in the OCOG budget. The Commission feels that this is on the low side.

The Bid Committee has examined the tax implications of staging the Olympic Winter Games in Austria in the context of its compliance with the tax exemption provisions of the Host City Contract and, considering the Athens and Turin Games precedents, is of the opinion that there would be no adverse direct or indirect tax implications for the IOC and other Olympic related partners.

## MARKETING

### Joint Marketing Programme

The Joint Marketing Programme Agreement (JMPA) signed by the Bid Committee and the Austrian Olympic Committee has been accepted by the IOC.

A guarantee has also been provided that the OCOG and the Austrian Paralympic Committee would enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2008.

### Billboards and advertising

Guarantees have been provided for all existing outdoor advertising spaces (as well as those to be constructed in the future) from the three companies that control 100% of the outdoor advertising space in Salzburg and surrounding areas in the State of Salzburg, effectively placing all outdoor advertising space under the control of the OCOG. Similar guarantees have also been provided for advertising space on public transport and at Salzburg International Airport.

All above-mentioned advertising spaces shall be granted to the OCOG at 2006 rates adjusted by inflation for the period from 7 January to 24 March 2014.

### Rights protection

Existing trademark legislation is very strict, ensuring comprehensive protection of Olympic intellectual property rights. The Bid Committee does not consider, at this stage, that supplementary legislation would be required but, should it become necessary, would take all actions necessary to introduce additional measures.

### Ticketing

The Bid Committee estimates sales of approximately 1.7 million tickets for the Olympic Winter Games, generating revenue of USD 156 million based on a sell-out rate of 85%. Similarly, the Bid Committee estimates sales of

approximately 258,000 tickets for the Paralympic Winter Games, generating revenue of USD 8.5 million based on a sell-out rate of 50%. The Bid Committee has set 2014 Olympic Winter Games ticket prices in line with comparative ticket sales for other prime events in Austria.

The Bid Committee's ticketing strategy has two objectives: to produce sold-out events and fulfil the bid's vision to reconnect youth to the Olympic Winter Games.

### Local sponsorship and licensing

Projected revenue from domestic sponsorship amounts to USD 236.5 million with an additional USD 22 million from licensing merchandise programmes. The Bid Committee believes its sponsorship target is conservative when considering recent Olympic sponsorship revenue performances and Austria's strong tradition in winter sports.

### Additional comments

The OCOG budget includes USD 7.9 million for media advertising to support its local marketing plan, which appears to be relatively low. The Bid Committee explained that it expects to benefit substantially from annual national tourism promotions by the federal and regional governments which form an integral part of existing strategies to promote Austria as a traditional winter sports country.

## SPORTS AND VENUES

### Sports concept

Salzburg offers a compact sports concept with two main zones and one stand-alone venue. One zone in the city of Salzburg would include all ice venues, the main Olympic Village, the Main Media Centre (MMC), the Olympic Stadium for the Opening and Closing Ceremonies, the Medals Plaza and IOC hotels. The second zone would be located in the mountains within the municipalities of Bischofshofen, Flachau, Flachauwinkl, Zauchensee and Radstadt/Altenmarkt (53-77 km south of Salzburg) and would include all snow venues as well as an Olympic Village. The existing stand-alone sliding venue is located in neighbouring Germany in Schönau am Königssee (27 km/25 minutes from the Salzburg Olympic Village).

With the exception of the men's Alpine speed and snowboard/half pipe venues, all snow venues already exist.

### Venue construction status

Out of a total of 11 venues, 7 exist (3 requiring permanent work), 3 would be constructed as new permanent venues and 1 would be a totally temporary venue.

Three new ice venues are planned:

- Ice Hockey arena in Salzburg Puch Urstein – a permanent arena, which the Bid Committee confirmed during the visit would be completed by 2011, and which would be used by Salzburg's ice hockey team after the Games.
- Figure skating and short track venue (Salzburg Liefering) – a 12,000 seat permanent arena which the Bid Committee confirmed during the visit would be completed by 2012.

Plans to reduce the capacity of both these venues after the Games are in place.

- Speed skating venue – a 7,000 seat temporary arena to be completed in 2013.

## Venue features/issues

The homologation of the ski jumping venue at Bischofshofen is due to be renewed in 2008 and plans are in place to upgrade facilities, including replacing the existing lift with rolling stairs. Lighting has recently been added to the venue and would be increased for the Games. The ski jumping Normal Hill required for the Games would be a temporary construction.

Taking into account their close proximity, the Bid Committee acknowledged that careful planning would be required to ensure distinct access routes to both the snow Olympic Village and the cross country and biathlon venue.

## Sports experience

All existing snow and sliding venues are of a high standard with very experienced staff and a considerable number of international competitions including World Cups and World Championships have been held at these venues. Austria also has experience in organising ice events at an international level.

During the visit, the Bid Committee confirmed that test events would take place during the 2012-2013 winter season to avoid holding tests for snow sports during the same season as the Games. Existing events on the sports calendar would be used as test events, thus reducing the budget.

## OLYMPIC VILLAGES

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### Location/concept

Two Olympic villages are planned, one in the city of Salzburg for the ice and sliding sports athletes, and one in the Radstadt/Altenmark snow zone for the snow sports athletes. The two villages are 68 km/50 minutes apart.

The concept is good as all athletes would be able to reach their competition venues within 30 minutes, with a large majority able to reach their venues within 15 minutes.

### Village development

The Salzburg village would be located on an existing military academy that would be renovated for the Games and supplemented by newly built permanent and temporary structures. The accommodation would consist of wooden, alpine cabin style structures of two storeys, arranged in clusters within the village. They would feature ample storage space, sufficient amenities and contemporary design. Post-Games the renovated structures would be used by the military and the permanent structures sold as social housing.

The construction and rental costs related to the main Olympic Village have not been clearly stated. For further details, please refer to the "Legal Matters" section of this report (Guarantees).

The snow village accommodation units would be comprised of the same temporary alpine cabin style clusters as described above. A feature of the village would be the 1,000 year-old Castle Tandelier (to be renovated by the Ministry of Education) as the centre of the international zone. Post-Games, the renovated castle would continue to operate as a youth sport campus.

For the permanent works to be carried out in both villages, construction is set to begin in 2010 and finish in 2013. All temporary construction in both villages would be financed by the OCOG.

Environmental impact to the snow village site would be considerably reduced by the use of temporary structures and planned restoration of the site to its natural condition after the Games.

### Village organisation

A total of 6,150 beds would be available between the Salzburg and snow villages. During the visit, the Bid Committee re-evaluated the distribution of beds between the two villages and confirmed that all snow sport athletes and officials accredited to stay in the village would have a bed in the snow village. This would be achieved by reallocating a number of the temporary residential structures planned for the Salzburg village to the snow village.

Equal levels of service and amenities would be provided in both villages and internal transit would be provided by shuttle buses.

### NOC travel costs

National Olympic Committee (NOC) and National Paralympic Committee (NPC) delegation travel costs have been included in the OCOG budget, in accordance with IOC requirements.

### Additional comments

Athletes were consulted and contributed to the planning and design of the Olympic Villages and athletes would continue to be involved as the villages are developed and constructed.

## PARALYMPIC GAMES

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### Concept

The proposed dates for the Paralympic Winter Games are Friday 7 to Sunday 16 March. Paralympic athletes would use the same venues and the same villages as Olympic athletes.

### Budget

The total budget for the Paralympic Games amounts to USD 27.6 million, including the USD 5 million marketing rights payment to IPC. Therefore the operational budget amounts to USD 22.6 million with additional Paralympic costs embedded in the overall OCOG budget. Paralympic revenues do not include any direct government grants. The Bid Committee clarified that any Paralympic Games shortfall would be covered by the same mechanism as the Olympic Winter Games.

### Organising Committee

There would be one Organising Committee for both the Olympic and Paralympic Winter Games which would ensure the efficient organisation of the Games. The OCOG would have a Paralympic Department with a Senior Vice-President reporting the Games Chief Executive Officer. The Paralympic Department would include qualified staff assigned to each major functional area of the Games. The National Paralympic Committee (NPC) of Austria would be represented on the OCOG Supervisory Board.

### Logistics

Athletes and officials would be accommodated in two villages, one in Salzburg for the ice sports athletes, and one in Radstadt/Altenmarkt to serve snow sports athletes.

Both villages would be fully accessible, in accordance with the Federal Disability Equality Act and the Austrian Standards. There would be a sufficient number of barrier-free buses to transport NPC delegations, Games officials, the Paralympic Family and the media. In addition, NPCs



would be able to choose between vehicles with dedicated drivers and vehicles that could be driven by a person with a disability.

All rail rolling stock and public buses to be used during the Paralympic Games would be fully accessible.

## Media and communications

While bid plans provide for a media centre at each of the five Paralympic venues, but no Main Media Centre (MMC), the Bid Committee stated that a small but fully operational MMC could be configured, if necessary, in the same venue as for the Olympic Winter Games.

“Equality of experience” is the driving vision of the 2014 Paralympic Winter Games and it is at the centre of its comprehensive communications strategy.

## Additional comments

During the visit, the Bid Committee confirmed that test events would also be organised for wheelchair curling and ice sledge hockey. The main legacies would be related to increasing awareness of disability-related issues in general and sports opportunities for persons with disabilities in particular.

## MEDICAL SERVICES AND DOPING CONTROL

### General

The Federal Government creates the guidelines for healthcare services, while it is the responsibility of the respective states to administer those services. Funding for healthcare in Austria is the joint responsibility of the Federal Government and the state authorities. Approximately 98% of the Austrian population are covered by social insurance. There are 30 hospitals located in the State of Salzburg that provide a high level of healthcare.

### Olympic healthcare

To provide medical services to Olympic and Paralympic accredited clients, two hospitals have been designated with a total of 1,689 beds. Both hospitals are conveniently located to serve both the ice and mountain zones. Each hospital maintains a full array of services and equipment.

Each Olympic Village would contain a polyclinic offering 24-hour basic medical care and would be equipped according to IOC guidelines.

During the Games period, doctors and health professionals from National Olympic Committees (NOCs) and National Paralympic Committees (NPCs) (that are officially licensed in their own country) would be allowed to provide medical services to their delegations. NOCs and NPCs would also be able to import and export medical items without import duties or other levies.

### Doping control

Salzburg would provide all required anti-doping procedures and facilities in accordance with IOC and World Anti-Doping Agency (WADA) specifications. Austria has signed the WADA Copenhagen Declaration on Anti-doping in Sport. At the time of the Commission’s visit to Salzburg, the UNESCO International Convention Against Doping in Sport had not been signed. However, the Bid Committee reported that legislation had been introduced in the Austrian Parliament concerning this matter.

The Salzburg Bid Committee proposes a temporary laboratory 5 km from the Salzburg Olympic Village. The laboratory would be equipped, staffed and administered to meet WADA specifications. The existing WADA-accredited laboratory located near Vienna would recruit and train the staff required for the laboratory in Salzburg, as well as acquire the equipment necessary to operate the facility for the 2014 Games.

The Bid Committee indicated that it would reach an agreement with Germany by the time of the Games in order to allow the OCOG to carry out anti-doping procedures in Germany.

Salzburg also proposes an anti-doping educational and awareness programme during the Games.

## SECURITY

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### Responsibility

The Austrian Government has guaranteed that it would bear the full responsibility and cost of security for the preparation and staging of the Olympic and Paralympic Winter Games. For the sliding competitions in Schönau am Königssee, the German Government has guaranteed to take all necessary measures to safeguard the Games.

An additional USD 18.5 million is included in the OCOG budget for private security contractors, equipment, planning, coordination and fire services at Olympic venues.

### Safety and security personnel

The Austrian police force has a great deal of experience in organising major public, sports and cultural events in the Salzburg area. Furthermore, Austria is co-hosting the Euro 2008 Football Championships.

The number of security personnel planned for the Games (4,400) is significantly lower than for previous Olympic Winter Games. The Candidature File provides little information as to how the security personnel would be deployed both in Austria and Germany (sliding venue). During the Commission's visit, representatives from the Ministry of the Interior described the normal security measures in place during international sports events and explained that during the Games, the cumulative number of security personnel would reach 11,000.

### Command structure / OCOG role

An Office of Olympic Security (OOS) would be set up, comprising personnel from all major security agencies, to plan and coordinate security operations. The head of the OOS would report directly to the Ministry of the Interior and the OOS would be integrated into the OCOG security board.

