



Report of the
IOC Evaluation Commission
for the
XXI Olympic Winter Games
in 2010



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I N T E R N A T I O N A L O L Y M P I C C O M M I T T E E

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Lausanne, Switzerland
21 March 2003

Original version: English

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INTRODUCTION

Introduction

The IOC Evaluation Commission (the Commission) for the XXI Olympic Winter Games in 2010 is pleased to present the results of its evaluation of the three Candidate Cities for these Games. Listed in alphabetical order, these cities are PyeongChang (KOR), Salzburg (AUT) and Vancouver (CAN).

Eight cities initially put forward an application to host the 2010 Olympic Winter Games: Andorra La Vella (AND), Bern (SUI), Harbin (CHN), Jaca (ESP), PyeongChang (KOR), Salzburg (AUT), Sarajevo (BIH) and Vancouver (CAN). The eight cities were assessed by a group of experts who presented a report to the IOC Executive Board. On 28 August 2002, the IOC Executive Board selected four cities as Candidate Cities for the XXI Olympic Winter Games in 2010: Bern, PyeongChang, Salzburg and Vancouver. On 22 September 2002, the City of Bern withdrew its candidature following a referendum.

Through new initiatives introduced by the IOC (observer programme, seminars, access to the IOC's Transfer of Knowledge Programme), the 2010 bid cities have had more information and expertise available to them than ever before. The Commission notes that this is reflected in the quality of the three Candidate City proposals. The high quality of both the Candidature Files and the presentations made to the Commission during its visits, has greatly assisted the Commission in its assessment of each city's proposal and in the preparation of this report.

The 2010 Evaluation Commission is composed of representatives of all components of the Olympic Movement: the IOC, IFs, NOCs, athletes, IPC, former organisers of Olympic Games and specialists (see Appendix A).

The Commission has carried out a detailed technical 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 in the seven years leading up to and including the 2010 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 an overall risk assessment.

The Commission followed the same working procedures in each Candidate City: briefing sessions were held on all 18 themes of the IOC Candidate City Manual, and visits were made to each of the proposed venues.

The Commission has taken into consideration all information received up until its departure from the respective cities. The Commission's report reflects the unanimous opinion of its members.

In carrying out its evaluation, the Commission wishes to draw attention to the following:

1. Dates of the 2010 Olympic Winter Games

Further to a request made by the IOC, each of the three Candidate Cities have expressed their agreement to host the 2010 Olympic and Paralympic Winter Games one week later than proposed by the cities, if required.

2. Olympic Village

Although the IOC adheres to the principle of one Olympic Village for the Games of the Olympiad, the Commission acknowledges that the complexity and geographical/topographical constraints of organising Olympic Winter Games makes it

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practically impossible for any city to propose one Olympic Village. The Commission considers that the needs of the athletes are best met by ensuring short travel distances from the venues to a village.

3. Accommodation

The IOC requires Candidate Cities to guarantee:

- 20,000 rooms
- a USD room rate in 2010 dollars for the Olympic Family
- a USD room rate calculation in 2010 dollars for other constituent groups.

4. Technology

The Commission has not commented on technology in the individual city reports as it considers that each of the three countries in question has a modern technology structure and service system and that technology systems in the three Candidate Cities will be adequate to host the Olympic and Paralympic Winter Games in 2010.

5. Public opinion

As additional background information, the IOC conducted its own opinion poll in the Candidate Cities and respective countries in November-December 2002. The results of this poll can be found in Appendix C.

As is the case with each edition of the Olympic Games, letters of protest are addressed to the Commission. The Commission received requests to meet with representatives of such protest groups during its visits to Salzburg and Vancouver, to which it agreed. The Commission noted the concerns raised, which centred mainly around environmental and social aspects.

6. Maps

A map of each city's project is included in Appendix D. This map, taken from each city's Candidature File, will assist readers in appreciating each city's overall concept and to situate the venues.

The Commission's report is presented on a city-by-city basis, in alphabetical order. The reports are followed by an overall summary of each city, also in alphabetical order.

Appendices

- A. Commission members
- B. Visit dates
- C. Summary of IOC opinion poll results
- D. Maps
- E. Abbreviations
- F. Signatures



Candidate Cities

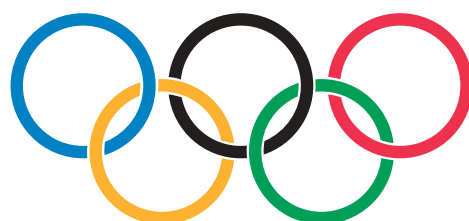


PYEONGCHANG PyeongChang



2010
PyeongChang

Candidate City



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NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

■ Political Structure/Responsibility

The political structure of the Republic of Korea is organised under a presidential system with legislative, administrative and judicial branches that work in an integrated manner.

■ City

PyeongChang is one of 18 local administrative districts in Gangwon Province, with legal and financial rights. Gangwon Province is one of 16 regional governments and has a population of 1.56 million. PyeongChang City has a population of approximately 50,000. The population of each of the two other major venue cities (Gangneung and Wonju) is between 250,000 and 280,000.

■ National Economy

The Republic of Korea has the fourth largest foreign currency reserve in the world and is expected to have a good economic growth rate until 2010.

■ Support

The Central Government of Korea, the National Assembly, Gangwon Provincial Government, PyeongChang City Council and the authorities of each of the venue cities involved in the bid have all given their strong support. This support was reiterated to the Commission during its visit in meetings with the Prime Minister, the President-Elect and various government ministers. From a financial standpoint, the government has pledged to contribute financially to the construction of the sports facilities, as well as road and rail infrastructure. Gangwon Province guarantees to cover any potential shortfall in the Olympic Games budget.

A public opinion survey commissioned by the Bid Committee shows that 86.4% of the Korean population, 96.5% of Gangwon citizens and 93.9% of PyeongChang residents support the bid. The IOC poll shows 65% national support (32% with no opinion and 3% opposition) and 85% support in PyeongChang and the other venue cities (15% with no opinion and no opposition). The support of the public towards the bid was clearly evident to the Commission during its visit.

LEGAL ASPECTS AND GUARANTEES

The Commission is satisfied with the guarantees provided by the Bid Committee, which are in accordance with the Olympic Charter and the Host City Contract.

During the presentation to the Commission, it was clarified that:

- the OCOG will be a private entity, governed by the “Act on Private Contracts”. Despite its composition (largely staffed by public officials) the OCOG will not be subject to any administrative laws or regulations applicable to government ministries and agencies
- the English version of the Candidature File will prevail in the event of any discrepancy.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Accreditation and Visas

Access to the Republic of Korea is guaranteed on the basis of the Olympic identity and accreditation card.

Customs, immigration and quarantine services will be provided at Seoul Incheon International Airport, as well as at Yangyang, Gangneung and Wonju airports.

■ Work Permits

The Korean Government guarantees the temporary entry and the issue of appropriate work permits for Olympic-related personnel required to work in Korea prior to, during and after the Games, for the length of time required for their task. Work permits will be issued within ten days of application.

■ Importation of Goods

Guarantees are provided concerning the importation of Olympic-related goods free of customs duties.

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ENVIRONMENTAL PROTECTION AND METEOROLOGY

■ Plans and Actions

The Bid Committee proposes an ambitious, yet well founded and comprehensive environmental programme based on regional sustainability and development.

Details are elaborated in the “Green Plan”, which has been drawn up for the Games and adopted by the regional authorities. Key areas of activity include: efforts to increase the use of renewable energy resources; creation of 56 eco-parks for biodiversity protection; and “Gangwon Agenda 21”, an environmental management system for the Games.

Green building principles will be applied to all Games-related constructions. Priority in procurement and purchasing will be given to environmentally approved products.

Initial environmental impact assessments have been carried out for each venue and have identified significant mitigation projects to be carried out, including extensive landscaping, erosion control measures and revegetation. A total of USD 239 million is allocated to environmental projects.

■ Air and Water Quality

Air quality in the region is good and within World Health Organization (WHO) standards. The quality and availability of water is also good and drinking water meets WHO standards. There is sufficient water supply for artificial snowmaking.