Austria has a single police force which, with its experience of securing major international events, would ensure that a single command structure would be implemented during

# SALZBURG

the Games. Austrian and German police forces regularly cooperate and work under a unified single command during international sports events. This system will be further tested during the Euro 2008 Football Championships.

Austria's security forces are well trained and equipped and, if sufficient personnel were made available, would be capable of ensuring safe and peaceful Olympic and Paralympic Winter Games in 2014.

## ACCOMMODATION

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### General

There are over 67,000 rooms within a 50 km radius of the City of Salzburg and approximately 14,700 within a 50 km radius of the snow village. Of this total, approximately 38,000 rooms are of three to five star quality. Salzburg is a popular tourist destination in the Alps with many traditional, family-run hotels.

At the time of the Commission's visit, letters of guarantee had been received for 22,316 rooms (slightly below IOC requirements) in more than 1,400 properties of different sizes. Thirty-three percent of rooms would be in properties with less than 20 rooms. Forty-six percent of rooms would be in four and five star accommodation.

There would be sufficient accommodation for spectators and visitors during the Olympic Winter Games.

Further accommodation is also available in other Austrian provinces and neighbouring countries.

### Room rates

The guaranteed 2014 Olympic hotel rates are USD 265 for a four-star single/double/twin room and USD 295 for a five star single/double/twin room, including breakfast(s) and all taxes and booking fees.

Should room rates exceed the rates specified above, the OCOG would be responsible for paying the difference.

For other accredited clients, rates have been calculated according to the following formula: room rate for the 2006 – 2007 winter season + 20% supplement + inflation until 2014 (approximately 2.5% per year).

The Bid Committee confirmed the following minimum and maximum rates in USD 2014, including breakfast(s) and all taxes and booking fees:

	Minimum – single/double/twin room USD 2014	Maximum – single/double/twin room USD 2014
5 star	205	498
4 star	81	378
3 star	63	241

During the visit, the Bid Committee stated that prices had been fixed in USD at the November 2006 exchange rate and confirmed that any cost increase due to fluctuations between the Euro and the US dollar would be borne by the OCOG for all clients.

A minimum stay policy of five days would be applied with a flexible starting date.

## Room allocations

In the Candidature File, it is stated that the media would be accommodated in hotel clusters totalling 7,700 rooms and in three temporary media villages with 2,000 rooms, and a university campus village with 328 rooms.

During the Commission's visit, the Bid Committee stated its goal was to accommodate all media in hotels (as well as in 328 university campus rooms) and that temporary media villages would only be constructed if required. In this event, the room rate for any temporary media accommodation is guaranteed at EUR 210 per night.

The location and large number of media hotels (over 650) constitute a transport challenge and would require careful planning with dedicated media transport hubs. The Bid Committee stated that all media would be accommodated within 1 km of the nearest transport hub.

The Bid Committee also stated that most volunteers would be locally sourced and would therefore not require accommodation but that it would be able to provide at least 2,000 rooms in two-star accommodation for other workforce (volunteers, drivers etc.) close to the venues.

## Additional comments

The various tourism entities in the region use a joint database reservation system which would be used for all clients at Games-time. The OCOG would be responsible for managing accredited client needs and interfacing with tourism agencies through the same database for the allocation and reservation of rooms.

Whilst Salzburg has an abundance of existing accommodation, challenges would include successfully managing the many properties included in the bid, allocating rooms with price consistency, as well as managing transport between them during the peak winter season in the mountain area.

# SALZBURG

## TRANSPORT

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### Concept

Salzburg's Olympic Winter Games concept is structured as an ice zone in the city and a mountain snow zone interconnected by existing motorway and rail lines, as well as a stand-alone sliding venue in neighbouring Germany.

Within the Salzburg zone, travel times between the Olympic Village and the ice competition venues would be under 15 minutes and the travel distance and time from Salzburg to the furthest snow venue are respectively 77 km/55 minutes. Sliding athletes would be able to reach their venue within 25 minutes.

### Access

Salzburg International Airport is conveniently located 1 km from the Salzburg Olympic Village and 69 km from the snow village.

Mainly served by charter flights, Salzburg International Airport has sufficient capacity to handle the majority of Olympic travel demands. Munich International Airport (180 km away in neighbouring Germany) could also be used.

Located in the centre of Europe, Salzburg is easily accessible by car. Approximately 10 million people live within a 2-hour drive of the city and another 50 million within 4 hours.

Salzburg is also well connected to national and international rail services.

### Infrastructure

Salzburg's transport infrastructure is well developed and on-going investments of approximately USD 1.07 billion are planned to expand rail and motorway transport capacity between 2007 and 2014. These developments include the expansion of the Salzburg suburban rail system (S-Bahn) and an extensive rehabilitation of Salzburg's main train station.

South of the proposed snow venues, the A10 motorway crosses the Alps to link Salzburg to Southern Austria, Italy and Slovenia. A new tunnel, currently under construction, would increase capacity to a total of four lanes by 2010.

### Olympic transport operations

Within the city of Salzburg, accredited Olympic clients would have short travel distances enhanced by approximately 10 km of urban Olympic and reserved bus lanes and approximately 11 km of Olympic lanes on the A1 motorway linking Salzburg Airport to the Main Media Centre.

Approximately 60% of spectators and workforce are expected to travel by rail. For spectators travelling by car, 20,000 temporary park and ride places would be provided which could present a traffic management challenge.

Access to the snow zone would be a combination of rail, park and ride facilities and a shuttle bus system. To facilitate Olympic mountain traffic, approximately 55 km of Olympic lanes would interconnect the snow venues, but no Olympic lanes are planned on the section of the motorway connecting the ice and snow zones.

Ticketed spectators would benefit from free public transport.

Attendance at the four snow venues of Altenmarkt-Radstadt, Zauchensee, Flachau and Flachauwinkl could reach 100,000 spectators per day and potentially more on days when several events are held in a specific venue. Due to this very high spectator capacity, a plan to reduce motorway traffic as well as reducing the combined venue capacities in line with total transport capabilities in 2014 may be required.

Based on the transport operations plan presented during the visit, and provided that the above-mentioned measures are taken for the snow venues, the Commission believes

that travel times stated by the Bid Committee are achievable and that Olympic and Paralympic transport requirements would be fully met. However, the Olympic and Paralympic transport operations budget of USD 33.5 million appears low.

### Transport legacy

Hosting the 2014 Olympic Winter Games would contribute to accelerating on-going transport infrastructure developments.

## MEDIA OPERATIONS

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The Main Media Centre (MMC), containing the single-level International Broadcast Centre (IBC) and Main Press Centre (MPC), would be located in an existing exhibition centre in Salzburg, adjacent to the curling venue. The building would continue to operate as an exhibition centre after the Games.

The planned MMC indoor space is 53,000 m<sup>2</sup>, with sufficient outdoor space available for a satellite farm, broadcast compound and other services.

The planned indoor space does not meet IOC requirements (40,000 m<sup>2</sup> for the IBC and 26,000 m<sup>2</sup> for the MPC), but the Bid Committee stated that the extra space required could be provided in temporary structures on the site.

The Bid Committee stated that, if necessary, a mountain media centre could be created by expanding the Flachau venue media centre.

Major media transport hubs would be located at the MMC in Salzburg, and at Flachau in the mountain zone. There would be a 24-hour shuttle bus service between the major media transport hubs, media accommodation hubs, Olympic villages and competition venues.

A minimum stay policy of five days would be applied with a flexible starting date.

Foreign media would not be subject to Austrian taxes or labour laws, and the temporary importation of broadcast equipment would be free of customs duties.

# SALZBURG

## OLYMPISM AND CULTURE

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### Cultural programme

Salzburg plans to stage a cultural festival designed by youth for youth. A particular feature of the programme would be to create a youth and family ticket marketing programme targeted at the 16 nations surrounding Austria (150 million people).

Workshops for young people in music, film, television, photography, dance and folk art, would be organised in the years leading up to the Games and, drawing on the experience of the annual "Salzburg Festival", Salzburg intends to create a programme that would span the full spectrum of the arts.

### Ceremonies

The Opening and Closing Ceremonies would take place in an existing football stadium that is currently undergoing expansion from 16,000 to 31,500 seats to host the Euro 2008 Football Championships. The stadium is located 2 km/5 minutes from the Salzburg Olympic Village and 70 km/50 minutes from the snow village.

Salzburg's plan for the Medals Plaza is to construct a temporary platform spanning the Salzach River with spectacular views of the city. The capacity of the platform would be approximately 7,000.

### Education and information programmes

In 2006 the Bid Committee launched the first phase of an educational programme to promote Olympic Ideals in the Salzburg State school system. Plans are in place to expand the programme country-wide by 2008.

In the two years leading up to the Games, the programme would be complemented by a team of travelling Olympians as well as field trips to the Host City allowing school children to witness preparations for the Games. These activities would be funded from the non-OCOG budget.

### Torch Relay

Salzburg's intention is to visit eight of the host sites of previous Olympic Winter Games in the Alps. The Bid Committee acknowledged that IOC Executive Board approval of this proposal would be required.

### Additional comments

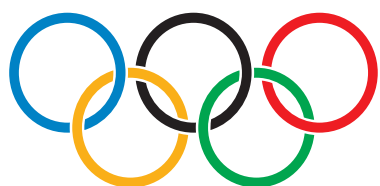
In view of the activities proposed, the Commission feels that the culture and ceremonies budget of USD 33.8 million appears low. The Bid Committee explained that additional financing would be derived from two major national funds established by law in Austria to promote tourism and culture and that the OCOG would apply a portion of the nominal capital committed by its stakeholders to the cultural programme of the Games. The Bid Committee therefore believes that up to USD 177 million could be available for cultural activities.

PYEONGCHANG



# PyeongChang 2014

Candidate City





# PYEONGCHANG

## OLYMPIC GAMES CONCEPT AND LEGACY

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### Dates of the Olympic Winter Games

PyeongChang proposes Friday 7 to Sunday 23 February as the period of the Olympic Winter Games, based on the dates of previous Games, optimal weather conditions, the low number of international conferences and events in Korea at that time and the school holiday period.

### Olympic Winter Games concept

PyeongChang proposes an excellent concept based around two zones (37 km / 25 minutes apart, linked by a four-lane motorway) and two stand-alone venues. Core Games activities would be based in the mountain zone and include most snow venues, the sliding venue, the Main Media Centre (MMC), the main Olympic Village, the ski jumping venue (site of the Opening and Closing Ceremonies), the Medals Plaza and IOC hotels. The Gangneung coastal zone would include all ice venues and an Olympic Village. The two stand-alone venues would be Jungbong (alpine speed events) and Bokwang Phoenix Park (snowboard and freestyle) both approximately 30 minutes from the PyeongChang Olympic Village.

The concept is built upon a strong vision for the region's future, with five objectives:

- To provide optimal conditions for the athletes and other participants with athlete travel times in 2014 of less than 30 minutes to all venues and 90% of athletes able to reach their venues within ten minutes.
- To create a legacy plan which would increase awareness and the participation of young people in winter sports in Korea, thus working towards reducing the gap with other winter sports nations.
- To ensure Games planning is embedded in the long-term regional and central governments' plans to develop tourism and turn the region into a hub for winter sports in Asia. Both of these governments have

already established the legal framework for all Games plans and these are reflected in the Korean Government's 3rd National Comprehensive Territorial Plan to bring economic development to the region.

- To establish a sustainable plan for the region based on sound environmental policies and sustainable infrastructure projects.
- To continue working towards reconciliation on the Korean peninsula.

The Paralympic Games are well integrated into the planning of PyeongChang 2014.

### Legacy and Impact

The Olympic Winter Games would act as a catalyst to achieve the above objectives. The development of the PyeongChang area will take place irrespectively of the 2014 Olympic Winter Games, with the exception of the facilities for sliding and speed skating. The Korean Government and Gangwon Provincial Government have already committed to supporting and implementing significant infrastructure work. The following infrastructure projects are currently taking place:

- road and high speed rail projects (access to Jungbong, and 115 km of high speed railroad linking Seoul to PyeongChang and Gangneung);
- construction on some venues such as the Nordic centre (biathlon, cross country skiing and ski jumping) in the USD 1.3 billion Alpensia Resort which would also include the main Olympic and media villages and IOC hotels.