■ Meteorology

The Olympic region should offer stable winter conditions and sufficient snow, with no specific

problems expected during the Games period. Mild weather periods might occur, up to four days in a row. Heavy snowfall is extremely rare and lasts one to two days.

■ Specific Comments

The environmental impact of road widening and extensions, particularly to the Dragon Valley area (alpine skiing) and the Jungbong downhill course, has not been addressed in detail. Further environmental impact studies may also be required for the ski jumping site in Peace Valley. The scale of environmental rehabilitation from major road and rail construction projects may be underestimated.

The opinion of the local and regional non-governmental organisations (NGOs) is positive.

If awarded the Games, the commitments made will provide a strengthening of governmental policy on environmental development and sustainability.

FINANCE

■ OCOG Budget Income and Expenditure

The Candidature File specifies an OCOG budget of USD 702 million. Revenue projections in this budget were significantly lower than previous experience would indicate. Estimates were deemed quite conservative and certainly achievable, with sound guarantees to underwrite certain elements.

Following the publication of its Candidature File, the Bid Committee discovered certain cost elements that had been overlooked or underestimated, primarily in the areas of broadcasting and technology, and increased its estimates by USD 150 million to USD 852 million. The Bid Committee provided revised budget papers during the Commission's visit and the Commission's evaluation reflects these revised budget estimates.

The revised revenue projections reflect an increased potential for domestic sponsorship and suppliers (by USD 95 million to USD 190 million) and ticketing (by USD 30 million to USD 98 million). These are deemed reasonable and achievable.

On the expenditure side, the most significant change reflects an increase of USD 80 million for information technology. A new provision of USD 72 million for the Olympic Broadcast Organisation (OBO) is due to a misunderstanding concerning the role and structure of the new OBO, which had not been included previously. The revised estimates also include USD 46.5 million in contingency – a low, but manageable provision.

Cost provisions are derived through broadly based estimates, rather than detailed design specifications, resulting in an expenditure budget

that is at risk of being underestimated, particularly for temporary facilities (overlay) and event operations.

Although the budget appears to be on the low side and is likely to increase as estimates become better defined, the shortfall guarantee provided by Gangwon Province, as well as the fact that the government will provide cash flow to the OCOG in advance of Olympic revenues becoming available, provide the Commission with confidence in the budget.

■ Non-OCOG Budget

No OCOG-financed capital investments are contemplated in the budget. All venues are financed by public or private entities.

The non-OCOG budget is USD 3.4 billion, the vast majority of which is dedicated to road and rail improvements. Whilst these projects are not Games dependent, the Commission deems that these improvements are necessary to successfully host the 2010 Olympic Winter Games. The national, provincial and local governments provide guarantees to perform the work.

Several of the permanent venue construction budgets appear to be underestimated, especially ski jumping and alpine skiing events. Other allowances may be overly sufficient and the Bid Committee anticipates having the flexibility to manage the budget across projects.

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MARKETING

■ Joint Marketing Programme

The Joint Marketing Programme Agreement has been accepted.

■ Billboards and Outdoor Advertising

Public and private owners of advertising spaces on billboards, public transport and at airports have guaranteed to provide binding options for the OCOG to acquire the spaces. Costs for the acquisition and content of the spaces will be the responsibility of the parties using them.

■ Rights Protection

A special Act in support of the 2010 PyeongChang Olympic Winter Games will be enacted that will include specific provisions to control ambush marketing. The protection is deemed adequate.

■ Ticketing

Revised revenue projections of USD 98 million are based on 81% sales (as opposed to 74% mentioned in the Candidature File). The Commission believes that the revised figure is reasonable and achievable.

■ Sponsor Hospitality

The three proposed hospitality villages are deemed costly and logistically challenging for sponsors. The Bid Committee expressed willingness to review its plans in this respect.

SPORTS

Travel times and kilometres reflect 2010 figures and are contingent on the completion of the relevant transport infrastructure. The travel times stated in the Candidature File appear to be achievable.