In line with its objective to develop winter sports, and taking into consideration optimal post-Games use of the venue, PyeongChang would relocate a temporary ice hockey rink

from Gangneung to the University of Wonju where the development of ice hockey in Korea would be concentrated.

An Olympic Legacy Development Research Centre would manage an endowment fund of USD 70 million to be established and funded by the public and private sectors.

Studies on the effects of the Games have been conducted, according to which the Games would leave a positive economic legacy for the region and country and could produce approximately 200,000 new jobs.

## Communication

PyeongChang has budgeted a substantial amount (USD 73.8 million) for advertising and promotion including a comprehensive three-phase communications plan between 2007 and 2014 to encourage national and international interest in the Olympic Winter Games.

# POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

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## Population

The Republic of Korea has a population of approximately 48 million, Gangwon Province 1.5 million, PyeongChang 45,000 and Gangneung (ice venues) 250,000. Slight population increases are forecast for the period to 2014.

## Political structure and responsibility

Korea has a presidential republic system of government, with the President, the National Assembly and provincial administrations sharing powers and responsibilities. All are elected by direct vote. The President is the Head of State and head of government.

## National economy

In 2005, Korea had a GDP growth rate of 4% with a GDP per capita of USD 16,306 and an inflation rate of 2.8% (source: World Bank statistics).

## Support

Strong support for the Games has been expressed by the President, the Prime Minister, major parties in the National Assembly and by all levels of government. During the visit, the Commission met with the President, the Prime Minister and other government representatives, as well as members of the opposition party, who stated that results of elections at all levels (including Presidential) scheduled between 2007 and 2014 would not affect Games' preparations. The President also stated that hosting the Games was a "number one agenda" for Korea. The National Assembly has formed a Government Support Committee to facilitate communication and close cooperation between public institutions and the Bid Committee.

The national government, Gangwon Province and the local municipalities would be jointly responsible for the financing of venues and significant infrastructure projects. The relevant cities would be responsible for venue construction.

# PYEONGCHANG

The public opinion poll commissioned by the IOC shows the following levels of support to host the 2014 Olympic Winter Games: 91% support in PyeongChang, and 83% overall in Korea. This public support was clearly demonstrated during the Commission's visit.

## LEGAL MATTERS

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### Guarantees

The guarantees provided are generally of a high quality.

Any eventual shortfall would be covered by the national government. The shortfall guarantee provided with the Candidature File specifies that National Assembly approval would be required. During the visit, the Bid Committee provided the Commission with an English translation of the "Support Resolution" from the National Assembly, in which it describes hosting the 2014 Olympic Winter Games as a "significant task of national importance" and extends its full support to PyeongChang 2014. On this basis the Commission believes that any shortfall would be covered by the government. This was further supported in meetings with government representatives and the leader of the opposition.

### Legislation

The Bid Committee believes that the current legal framework in Korea is sufficient to organise the 2014 Olympic Winter Games but the National Assembly would nevertheless pass a "Special Act" immediately after the election of the Host City to assist the OCOG in implementing its plans. Having received an English translation of the draft of the "Special Act" during the visit, the Commission considers this Act to be an additional and essential legal tool to provide the juridical framework necessary to fulfil IOC requirements. That being said, the Commission is confident such an act would be passed, based on the implementation of similar special acts for the 1988 Seoul Olympic Games and the 2002 FIFA World Cup.

During the visit it was confirmed that a specific clause would need to be added to the "Special Act" to guarantee that broadcasters and journalists would have no tax liability in Korea.

## CUSTOMS AND IMMIGRATION FORMALITIES

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### OCOG structure and transition

The Bid Committee confirmed that the OCOG would be incorporated before the enactment of the “Special Act” as a not-for-profit foundation under the Korean Civil Code. The division of Games’ roles and responsibilities are clearly defined.

A high proportion of OCOG staff would be seconded from government entities involved in the bid and should ensure a smooth transition from the bid to the OCOG.

### Entry to the country

The Olympic Identity and Accreditation Card would serve as official access to the country, in accordance with IOC requirements.

### Work permits

The Korean Government has guaranteed that work permits for temporary foreign workers coming to Korea to perform Olympic duties would be issued within seven days, free of any duties or taxes.

### Importation of goods

The temporary importation into Korea of goods and equipment required for the Olympic Winter Games would be free of any duties.

Temporary import/export permits for biathlon firearms and ammunition are delivered by the National Police Agency and, as for previous sports events held in Korea, the procedure for obtaining these permits would be facilitated by the OCOG.

# PYEONGCHANG

## ENVIRONMENT AND METEOROLOGY

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### Plans and actions

PyeongChang's environmental programme is based on a "New Green Plan", which places strong emphasis on sustainability, and a comprehensive set of actions and mitigation measures designed to reduce and counter-balance the impact of the Games.

Major actions in the Plan include the expansion of the public transport system, the increased use of renewable energy and natural energy in design and construction, an environmental management system and an education programme.

Contractors for the Games would be required to comply with green supply and construction principles and public institutions involved in the Games would have to purchase certified green products.

The Korean Ministry of the Environment would provide significant support, through its regional environmental management office and, together with Gangwon Province, would be responsible for supervising and managing Games environmental issues. An OCOG environment committee would also be established to monitor and supervise the construction and operation of Olympic facilities. There would need to be close cooperation between all parties to ensure efficient delivery and operations.

All Games venue developments have been subject to a Prior Environmental Review and Mitigation Programme. Full environmental impact assessments would be carried out, and all venues would be subject to environmental monitoring.

The site of the alpine speed events at Jungbong would have a direct impact on approximately 0.6 km<sup>2</sup> of forest. Impact mitigation measures, including transplanting and reforestation of twice the affected forest area, and avoidance of areas containing protected species, would be implemented.

### Air and water quality

Air quality is generally within World Health Organisation (WHO) guideline levels, although the amount of suspended particles in the air (PM10) in Gangneung has generally been above the guideline levels over recent years. Water quality is satisfactory.

### Meteorology

Average temperatures are satisfactory, as are humidity levels. Precipitation is relatively low, as are average wind speeds.

Temperature increases over the next seven years are expected to be minimal. Average snow depth is considered satisfactory and sufficient snow-making capability would be in place. Generally minor flooding frequently occurs in summer months and flood response mechanisms are in place to reduce impact with regard to access and construction.

Korea has ratified the Kyoto Protocol.

## FINANCE

### OCOG budget

PyeongChang has proposed a balanced revenue and expenditure budget of USD 1.257 billion for both the 2014 Olympic and Paralympic Winter Games based on 2006 cost estimates. The projected inflation rate is estimated at an average of 2.8% per annum until 2014 which should not have a significant impact on the 2014 budget.

PyeongChang's OCOG budget includes the following revenue items:

Revenue items	USD	% of total
IOC contributions	485 million	39%
Local sponsors, licensing, official suppliers and lotteries	335 million	27%
Ticket sales	206 million	16%
Government subsidies	145 million*	11%
Other sources	86 million	7%

\* including USD 100 million for workforce

OCOG revenue projections appear to be reasonable, well analysed and supported by the strength of the Korean economy.

PyeongChang's OCOG budget includes the following major expenditure items:

Expenditure items	USD	% of total
Technology	271 million	21%
Games workforce	164 million	13%
Ceremonies and culture	102 million	8%
Operational costs for sports venues	96 million	8%
Operational costs for the Main Media Centre	80 million	7%
Advertising and promotion	78 million	6%
Operational costs for Olympic Villages	56 million	4%
Transport	45 million	4%
Contingency	68 million	5%

All critical budgetary items have been well analysed and documented. In comparison to previous Olympic Winter Games, the budgets for the major cost items appear to be realistic whereas certain expenditure relating to services such as catering, logistics and waste management appear to be rather low. The Games workforce would be heavily supported by the public sector, which would provide a large percentage of the workforce through secondments.

No capital investments are included in the OCOG budget. The amount of USD 91 million is budgeted for the construction of temporary facilities and overlay.

### Non-OCOG budget

An analytical financial plan has been submitted to support the capital investments required for the construction of Olympic-related venues and infrastructure by the various levels of government (88%) and private companies (12%). The Bid Committee stated that out of the total capital investment costs of USD 7.1 billion, USD 4.9 billion relate

# PYEONGCHANG

to transport infrastructure, USD 565 million to competition venues and the remaining USD 1.6 billion to villages and accommodation. The amount of USD 607 million (8.5% of the total capital investment plan) would be incremental to the Olympic Winter Games.

Although not fully reflected in the non-OCOG operational budget, it was confirmed that different levels of national and regional government have provided guarantees that support Games services (such as security, transport and medical services) would be provided to the OCOG free of charge. The Bid Committee stated that no extra burden should be placed on the OCOG.

## Financial guarantees

The Korean Government has guaranteed that it would act as the ultimate financial guarantor to cover any shortfall in the OCOG budget. Bearing in mind that the IOC's estimated financial contribution represents approximately 40% of revenues, the Commission emphasised that the OCOG budget could be heavily exposed to the fluctuation of the US dollar against the Korean Won. The Bid Committee confirmed in writing that any future adverse impact on its revenue due to currency fluctuations would be covered by the national and regional governments.

## Additional comments

Based on well supported and documented assumptions and a high level of public support, the Commission believes that the OCOG budget is reasonable and reliable.

The Bid Committee has also confirmed that all necessary tax legislation with regard to transactions between the OCOG, the IOC and other Olympic related parties would be included in the "Special Act" to be passed by the National Assembly should PyeongChang be elected to host the 2014 Olympic Winter Games.

## MARKETING

### Joint Marketing Programme

The Joint Marketing Programme Agreement (JMPA) signed by the Bid Committee and the Korean Olympic Committee has been accepted by the IOC.

A guarantee has also been provided that the OCOG and the Korean Paralympic Committee would enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2008.

### Billboards and advertising

Guarantees have been secured for all existing outdoor advertising space (as well as those to be constructed in the future) in the venue cities from local governments and private resort owners, from 1 January 2014 to 31 March 2014. Similar guarantees have also been secured for existing and future advertising spaces on public transport and at Incheon (Seoul) and YangYang (70 km from PyeongChang and 40 km from Gangneung) airports.

All above-mentioned advertising spaces shall be granted to the OCOG at 2006 rates plus inflation.

### Rights protection

While the Bid Committee believes that ambush marketing is not a significant problem in Korea due to current legislation, a guarantee has been provided by the Government that the "Special Act" would include regulations on advertising.

The OCOG would set up an "Ambush Marketing Enforcement Team" to coordinate and monitor all brand protection enforcement policies and actions which would also encompass an Internet monitoring programme and a 24-hour call centre. The OCOG would also initiate a voluntary brand protection programme to educate the public of the consequences of ambush marketing.

## Ticketing

The Bid Committee estimates sales of approximately 1.5 million tickets generating a revenue of USD 204.6 million for the Olympic Winter Games based on a sell-out rate of 77%, and ticket sales of 70,000 generating revenue of USD 1.4 million for the Paralympic Winter Games based on a sell-out rate of 66%. A comprehensive analysis has been provided to back up projected ticket sales which takes into consideration ticket pricing, popularity of the sports, competition schedules and spectator capacities. The pricing policy is in line with previous Olympic Winter Games and other major sports events and appears reasonable for domestic sales considering the GDP per capita in Korea.

The Bid Committee is fully aware of the importance of a full stadia policy and would therefore set up a special promotion plan to maximise occupancy rates including discounts, grouping tickets and special promotions for selected groups, with particular emphasis on sports less popular in Korea.

## Local sponsorship and licensing

Projected revenue from domestic sponsorship would amount to USD 300 million with an additional USD 12 million from merchandise licensing programmes.

The PyeongChang bid enjoys strong support from a large number of sponsors and donors which, combined with the current underlying financial strength of large Korean companies, gives the Commission confidence that the sponsorship revenue is achievable.

During the visit, the Bid Committee acknowledged that the percentage of VIK included in the local sponsorship programme was relatively high (80%) and confirmed that the OCOG would endeavour to reduce this proportion to between 40% and 80% depending on the sponsorship category.

## Additional comments

The OCOG budget includes USD 10.6 million for specifically targeted activities to support the marketing programme, including ticketing.



# PYEONGCHANG

## SPORTS AND VENUES

### Sports concept

PyeongChang offers a compact sports concept with two main zones 37 km apart, each with an Olympic Village, as well as two stand-alone venues. The PyeongChang zone would be the site for most snow sports and the sliding competitions (1 to 10 km/under 10 minutes from the Olympic Village) and the Gangneung zone would contain all ice sports (1 to 6 km/3 to 10 minutes from the Olympic Village). Both stand-alone venues would be served by the PyeongChang Olympic Village: Jungbong for alpine speed events (45 km/26 minutes) and Bokwang Phoenix Park for two snowboard events and freestyle competitions (44 km/26 minutes).

### Venue construction status

Out of a total of 11 venues, 4 exist (1 requiring permanent works), 6 would be constructed as new permanent venues and 1 ice hockey arena would be a temporary venue for the Games to be relocated to Wonju as a permanent ice hockey facility post-Games. Out of the 6 new venues, 3 will be built irrespective of the 2014 Olympic Winter Games (ski jumping, alpine speed venue and figure skating/short-track arena).

A specific OCOG department would coordinate and supervise all design firms and construction contractors and maintain control of the project budget, schedules and delivery. Any cost increase would be the responsibility of the respective governments responsible for construction, in accordance with the guarantees provided.

### Venue features/issues

The Bid Committee confirmed that lighting would be provided at the ski jumping venue.

The new Jungbong alpine speed venue will comprise two competition courses and two training slopes and will become a new ski resort post-Games.

The sliding venue, which is Games-dependent, would feature a mono-rail to transport athletes, officials and equipment to the top of the track, and a year-round, indoor, push-start training centre, providing a legacy for sliding sports in Korea.

Two new constructed ice arenas would contain a lower-level ice sheet to be used for training at Games' time that would remain as permanent ice rinks post-Games.

### Sports experience

Korea has hosted the 1988 Olympic Games, the 10th Asian Games in 2002, the 2002 FIFA World Cup, the 4th Asian Winter Games in 1999 in Gangwon Province, the 1997 Winter Universiade, as well as numerous FIS World Cups and a variety of ISU championships, particularly in short-track speed skating.

The bid proposes to hold events from October 2012 to March 2013 to test all competition and training venues. The Commission felt that the budget for test events appeared to be low.

Although Korea has good experience in organising multi-sport events, there is little expertise in the operational aspects of a certain number of winter sports. The Bid Committee acknowledged the need to increase awareness and create training programmes in sports where Korea has less experience and to hire foreign expertise where needed.

## OLYMPIC VILLAGES

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### Location/concept

Two Olympic villages are planned; one for snow and sliding sport athletes in PyeongChang, and one for ice sport athletes in Gangneung, 37 km/25 minutes apart.

The concept is very good and compact with all athletes able to reach their competition venues within 30 minutes at Games time (and 90% able to reach their venues within 10 minutes) thus ensuring the likelihood of athletes choosing to reside in the villages.

Alternative on-site accommodation would be available, free of charge, for snowboard, freestyle and alpine speed event athletes, with the same level and quality of services and amenities as provided in the two Olympic Villages guaranteed.

### Village development

Four star, apartment style tourist accommodation, currently under construction by a private company, would be rented to form the PyeongChang Olympic Village. Scheduled for completion in 2009, buildings would range from 7-9 storeys and include ample storage space, drying rooms and laundry facilities. The Bid Committee has secured a guarantee from the owner for use of all Olympic Village facilities for six months at a guaranteed rental cost of USD 9.9 million.

The Gangneung village would be a new construction of apartment-style accommodation in towers of 21-26 storeys. Due to the height of these buildings, further studies would be required to ensure sufficient elevator capacity providing a reliable service at Games time. The owner and developer of this village is a public corporation, and post-Games the units would be sold as housing to the general public. Construction is due to begin in 2010 with completion by 2013. The Bid Committee has secured a guarantee from the owner for the use of all Olympic Village

facilities for a period of six months. During the Commission's visit, the Bid Committee guaranteed in writing that there would be no rental cost.

Both villages have been designed and would be built in accordance with stringent environmental guidelines.

### Village organisation

A total of 5,860 beds would be available (3,520 in PyeongChang and 2,340 in Gangneung) which comfortably meets IOC capacity requirements. The lay-out of both villages is good, with equal levels of service to be provided in each. Transport within the villages would be provided by zero-emission buses and battery-powered vehicles.

Extra officials could be accommodated in three star hotels in proximity to the Olympic villages and venues (700 rooms guaranteed), at a rate of approximately USD 85 per night.

### NOC travel costs

National Olympic Committee (NOC) and National Paralympic Committee (NPC) delegation travel costs are included in the OCOG budget, in accordance with IOC requirements.

### Additional comments

Athlete surveys were conducted to address village needs and considerations during the planning phase, and athlete input would continue as development of the villages progresses.

PyeongChang proposes to provide all athletes and officials with digital handheld devices through which they would be able to access all Olympic Winter Games-related information at any time.

# PYEONGCHANG

## PARALYMPIC GAMES

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### Concept

The proposed dates for the Paralympic Games are Sunday 9 to Tuesday 18 March but the Bid Committee expressed its willingness to reconsider these dates with the International Paralympic Committee (IPC) to include more than one weekend.

Paralympic athletes would use the same venues as Olympic athletes with all athletes being accommodated in the PyeongChang Village which provides for a very good Paralympic concept. During the visit, the Bid Committee announced its proposal to move sledge hockey to Gangwon University (Olympic ice hockey venue) in order for athletes to enjoy Olympic-level facilities.

### Budget

The budget for the Paralympic Games is USD 48.8 million, of which approximately 50% would be funded by the national government. Additional Paralympic costs are embedded in other OCOG budget line items.

The Paralympic budget contains USD 15.3 million for the PrePara-X Project (see below) as well as the USD 5 million marketing rights payment to the IPC. The operational budget therefore amounts to USD 28.5 million.

The Bid Committee clarified that any potential Paralympic Games shortfall would be covered by the guarantee provided by the Korean Government.

The budget does not foresee funding for the TV signal production as the Bid Committee's understanding was that this would be the responsibility of the Olympic Broadcast Organisation (OBO). The cost of providing the Paralympic signal would however be the responsibility of the OCOG and the Bid Committee confirmed that this would be covered by contingency funds.

There would be one integrated Organising Committee which would ensure the efficient organisation of the Games. One of two OCOG Vice-Presidents would have specific responsibility for the Paralympic Games. In addition to a dedicated Paralympic Department which, amongst other matters would deal with classification, Games operations and the PrePara-X Project, each key OCOG department would integrate a Paralympic expert into its team.

### Logistics

The PyeongChang Olympic Village would serve as the Paralympic Village, accommodating athletes and officials, whilst media would be accommodated in a media village in PyeongChang.

The Bid Committee confirmed that the Olympic and Paralympic Villages would conform to standards specified in the "Act on the Promotion and Guarantee of Access for the Disabled, the Aged and Pregnant Women".

Transportation would be athlete-centred and the Bid Committee was confident it could provide reliable and punctual transport services including during morning peak time periods.

The Bid Committee clarified that transport for the Paralympic Family would be in line with IPC requirements. In addition, National Paralympic Committees (NPCs) would be provided with additional vehicles with dedicated drivers, in accordance with the size of the delegation.

### Media and communications

The same International Broadcast Centre/Main Press Centre (IBC/MPC) facilities would be used for the Paralympic Games and would be located next to the Paralympic and media villages and Olympic Stadium, in the Alpensia Resort in PyeongChang.

The PrePara-X Project would be a seven year comprehensive project, running from 2007 to 2014 with the aim of:

- promoting winter Paralympic sports
- developing human resources for the Games (coaches, National Technical Officials, Games staff)
- hosting annual international competitions in the five Paralympic winter sports (2008-2013)
- increasing awareness and participation

This OCOG project would receive support from the Korean Paralympic Committee, Gangwon Province, NGOs and media. One of the legacies would be increased awareness of people with a disability in Korea.

Korea's major television channels have agreed to increase their volume of programming on people with a disability in general and on Paralympic sport in particular in the years leading up to the Paralympic Winter Games.

### Additional comments

Korea has organised major Paralympic sports events including the 1988 Paralympic Games, the 2002 Busan FESPIC Games (Far East and South Pacific Games Federation for the disabled), the 2006 IPC Power Lifting World Championships and the 2006 IPC Alpine Skiing World Cup.

The 2014 Winter Paralympic Games would contribute to creating a future winter sports hub for people with a disability, as well as setting new standards of accessibility.

## MEDICAL SERVICES AND DOPING CONTROL

### General

Medical services and healthcare in Korea are regulated through a combination of national and regional laws and regulations.

Healthcare in Gangwon Province is considered to be of a high level based on the current investment in public healthcare facilities, the number of hospital beds per capita and the level of emergency medical care. National health insurance covers 100% of the population.

### Olympic healthcare

PyeongChang offers a comprehensive plan for medical services to serve Olympic and Paralympic accredited clients. Three hospitals with a total of 2,131 beds have been designated to exclusively serve the needs of these clients. These hospitals are conveniently located for all venues and both Olympic Villages.

Both of the proposed Olympic Villages would have a polyclinic providing a full range of basic 24 hour medical care and would be equipped according to IOC guidelines.

During the Games period, National Olympic Committee (NOC) and National Paralympic Committee (NPC) doctors and health professionals would be allowed to provide medical services to their delegations (subject to a registration process), including writing prescriptions in the polyclinics. NOCs and NPCs would also be able to import and export pharmaceuticals and other medical items without import duties or other levies.

### Doping control

PyeongChang would provide all required anti-doping procedures and facilities in accordance with IOC and World Anti-Doping Agency (WADA) specifications. Korea has signed the WADA Copenhagen Declaration on Anti-doping in Sport, as well as the UNESCO International Convention Against Doping in Sport.

# PYEONGCHANG

During the Commission's visit, it was confirmed that PyeongChang would analyse test samples at a new laboratory to be built at the Korean Institute of Science and Technology ("KIST"), located in Gangneung. The laboratory would be staffed and equipped to handle all tests required by the IOC and WADA. The facility is scheduled to open in 2012 and would remain as a permanent WADA approved laboratory as part of PyeongChang's legacy programme.

PyeongChang would also promote an anti-doping campaign based on WADA's Outreach Programme to increase awareness to athletes.

## SECURITY

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### Responsibility

The Korean Government has guaranteed that it would bear the full responsibility and cost of security for the preparation and staging of the Olympic and Paralympic Winter Games. An additional USD 22 million is included in the OCOG budget for private security contractors, equipment, planning coordination and training and logistics costs for law enforcement personnel.

### Safety and security personnel

The Korean police force has a great deal of experience in organising major public events, including the 1988 Olympic Games, the 2002 Busan Asian Games and the 2002 FIFA World Cup. This experience and the understanding of Olympic needs were demonstrated during the Commission's visit.

The safety and security personnel required for security operations has been estimated at 24,000 (this number appears sufficient compared to past Games experience) and would be supplied mainly from outside Gangwon Province.

### Command structure / OCOG role

During the visit, in addition to the information contained in the Candidature File about the proposed security operational planning, the Bid Committee stated that throughout the planning phase a security team comprised of experienced personnel from all government security and safety agencies and military forces, as well as private security experts, would be fully integrated within the OCOG and would liaise with all security forces.

Due to Korea's experience in hosting major international events, the Korean government, including security related organisations, recognises the importance of a single command system which is possible under current legislation. However, to ensure a more efficient command structure for the Games the "Special Act", to be adopted

should PyeongChang be awarded the Games, would include provision for the formation of an independent security committee, chaired by the Prime Minister, responsible for the security of Games' related facilities and the personal safety of all clients.

Korean security forces are well trained and equipped and would be capable of ensuring safe and peaceful Olympic and Paralympic Winter Games in 2014.

## ACCOMMODATION

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### General

PyeongChang currently has 44,780 two to five star rooms within a 50 km radius of the city. By 2014, approximately 18,200 additional three to five star rooms will be available.

Letters of guarantee have been received for 27,307 three to five star rooms (over 70% five star): 3,054 in hotels and 24,253 rooms with an apartment style layout.

An additional 10,000 rooms are available in Wonju (90 km from PyeongChang) and a large capacity of accommodation is available in the Greater Seoul area (approximately 200 km away), including 25,000 five star rooms, ensuring that there would be sufficient accommodation for spectators and visitors during Games time.