■ Overall Concept

Due to topographic constraints and legacy considerations, the general concept is a rather spread out one, with three main areas (PyeongChang, Gangneung and Wonju) each served by an Olympic Village.

The majority of venues are to be constructed as part of a well thought-out development plan for winter sports in Korea. Olympic sports venues will, in general, provide a good legacy for sports in Gangwon Province and for winter sports in Korea in general, as well as for alpine skiing speed events in Asia.

■ Distances

With the exception of the ice hockey venues in Wonju (70 minutes from PyeongChang), all venues are less than a one-hour drive from PyeongChang and the main Olympic Village.

PyeongChang:

The biathlon, Nordic ski events, curling, alpine technical events, International Broadcast Centre (IBC)/Main Press Centre (MPC) and stadium for the Opening and Closing Ceremonies will all be a short distance from the main Olympic Village.

Wonju:

The site for men's and women's ice hockey is 98km (70 minutes) from PyeongChang. The Wonju village is situated ten minutes from the competition and training venues.

Gangneung:

The site for skating is 38km (28 minutes) from PyeongChang. The Gangneung village will be five minutes by bus from the competition and training venues.

Bokwang Phoenix Park:

The freestyle skiing athletes competing here will be accommodated in the PyeongChang Village, 42km (26 minutes) away. Additional on-site accommodation is available, if required.

Jungbong:

The site for alpine skiing speed events is located 46km (35 minutes) from the PyeongChang Olympic Village. Plans for road renovation are guaranteed and on-site athlete accommodation is planned.

Sungwoo Resort:

The site for bobsleigh, skeleton, luge and snowboarding is situated 63km (41 minutes) from PyeongChang. Athletes in these sports will be accommodated at the Wonju village, 55km (38 minutes) away. On-site athlete accommodation is possible.

■ Sports Experience

Korea has extensive experience in organising multi-sports international events (the 1988 Olympic Games, the 1999 Winter Asian Games, the 2002 Busan Asian Games and the 2002 FIFA World Cup) and good experience in staging alpine skiing technical events and skating events. Experience in staging the other winter sports disciplines will be required.

■ Sports Issues

Giant slalom and slalom - Dragon Valley

The stadium, currently used for FIS World Cup events, provides an excellent view of the course and is situated in an attractive, natural bowl. Road access to the finish area is a challenge, and team parking spaces and spectator access require review. Spectator areas along the course are limited.

Ski jumping/cross country skiing and biathlon – Peace Valley

Concern about possible wind gusts may necessitate the installation of a wind screen at the ski jump. The concept of also utilising the ski jumping stadium for the Opening and Closing Ceremonies is good, but further development will be required to ensure better integration of the two events, particularly regarding the transition from ceremonies to competition use. A combined venue for cross country skiing and biathlon may be more appropriate to resolve potential spectator flow at this cluster.

Downhill and Super G - Jungbong

The venue for men's and women's alpine speed events will be a new development which will meet FIS technical requirements. FIS experts have approved the plans.

Substantial resources will be required to build the finish area, the full venue, the access road and the lift, as well as for landscaping. In addition, much earthwork removal will be needed to create the stadium at the finish line.

Plans for all other sports and disciplines seem to be good.

SPORTS VENUES

■ Guarantees of Use

Guarantees are provided by current or future owners for use of and commercial rights for all venues.

Venue use is guaranteed for the mandatory test events prior to the Olympic Winter Games and for the Paralympic Winter Games.

■ Venues/Construction

There is a total of 13 competition venues, eight outdoor and five indoor. Of the outdoor venues, four will have to be built and the remaining four will need expansion or renovation. For the indoor venues, four will have to be built and one will be renovated.

There is a total of four indoor training venues of which two will have to be built as part of their same sport competition venues and two are existing. The existing training venues will require some upgrades to the permanent works.

The land required for construction or renovation of venues is controlled by a combination of public and private entities. The right to construct or renovate has been included in the guarantees.