The majority of rooms would be provided in modern and large apartments with hotel services and which usually have a kitchen and living room space, a concept which matches well with the current trend in ski resort developments. In the cases where a room occupant has to share a bathroom, the OCOG would offer discounted rates. For the period of the Games, condominium operators would offer the same level of services as hotels (for example, cleaning and 24-hour room service). The Bid Committee has confirmed that this would not cause any additional financial burden to the OCOG.

### Room rates

The guaranteed Olympic room rate would be USD 340 for a single room and USD 400 for a double/twin room including breakfast(s) and all applicable taxes.

Should room rates exceed the rates specified above, the OCOG would be responsible for paying the difference. Provision has been made in the OCOG budget.

# PYEONGCHANG

For other accredited clients, prices would be set according to the following formula: base price (winter season 2006-2007 for major international events) + 2.8% per year (fixed rate based on average CPI increases from 2007 – 2013) + 5% Olympic Premium in the year 2013-2014.

Maximum 2014 prices have been stated as follows, including breakfast(s) and applicable taxes:

	Single room USD 2014	Double/twin room USD 2014	Junior suite USD 2014
3 star	130	177	249
4 star	191	210	365
5 star	265	292	466

There will be no minimum stay policy and no booking fees for all guaranteed rooms.

## Room allocations

Sufficient rooms of appropriate quality have been guaranteed for all clients.

The media would be accommodated in two media villages to be newly constructed in the form of apartment-style accommodation. One media village (6,000 rooms) would be located in Alpensia Resort in PyeongChang, close to the Main Media Centre, Olympic Stadium and IOC hotels. A second media village (5,000 rooms) would be located in Gangneung, close to the venues. These villages are being constructed as four to five star facilities to best meet post-Games needs. The Bid Committee acknowledged the potential financial burden this would place on the media and guaranteed that three star room rates would be charged in both villages (see table above).

Should media request hotel accommodation, the OCOG has agreed to secure additional four to five star quality hotel rooms as they are built.

The OCOG has set aside a budget of USD 4 million to accommodate 5,000 volunteers in two-star rooms, motels and other establishments, on the basis that the rest of the volunteer workforce would reside locally.

## Additional comments

The Korean hotel industry is rapidly changing towards a more international style and, by 2014, 90% of rooms are expected to meet international standards.

Gangwon Province Tourism Association, the umbrella body for tourist accommodation in the region, confirmed that it has the authority to ensure reasonable service prices for the period of the Games.

Various international home stay programmes would be organised for athletes' families.

The Commission notes that the accommodation plan for the Games hinges on the construction of a high number of new properties (approximately 56% to be constructed) but acknowledges that this forms an essential part of the wider strategic development of the region to promote tourism and winter sports. The Commission is therefore confident that sufficient accommodation would be available for the Olympic Winter Games in 2014.

PyeongChang proposes a compact accommodation concept with large capacity facilities which would ease transport operations.

## TRANSPORT

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### Concept

PyeongChang's concept is structured as two main zones and two stand-alone venues interconnected by an existing motorway (Yeongdong Expressway) and a planned high speed rail line providing a compact proposal with all distances and travel times within 45 km/30 minutes. A specific feature of the concept is the fact that the Olympic hub and main Olympic Village would be located in the mountains.

### Access

PyeongChang is currently accessible by car from Seoul (23 million inhabitants in the Greater Seoul area) in approximately 2 ½ to 3 hours (200 km) by motorway.

International visitors would access Korea through Incheon International Airport (Seoul), an advanced and efficient major Asian transport hub approximately 240 km west of PyeongChang, or by charter plane directly to Yangyang International Airport (70 km/40 minutes by motorway from PyeongChang and 40 km/27 minutes from Gangneung). In 2014, onward travel to PyeongChang from Incheon Airport would be by road or high speed rail. In addition, the bid proposes a frequent air shuttle to Yangyang International Airport which would be free of charge for Olympic and Paralympic accredited persons including the media.

### Infrastructure

Access to Gangwon Province will be much improved by the new high speed rail line which will link Seoul to Gangneung via PyeongChang. Travel time to PyeongChang would be reduced to approximately two hours and would offer an alternative mode of transport to the YeongDong Expressway. The cost of this expansion is budgeted at USD 4 billion for the 115 km Wonju – PyeongChang – Gangneung section which is expected to transport 30 to 40% of Games traffic. In view of the importance of this rail line for the Games, and noting possible construction challenges due to the terrain, careful monitoring would be

required to ensure that the line would be operational in 2013, as planned.

Accessibility to and around the PyeongChang zone which includes most snow venues and core Olympic facilities (main Olympic Village, IBC/MPC and Media Village, Opening and Closing Ceremonies, Medals Plaza and IOC hotels) will be substantially eased by a number of planned road improvements. To achieve the necessary road construction and the upgrade of certain roads to four lanes within PyeongChang and other proposed Olympic sites, investment of over USD 800 million is planned. Improvements include the roads leading to the Jungbong alpine speed venue (under construction) and Bokwang Phoenix Park, site of the snowboard and freestyle competitions.

### Olympic transport operations

A total of 256 km of directional Olympic lanes would be implemented, monitored and enforced: including approximately 110 km on the Yeongdong Expressway and 156 km on national, provincial and local roads. Korean traffic regulations allow for the implementation of such Olympic lanes. The Olympic lane system would be the single most important operational measure to ensure efficient, reliable and safe Olympic mobility within this compact Games proposal.

The Commission believes that access to the venue for slalom and giant slalom may need to be widened.

To improve access to the PyeongChang snow zone, an additional interchange would be constructed providing access to and from the Yeongdong Expressway. Roads within the PyeongChang Olympic zone would be reserved for Olympic traffic.

Approximately two thirds of Olympic spectator, volunteer and workforce transport would be on public transport (rail and bus). Those coming by car would use the approximately 35,000 park and ride spaces along the Yeongdong



# PYEONGCHANG

## MEDIA OPERATIONS

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Expressway and transfer to Olympic shuttle buses to complete their journeys.

Park and ride facilities are planned at the Gangneung motorway exit to ensure efficient Olympic transport within this ice zone.

Ticketed spectators and accredited workforce would benefit from free parking and shuttle services to competition venues. Rail passengers would also benefit from free shuttle services to snow venues from the new rail station which would serve PyeongChang and to ice venues from Gangneung station.

Based on the transport operations plan presented during the visit, including the implementation of Olympic lanes, the Commission believes that the travel times stated by the Bid Committee are achievable and that Olympic and Paralympic transport requirements would be fully met.

### Transport legacy

Improvements to national, provincial and local mountain roads would substantially improve safety and accessibility to Gangwon Province from the Yeongdong Expressway.

The new high speed rail line, to be completed by 2013, will be a major legacy providing long-term reliable and environmentally friendly rail public transport for Gangwon Province.

The International Broadcast Centre (IBC) and Main Press Centre (MPC) would be located together in a temporary two-storey Main Media Centre (MMC) in PyeongChang, 6 km from the Olympic Stadium (venue for Opening and Closing Ceremonies and ski jumping) and within walking distance of the main media village.

Both the IBC and MPC would meet IOC space requirements (40,000 and 26,000 m<sup>2</sup> respectively) with a common services area and space for two technical compounds and a media transport hub.

There would be two 4-5 star media villages in PyeongChang and Gangneung of 6,000 and 5,000 rooms respectively, served by a 24-hour media transport shuttle. There would be no minimum stay.

A dedicated media transportation system would be provided from the MMC as well as a venue to venue direct service. In addition, media would also have access to spectator buses.

Foreign media personnel would not be subject to Korean labour laws, and would not pay Korean tax. The temporary importation of broadcast equipment would be free of customs duties.

## OLYMPISM AND CULTURE

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### Cultural programme

PyeongChang proposes an extensive and rich programme of activities over a six year period (2009-2014) entitled “Winter Sonata Festival” which would seek to combine Korea’s ancient culture with state-of-the-art technology. Each year’s activities would be based upon a specific theme which include snow, ice, the sea, peace and harmony.

### Ceremonies

The Opening and Closing Ceremonies would take place in the proposed venue for ski jumping in the PyeongChang snow zone. The venue is currently under construction for completion in 2008 and would have a total capacity of 60,000 (11,000 permanent and 49,000 temporary seats). The venue is 1 km from the PyeongChang Olympic Village and 38 km/25 minutes from the Gangneung Village.

The Commission believes that the high seating capacity planned for the ceremonies may need to be reviewed as this may exceed the capacity of the Olympic transport system. As the venue would operate with a capacity of 26,000 for ski jumping, careful planning would be required to ensure that the venue did not appear empty during competition.

### Education and information programmes

PyeongChang’s education programmes would make use of both physical and virtual communication channels. A school programme produced in various languages would focus on the history and culture of the Olympic Winter Games and a Winter Sports Museum would be established in PyeongChang by 2013.

A new Dream Programme (annual international sports camp for youth who have little or no access to winter sports) would take place 2011-2015, following on from the existing programme.

Of the USD 70 million Legacy Fund to be set up, 10% would be used to fund school education programmes and 10% to fund part of the Winter Sports Museum.

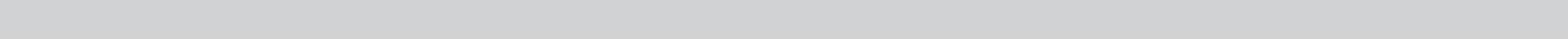
### Youth camp

A Youth Camp would be held prior to the Olympic Winter Games in 2014 for all participants of ten previous Dream Programmes as well as the members of the New Dream Programme and would be financed from the non-OCOG budget.

### Torch relay

The Candidature File proposes a 100-day torch relay to be organised between North and South Korea, with activities around the world, visiting “lands in conflict and struggle, as well as those in peace”.

During the visit, the Bid Committee acknowledged IOC guidelines to restrict the torch relay to the national territory. The Bid Committee agreed to modify its plans which would be submitted to the IOC Executive Board for approval should PyeongChang be elected as the Host City.



# SUMMARIES

## SOCHI

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The Candidature File and the presentations given to the Commission during its visit were of a high quality and delivered by key stakeholders, including high ranking Government officials. The guarantees provided are generally of a high quality.

The Sochi project for the 2014 Olympic Winter Games is embedded in the “Federal Target Programme for the Development of Sochi 2006-2014” (FTP), funded by 60% public and 40% private investment. The FTP has been established to modernise the Sochi area through creating substantial new transport, telecommunications and energy infrastructure as well as accommodation and sports facilities. Hosting the 2014 Olympic Winter Games would serve as a catalyst to achieve the government’s objectives of transforming Sochi from the country’s most popular summer destination into a high level, year-round resort and developing Russia’s first world-class ski facilities.

Russian winter sports athletes would benefit from the development of many new facilities, including venues for alpine, Nordic, sliding and ice sports. Post-Games maintenance of the ice venues would be supported by an OCOG legacy fund of USD 35 million to be managed by the Federal Agency for Physical Training and Sports.

The environmental programme includes the application of a sustainable management system to develop facilities and operations. Careful planning and strict regulations would be required in the mountain zone, as major infrastructure would be built within Sochi National Park and, in particular, two venues are planned in close proximity to the Caucasus Biosphere Reserve (a UNESCO World Heritage site). Funds would be allocated for an environmental education centre, and for environmental projects to compensate for construction in Sochi National Park.

Sochi proposes a very good concept, based around an ice cluster which would take the form of an Olympic Park, and a mountain sports zone, 49 km/50 minutes apart. Core

Games activities would be based in the coastal ice cluster, 25 km from Sochi city centre, and would include all ice venues, the main Olympic Village, the Olympic Stadium for Opening and Closing ceremonies, the Medals Plaza, the Main Media Centre (MMC) and IOC hotels. The innovative concept of an Olympic Park located outside of the city centre would require careful planning to attract the crowds necessary to create a festive Games atmosphere. The Krasnaya Polyana mountain zone would include all snow and sliding venues, an Olympic Village and a media sub-centre.

With two Olympic Villages and additional accommodation available for cross-country and biathlon competitors, athletes would be able to reach their competition and training venues within 16 minutes in the mountain zone, and within 5 minutes in the Olympic Park.

Sochi proposes 11 competition venues (of which 4 are listed in the Candidature File as existing) at a cost of USD 806 million. Based on the large amount of construction involved, the Commission considers these four venues as new construction.

The Paralympic Games are fully integrated into Olympic Winter Games planning. There would be two Paralympic villages, one in Sochi and one in the mountain zone. Athletes would use the same venues as for the Olympic Winter Games. The Paralympic budget would be USD 70.8 million and the Federal Government would cover approximately 65% of the budget.

Sochi has guaranteed the required number of rooms in a combination of existing hotels and new, high quality hotels. The accommodation plan relies on substantial renovation and construction which is largely guaranteed by the FTP. There will be no minimum stay for all clients. Media would be accommodated in 6,700 existing hotel rooms in the coastal zone as well as 3,000 new rooms in the mountain area. In addition, 10,000 new hotel rooms would be available in the Sochi coastal zone by 2014.

# SUMMARIES

The International Broadcast Centre (IBC) and Main Press Centre (MPC) would be co-located in a new Main Media Centre (MMC) in Sochi Olympic Park which would also include a 600 room hotel for the media. A media sub-centre would be set up in the mountain zone.

The majority of clients, including approximately 70% of spectators would access Sochi by air, either directly through Sochi International Airport or via Moscow.

Investment in transport infrastructure would amount to USD 4.4 billion. With a fairly compact concept, the construction of a new coast-to-mountain rail line and motorway, together with the implementation of a comprehensive and dedicated Olympic lane system, the Commission believes that transport demands would be fully met. However, it should be emphasized that the completion of the many infrastructure projects in the corridor linking the coast to the mountains is critical to the Games and would require robust construction methods.

The Sochi bid presents a major infrastructure construction programme (including road, rail, utility, accommodation and competition venues) all planned in a concentrated area. Construction would have to be tightly monitored in order to ensure timely delivery for the Games, including test events.

The City of Sochi, the Krasnodar Region and the Russian Federal Government are the three major parties involved. There is strong support by the Federal Government which is driving the bid. The respective roles and responsibilities of each of these parties, which include service delivery, finance and construction, have been defined in the FTP. The responsibility for delivery of all FTP infrastructure projects lies with an existing body – the “FTP Directorate”. The Russian NOC plays an active role in the bid, and athletes have been involved in the planning process. There is very strong public support for the Games.

The Sochi OCOG budget of USD 1.517 billion, 30% of which is subsidized by the State, is detailed, well-documented and considered achievable by the Commission. The Russian Government has guaranteed to cover any shortfall. Of the total non-OCOG capital investment budget of USD 8.8 billion, which is fully guaranteed by the Russian Government, USD 3.6 billion would be incremental to the Olympic Winter Games. In addition, the Government has guaranteed to cover all security costs.

## SALZBURG

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During the visit, presentations were made to the Commission by the key stakeholders involved, including high-ranking government officials. The documentation provided to the Commission was generally of a good quality, though sometimes lacked detail.

Salzburg's plan is based on using existing venues and facilities, which would minimise Olympic-related capital investments and the environmental impact of the Games, and would provide a positive, sustainable legacy. The vision presented by Salzburg is based on capitalizing on the traditional alpine setting of the region and its long history of hosting winter sports events. A particular feature of Salzburg's plan is its focus on youth and providing a unique and memorable Games experience to young people. Austrian ice sports athletes would benefit from new competition and training venues.

The bid has proposed a "Sustainable Living in the Mountains" environmental plan containing a comprehensive and strong set of environmental actions (based on European Union, national and regional laws) which has served as a benchmark for bid planning.

Salzburg proposes an excellent concept based around two zones, 53-77 km/40-55 minutes apart and linked by an existing motorway and a rail line, as well as one existing stand-alone venue in neighbouring Germany (sliding). The Salzburg zone would include all ice venues, the stadium for Opening and Closing ceremonies, the Medals Plaza, the main Olympic Village, the Main Media Centre (MMC), as well as IOC hotels. The mountain zone would include all snow venues and an Olympic Village.

With two Olympic Villages, athletes would have relatively short travel distances to competition venues. All athletes would be able to reach their competition venue within 30 minutes and the large majority within 15 minutes. Both villages would comprise a high percentage of temporary

residential buildings based on no post-Games need for additional accommodation.

Salzburg proposes a total of 11 competition venues, 7 of which exist. Of the 4 venues to be built, 3 would be permanent. Capital investment in competition venues would amount to USD 194.1 million, of which USD 81.6 million would be for the upgrade existing venues. In addition, USD 79.4 million are included in the OCOG budget for the construction of temporary venues.

The Paralympic Games have been well-thought-out and are fully integrated into Olympic Winter Games planning. There would be two Paralympic villages, one in Salzburg and one in the mountain zone and athletes would use the same venues as for the Olympic Winter Games. The Paralympic budget would be USD 27.6 million.

Whilst sufficient accommodation capacity exists, Salzburg has guaranteed a number of rooms slightly below IOC requirements in existing high-quality properties, including many small, family-run hotels which are spread across the Olympic area. A five day minimum stay policy with a flexible starting date would apply to all clients. The bid plans to accommodate the media primarily in existing hotels. Given the large number of properties included in the accommodation plan (over 1,400), careful planning would be required to successfully manage accommodation operations, including room allocation, price consistency and transport.

The International Broadcast Centre (IBC) and Main Press Centre (MPC) would be co-located in an existing exhibition centre in Salzburg, adjacent to the curling venue. As planned indoor space does not fully meet IOC requirements, temporary structures may need to be added.

Salzburg International Airport is conveniently located in relation to the city centre and the snow venues. Munich

# SUMMARIES

International Airport (180 km away in neighbouring Germany) could also be used. Located in the centre of Europe, up to 60 million persons would be able to reach Salzburg by car within four hours, or by train.

Investment in transport infrastructure would amount to USD 1.7 billion. Based on the transport plans presented, the Commission feels that transportation demands could be fully met with careful traffic management and the reduction of spectator capacities at the snow venues, though budget provisions for transport operations are on the low side.

The respective roles and responsibilities of the authorities involved in the bid are outlined in the “Multi-Party Agreement”, the signatories of which are the City of Salzburg, the State of Salzburg, the Federal Government, the snow venue municipalities and the NOC. The bid is driven by the City of Salzburg with the strong support of the Austrian Government. Athletes and the Austrian NOC have played an important role in the planning process.

Whilst the Austrian Government has guaranteed to cover all security costs, Salzburg appears to have underestimated the resources required for security operations.

The Salzburg OCOG budget of USD 965 million is considered to be relatively low compared to previous Olympic Winter Games, particularly as it contains costs for a significant amount of temporary and permanent construction. However, the “Multi-Party Agreement” provides for an additional EUR 100 million initial cash infusion to be used to meet OCOG funding needs. Furthermore, as jointly and severally liable under the terms of this agreement, the Austrian Government would be ultimately responsible for fully covering any shortfall. Of the total non-OCOG capital investment budget of USD 2.1 billion, USD 214.4 million would be incremental to the Olympic Winter Games.

## PYEONGCHANG

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Detailed plans were presented in the Candidature File and very high quality presentations and information were given during the Commission's visit, indicating comprehensive planning by the key organisations involved in the bid. The guarantees provided are generally of a high quality.

Plans for an Olympic Winter Games in PyeongChang are embedded in a national government programme aimed at developing the region's tourism – including the construction of a new high speed rail line and abundant new year-round tourist accommodation – and creating a centre for winter sports in Asia. In turn, this would increase awareness and promote the practice of winter sports with the goal of raising the level of Korean athletes' performances in line with those of other winter sports nations. The Bid Committee hopes that staging the Olympic Winter Games, together with youth programmes created by the OCOG, would contribute to peace, harmony and reconciliation on the Korean peninsula.

Korean sport would benefit from the development of many new facilities, which include venues for alpine, Nordic and sliding sports, as well as four ice rinks. This new infrastructure would be supported after the Games by a USD 70 million endowment fund to be established by public authorities and the private sector.

The Bid Committee has developed an environmental programme ("The New Green Plan") which emphasises sustainability and proposes a comprehensive set of actions and mitigation measures, integrated into construction and operational planning, and designed to reduce and counterbalance the impact of the Games.

PyeongChang proposes an excellent concept based on two zones, 37 km/25 minutes apart, and linked by an existing motorway, as well as two stand-alone venues. Core Games activities would be based in the PyeongChang mountain zone which would include the majority of snow venues, the sliding venue, the stadium for Opening and Closing

Ceremonies (venue for ski jumping), the Medals Plaza, the main Olympic Village, the Main Media Centre (MMC) and IOC hotels. The coastal zone of Gangneung would include all ice venues and an Olympic Village.

With two Olympic villages and additional accommodation available for snowboard, freestyle and alpine speed event competitors, athletes would have short travel distances to competition and training venues. Ninety percent would be able to reach their competition venue within 10 minutes.

PyeongChang proposes a total of 11 competition venues, 4 of which exist. Of the 7 venues to be built, 6 would be permanent. The 1 temporary venue would be dismantled post-Games and moved to another city where it would become a permanent ice hockey venue. Capital investment in competition venues would amount to USD 475.2 million, of which USD 29.9 million would be to upgrade existing venues.

The Paralympic Games have been well-thought-out and are fully integrated into Olympic Winter Games planning. There would be one Paralympic Village in PyeongChang and athletes would use the same venues as Olympic athletes in PyeongChang and Gangneung. The Paralympic budget would be USD 48.8 million of which approximately 50% would be financed by the Korean Government.

PyeongChang has guaranteed the required number of rooms (of which over 14,000 are to be built) in predominantly modern, high quality and large apartment-style accommodation. There would be no minimum stay for all clients. For the media, two villages of four to five star quality are proposed (with three star room rates guaranteed), one in PyeongChang within walking distance of the MMC (6,000 rooms) and one in Gangneung (5,000 rooms).

The International Broadcast Centre (IBC) and Main Press Centre (MPC) would be co-located in a temporary MMC in PyeongChang, close to the competition venues.



# SUMMARIES

International arrivals would be through Incheon International Airport in Seoul (240 km from PyeongChang) or Yangyang International Airport (70 km from PyeongChang), with a free air shuttle being proposed for accredited persons between these two airports. PyeongChang is linked to Seoul by a four lane motorway (approximately 2½ hours) and, by 2014, would be served by a new high-speed rail line.

Investment in transport infrastructure would amount to USD 4.917 billion, of which USD 4.4 billion are for the high-speed rail line. With a compact Olympic Winter Games concept, the implementation of a dedicated Olympic lane network and the completion of the high speed rail line, the Commission believes that transport demands would be fully met.

The City of PyeongChang, the Province of Gangwon and the Republic of Korea are the three major parties involved in the bid which is driven by the Province of Gangwon, with strong support from the Korean Government. The respective roles and responsibilities of each of the above authorities, including service delivery, finance and construction, have been agreed. Draft legislation to facilitate Games planning and organisation is in place in the form of a “Special Act” which would be passed should PyeongChang be awarded the Games. The Korean NOC is an active participant in the bid and athletes have played an important role in the planning process. In addition, there is very strong public support for the Games.

The PyeongChang OCOG budget of USD 1.257 billion is detailed, well-documented and is considered achievable by the Commission. Any financial shortfall would be covered by the Korean Government. Of the total non-OCOG capital investment budget of USD 7.1 billion, USD 607 million would be incremental to the Olympic Winter Games and would be fully guaranteed by the three levels of Government. In addition, the Korean Government has guaranteed to cover all security costs.

# APPENDICES

- A. COMPOSITION OF THE COMMISSION
- B. VISIT DATES
- C. ACCOMMODATION TABLE
- D. SUMMARY OF IOC OPINION POLL RESULTS
- E. MAPS
- F. NUMBER OF COMPETITION VENUES
- G. ABBREVIATIONS
- H. SIGNATURES

# APPENDIX A

## COMPOSITION OF THE COMMISSION

### CHAIRMAN

Mr Chiharu IGAYA

### EXECUTIVE DIRECTOR

Mr Gilbert FELLI

### MEMBERS

Mr Simon BALDERSTONE

Mr Dwight BELL

Prof. Philippe BOVY

Mr Rémy CHARMETANT

Mr Jan-Ake EDVINSSON

Mr Stig Ove GUSTAFSSON

Mr Kai HOLM

Mr Jose Luis MARCÓ

Mr Theodore PAPAPETROPOULOS

Mr Miguel SAGARRA

Ms Rebecca SCOTT

### IOC ADMINISTRATION

Ms Jacqueline BARRETT

Mrs Sophie SKEELS

Miss Helen STEWART

# APPENDIX B

## VISIT DATES

**PYEONGCHANG** 14 – 17 February 2007

**SOCHI** 20 – 23 February 2007

**SALZBURG** 14 – 17 March 2007

The order of visits was determined by logistical considerations.

The above dates represent the official working days with each Bid Committee. In each city, the Commission held a private meeting before the visit and a private debriefing at the end of the visit.

The Commission held a final meeting in Lausanne from 19 – 22 March 2007.

# APPENDIX C

## ACCOMMODATION TABLE\*

Client	Winter rooms	Quality (stars)	Accommodation facility
IOC	950	4 to 5	IOC hotel(s)
IF	685	2 to 5	Accredited client hotel(s)
NOC	1,820	2 to 5	Accredited client hotel(s)
Host OCOG	4,820	2 to 5	Accredited client hotel(s)
Future OCOGs	200	3 to 4	Accredited client hotel(s)
Marketing partners	4,350	3 to 5	Accredited client hotel(s)
Media	9,975	2 to 5	Accredited client hotel(s)
<b>TOTAL</b>	<b>22,800</b>		

\* Numbers taken from the IOC Technical Manual on Accommodation

# APPENDIX D

## SUMMARY OF IOC OPINION POLL RESULTS

The IOC commissioned Sports Marketing Surveys to conduct public opinion polling in the three Candidate Cities and their respective countries regarding support for hosting the XXII Olympic Winter Games in 2014. All three polls were carried out from 27 November to 19 December 2006.

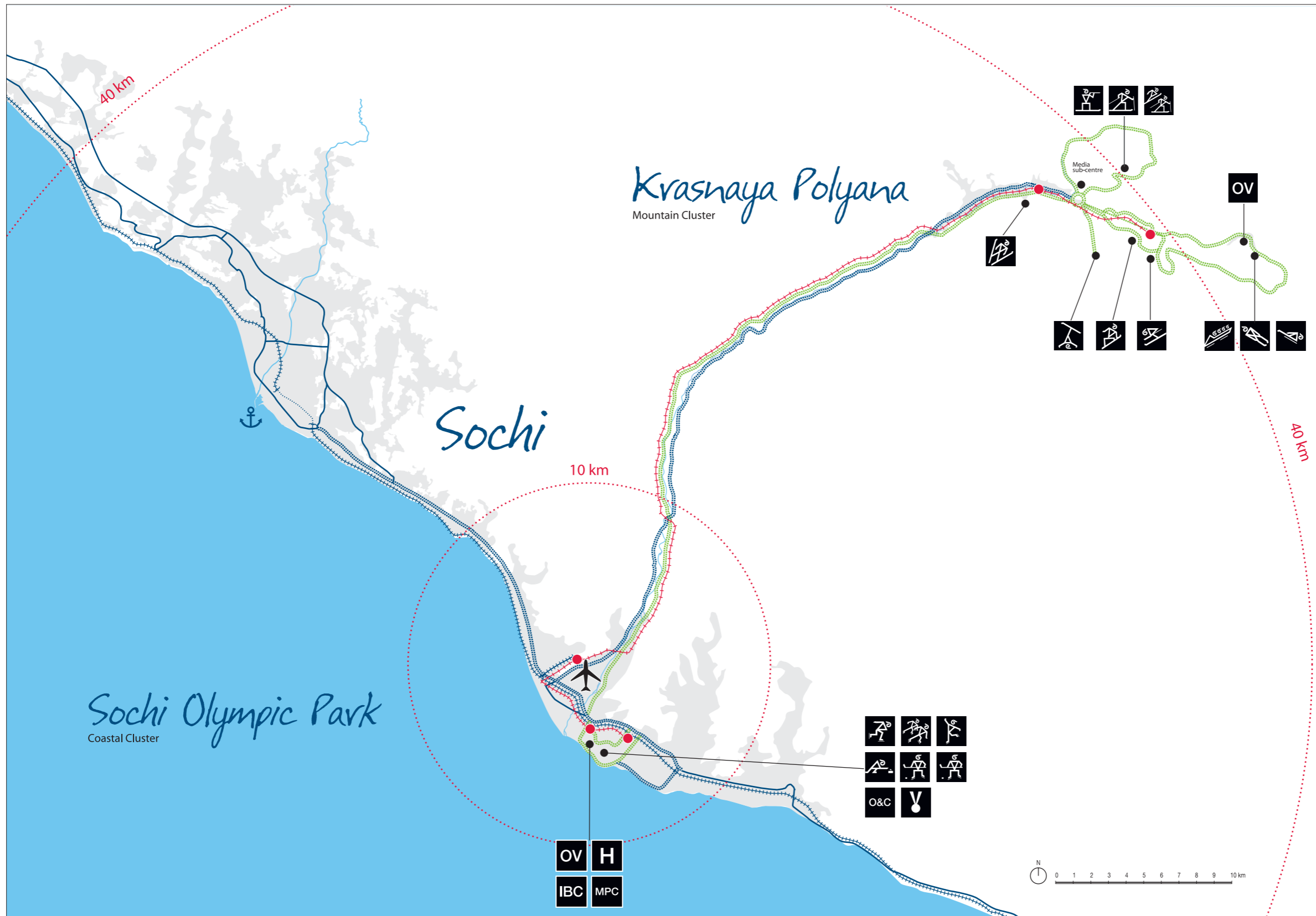
In answer to the specific question:

“To what extent would you support or oppose (City) hosting the Olympic Winter Games?”

the results were as follows:

	Support strongly	Support	Neither support nor oppose	Oppose	Oppose strongly
Sochi	55%	24%	7%	7%	7%
Russia	54%	26%	11%	4%	4%
Salzburg	21%	21%	10%	18%	27%
Austria	32%	29%	13%	11%	13%
PyeongChang	58%	33%	4%	2%	3%
Korea	42%	41%	14%	2%	1%

*All figures are expressed in percentage terms. Where they do not add up to 100%, this is due to computer rounding and a small number of respondents with “no opinion”.*



Sites sportifs/  
Sports Venues

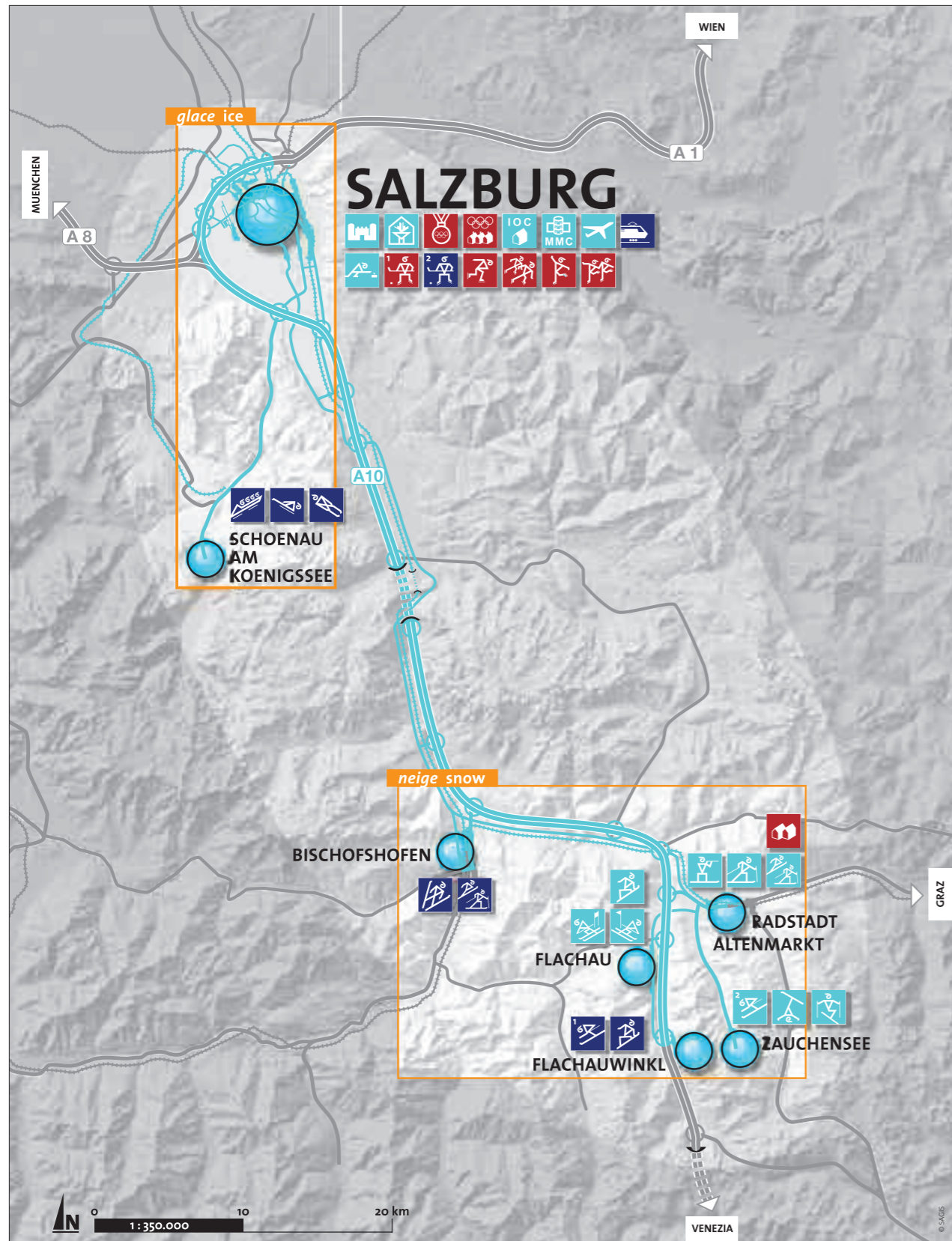
	Biathlon Biathlon
	Bobsleigh Bobsleigh
	Skeleton Skeleton
	Curling Curling
	Hockey sur glace Ice Hockey
	Luge Luge
	Patinage de vitesse Speed Skating
	Short-track Short Track Skating
	Patinage artistique Figure Skating
	Ski de fond Cross Country Skiing
	Saut à ski Ski Jumping
	Combiné nordique Nordic Combined
	Ski alpin Alpine
	Ski acrobatique Freestyle
	Snowboard Snowboard

Infrastructure de transport/  
Transport Infrastructure

	Voie olympique Olympic Lane
	Route Motorway
	Train de banlieue Urban Rail
	Métro léger Light Rail
	Gare ferroviaire Rail Station

Infrastructure Olympique/  
Olympic Infrastructure

	Cérémonies d'ouverture et de clôture Opening & Closing Ceremonies
	Cérémonies de remise des médailles Medal Ceremonies
	Village olympique Olympic Village
	Centre international de radio-télévision International Broadcast Centre
	Centre principal de presse Main Press Centre
	Hôtels de la famille olympique Olympic Family Hotels
	Infrastructure existante Existing Infrastructure
	Infrastructure prévue Planned Infrastructure
	Infrastructure supplémentaire Additional Infrastructure



DISCIPLINES OLYMPIQUES / OLYMPIC DISCIPLINES

Biathlon	Short Track	Super G
Bobsleigh	Figure Skating	Giant slalom
Skeleton	Ice Dance	Slalom
Curling	Cross-Country	Bosses Moguls
Hockey sur glace	Saut à ski	Ski acrobatique
Luge	Nordic Combined	Snowboard
Speed Skating	Downhill	Entraînement

JEUX PARALYMPIQUES / PARALYMPIC GAMES

Biathlon	Ski de fond	Giant slalom
Curling	Downhill	Slalom
Hockey sur glace	Super G	

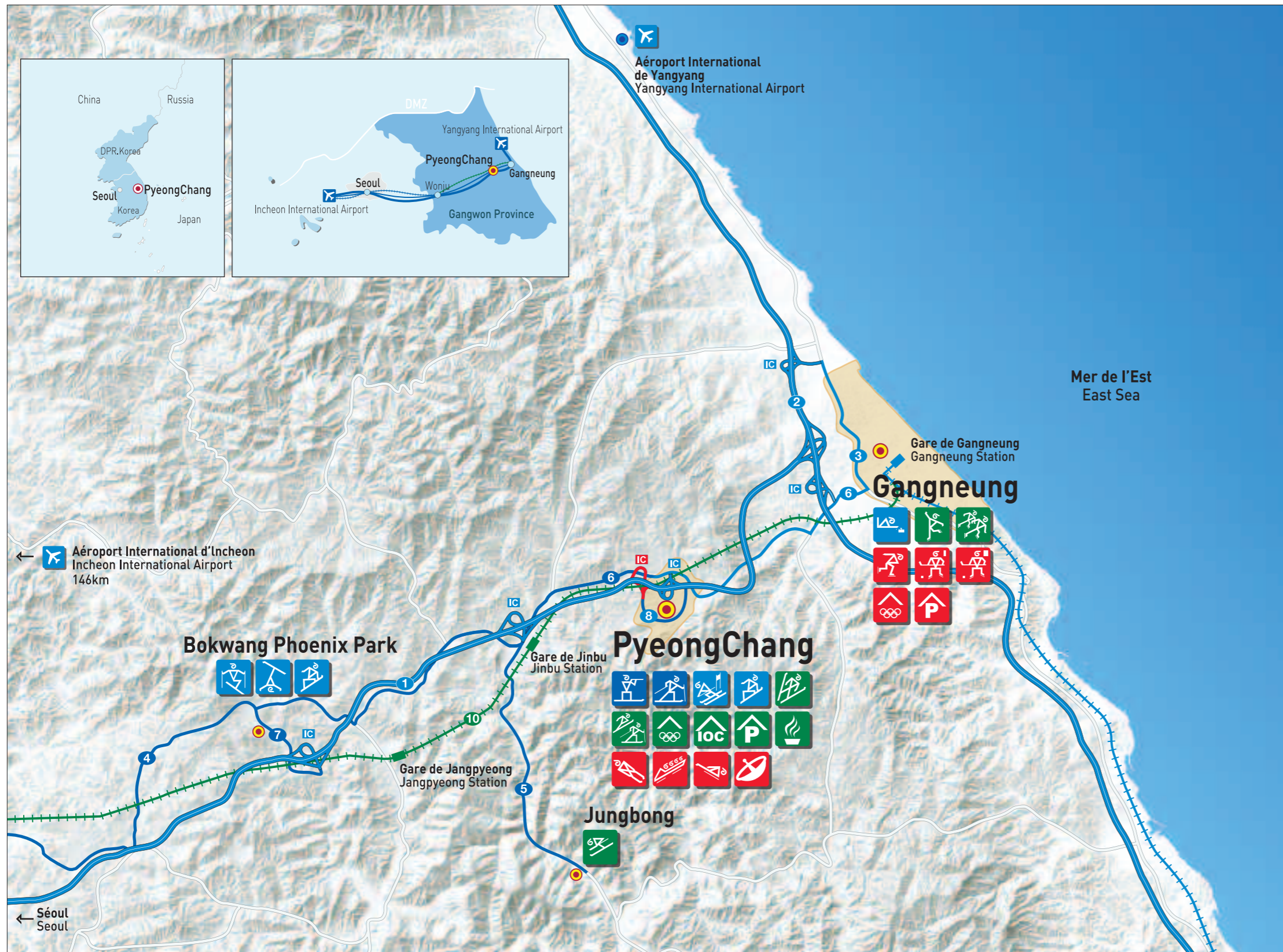
INFRASTRUCTURE / INFRASTRUCTURE

Stade de cérémonies	Hôtel du CIO	Gare de chemin de fer
Remise des médailles	Hôtel du CPI	Navettes
Village Olympique	Forteresse	Parking
Village Paralympique	CIRTV/CPM	Parking de déstage
Village de neige	Aéroport	Autoroute
Sites de compétition	Autres sites	Voie ferrée
Route principale	Route	Voie Olympique
Voie Olympique (Autoroute)	Chemin pour les sites	Infrastructure de transport

CODE COULEUR / COLOUR CODE

Infrastructure existante, pas de constructions permanentes nécessaires	Infrastructure existante, constructions permanentes nécessaires
Infrastructure prévue indépendamment des Jeux	Infrastructure supplémentaire nécessaire pour accueillir les Jeux





Existant Existing	En projet Planned	Additional	
<b>Noyau de PyeongChang / PyeongChang Cluster</b>			
			Biathlon
			Ski de fond
			Cross Country Skiing
			Ski alpin [artistique]
			Alpine Skiing [Technical]
			Snowboard [PGS]
			Snowboard [PGS]
			Saut à ski
			Ski Jumping
			Combiné nordique
			Nordic Combined
			Luge
			Luge
			Bobsleigh
			Bobsleigh
			Skeleton
			Skeleton
			Village olympique
			Olympic Village
			Hôtel du CIO
			IOC Hotel
			Village de médias
			Media Village
			Stade Olympique
			Olympic Stadium
			CIRTV/CPP
			IBC/MPC
<b>Jungbong / Jungbong</b>			
			Ski alpin [vitesse]
			Alpine skiing [Speed]
<b>Parc Phoenix Bokwang / Bokwang Phoenix Park</b>			
			Ski artistique [bosses]
			Freestyle [Mogul]
			Ski artistique [sauts]
			Freestyle [Aerial]
			Snowboard [HP,SBX]
			Snowboard [HP,SBX]
<b>Noyau de Gangneung / Gangneung Cluster</b>			
			Curling
			Curling
			Patinage artistique
			Figure Skating
			Piste courte
			Short Track Speed Skating
			Patinage de vitesse
			Speed Skating
			Hockey sur glace I
			Ice Hockey I
			Hockey sur glace II
			Ice Hockey II
			Village olympique
			Olympic Village
			Village de médias
			Media Village
<b>Infrastructure de transport / Transport Infrastructure</b>			
			Aéroport d'arrivée
			Gateway Airport
			Autoroute [à 4 voies]
			Expressway [4 lanes]
			Voie olympique prioritaire
			Olympic priority lanes
			Route locale
			Local Road
			Voie ferrée
			Railroad
			Gare
			Railroad Station
			Échangeur
			Interchange
			Site de compétition
			Competition Site



# APPENDIX F

## NUMBER OF COMPETITION VENUES

Number of venues	SOCHI		SALZBURG		PYEONGCHANG	
	Name of venue	Sports / events / disciplines	Name of venue	Sports / events / disciplines	Name of venue	Sports / events / disciplines
1	Psekhako, Krasnaya Polyana	Biathlon Cross Country Nordic Combined	Radstadt / Altenmarkt	Biathlon Cross Country Nordic Combined	Alpensia Nordic Centre	Biathlon Cross Country Nordic Combined
2	Russian National Sliding Centre, Krasnaya Polyana	Bobsleigh Skeleton Luge	Schönau am Königssee, Germany	Bobsleigh Skeleton Luge	Alpensia Sliding Centre	Bobsleigh Skeleton Luge
3	Olympic Curling Centre, Sochi Olympic Park	Curling	Salzburg Arena	Curling	Gangneung Indoor Ice Rink	Curling
4	Bolshoi Ice Palace, Sochi Olympic Park	Ice Hockey 1	Salzburg Urstein	Ice Hockey 1	Hasla Ice Hockey Arena	Ice Hockey 1
5	Maly Ice Palace, Sochi Olympic Park	Ice Hockey 2	Salzburg Volksgarten	Ice Hockey 2	Gangneung University Ice Hockey Arena	Ice Hockey 2
6	Olympic Oval, Sochi Olympic Park	Speed Skating	Salzburg Liefering Oval	Speed Skating	Millennium Centre	Speed Skating
7	Sochi Olympic Skating Centre, Sochi Olympic Park	Short Track Figure Skating	Salzburg Liefering	Short Track Figure Skating	Sunrise Gymnasium	Short Track Figure Skating
8	Russian National Ski Jumping Centre, Krasnaya Polyana	Ski Jumping Nordic Combined	Bischofshofen	Ski Jumping Nordic Combined	Alpensia Jumping Park	Ski Jumping Nordic Combined
9	Roza Khutor Alpine Resort, Krasnaya Polyana	Alpine Skiing	Flachau	Slalom (M/L) Giant Slalom (M/L) Combined (M/L) Snowboard Parallel Giant Slalom	Jungbong Alpine Area	Alpine Speed Events
10	Alpika Service Mountain Resort, Krasnaya Polyana	Freestyle Skiing	Flachauwinkl	Downhill (M) Super G (M) Combined (M) Snowboard Half Pipe Snowboard Cross	Yongpyong Resort Alpine Area	Alpine Technical Events Snowboard Parallel Giant Slalom
11	Roza Khutor Alpine Resort, Krasnaya Polyana	Snowboard	Zauchensee	Freestyle Skiing	Bokwang Phoenix Park	Freestyle Skiing Snowboard Half Pipe Snowboard Cross

# APPENDIX G

## ABBREVIATIONS

The following abbreviations have been used in the report:

<b>CPI</b>	Consumer Price Index
<b>EU</b>	European Union
<b>EUR</b>	Euro
<b>FESPIC</b>	Far East and South Pacific Games Federation for the disabled
<b>FIS</b>	Fédération Internationale de Ski (International Ski Federation)
<b>FTP</b>	Federal Target Programme
<b>GDP</b>	Gross Domestic Product
<b>IBC</b>	International Broadcast Centre
<b>IF</b>	International Federation
<b>IOC</b>	International Olympic Committee
<b>IPC</b>	International Paralympic Committee
<b>ISU</b>	International Skating Union
<b>MMC</b>	Main Media Centre
<b>MPC</b>	Main Press Centre
<b>NGO</b>	Non-Governmental Organisation
<b>NOC</b>	National Olympic Committee
<b>OBO</b>	Olympic Broadcast Organisation
<b>OCOG</b>	Organising Committee for the Olympic Games
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>USD</b>	United States Dollar
<b>VIK</b>	Value in kind
<b>WHO</b>	World Health Organisation

# APPENDIX H

## SIGNATURES

Mr Chiharu IGAYA



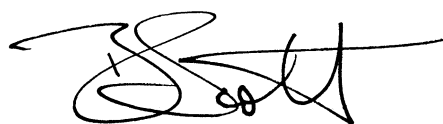
Mr Gilbert FELLI



Mr Kai HOLM



Ms Rebecca SCOTT



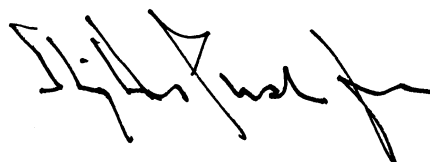
Mr Dwight BELL



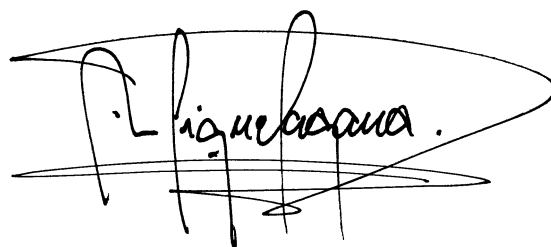
Mr Jan-Ake EDVINSSON



Mr Stig Ove GUSTAFSSON



Mr Miguel SAGARRA

A handwritten signature in black ink, appearing to read "M. Sagarra", enclosed within a large, horizontal, oval-shaped scribble.

Mr Rémy CHARMETANT

A handwritten signature in black ink, appearing to read "R. Charmetant", with a small horizontal line under the final letter.

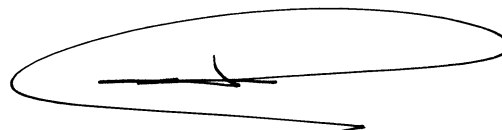
Mr Simon BALDERSTONE

A handwritten signature in black ink, appearing to read "S. Balderstone", written in a cursive style.

Mr Philippe BOVY

A handwritten signature in black ink, appearing to read "Ph. Bovy", written in a cursive style.

Mr Jose Luis MARCÓ

A handwritten signature in black ink, appearing to read "J. L. Marcó", enclosed within a large, horizontal, oval-shaped scribble.

Mr Theodore PAPANETROPOULOS

A handwritten signature in black ink, appearing to read "Theodore Papanetropoulos", enclosed within a large, horizontal, oval-shaped scribble.