Design and construction of the venues (including permanent works and temporary facilities [overlay]) are to be carried out by a combination of provincial governments, municipalities and private entities. Funding for permanent works and overlay is provided by a combination of the central government, the regional government, local municipalities and private resort owners. All funding for venue design and construction is from non-OCOG sources and is guaranteed.

Whilst the Commission feels that the total venue budget may be adequate, some venue costs may have been underestimated and some may be unnecessarily high. Overlay requirements have not been fully addressed and will need further development. The flexibility to adjust individual venue costs and re-allocate funds between projects will be essential. The Bid Committee confirmed that the OCOG would have authority to make decisions in this respect.

The OCOG will perform the overall programme management of venues to be built by public and private sector entities.

PARALYMPIC GAMES

■ Budget

Due to Korean legislation, the USD 57.4 million Paralympic budget cannot be incorporated into the OCOG budget, but 50% of the costs are guaranteed by the Korean Ministry of Health and Welfare. A subsidy of USD 11 million is provided by the OCOG and a shortfall guarantee is provided by Gangwon Province. USD 5.8 million is budgeted for pre-Paralympic events to promote participation and awareness of winter sports for the disabled in Korea and Asia.

■ Sport

All events will take place in PyeongChang, except for ice sledge hockey, to be held in Gangneung, and alpine speed events, to be held in Jungbong (five minutes and 35 minutes from the Olympic Village respectively).

Test events are planned in all sports.

Maximum consideration to the needs of the disabled will be given in the preparation of the venues, in accordance with the International Paralympic Committee (IPC) and the IF sports technical requirements. Accessibility at existing venues is currently quite poor but will be improved by 2010.

■ Organising Committee

Although this will be a different legal entity, the Committee's planning and operations will be fully integrated, taking into consideration the best interests of disabled athletes by involving such athletes and Paralympic Games experts to ensure that knowledge and experience is available.

■ Logistics

During the Commission's visit, it was agreed that there would be one Paralympic Village, in PyeongChang (Dragon Valley Olympic Village condominiums). Although renovations will provide wheelchair accessible rooms, the accessibility of the building and its surroundings needs to be taken into consideration.

In addition to the procurement of 80 adapted buses equipped with wheelchair lifts, a further 200 buses with access for the disabled will be available.

■ Specific Comments

It was acknowledged that Korea has minimal experience in organising winter sports for the disabled and, as a result, there are plans to implement pre-Paralympic Games projects to ensure the development of competition operation skills.

Korea has significant experience with summer sports for the disabled from participating in and hosting international events. Paralympic Winter Games in PyeongChang will provide awareness, an understanding of special needs and improved conditions for the disabled in Korea.

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OLYMPIC VILLAGE

■ Location

The three Olympic Villages, Dragon Valley (PyeongChang), Wonju and Gangneung, are closely situated to most of the venues. The concept of three villages is good and certainly required given the spread of the venues.

There are some concerns as to whether the bobsleigh, skeleton, luge, snowboard, freestyle, Super G and downhill athletes will stay in the villages due to the distances to the venues. However, additional housing for the above-mentioned athletes is guaranteed on each site. This additional accommodation will be at the cost of the NOCs.

■ Village Development

A total of 4,334 beds are to be provided. There will be accommodation for 1,800 athletes and officials in the PyeongChang village, 1,500 in Wonju and 800 in Gangneung. Two villages (Gangneung and PyeongChang) will be located in existing condominiums, and an existing university campus will be used for the Wonju village.

Guarantees are provided for the renovation of accommodation in the Gangneung village.

The PyeongChang Olympic Village provides high standard athlete accommodation, and guarantees are provided for the construction of a new facility with 200 rooms.

University accommodation will be used for the Wonju Olympic Village. Gangwon Province has guaranteed the construction of a new dormitory facility with 300 rooms.

■ Village Organisation

The layout of all three villages is good, with the same level of services to be provided in each village.

MEDICAL/HEALTH SERVICES

■ Olympic Family Health Care

There are 20 hospitals with a total of 3,954 beds, located within 30 minutes of the competition venues in PyeongChang, Gangneung and Wonju. Four general hospitals (two in Wonju and two in Gangneung) will be designated as the Olympic Family hospitals. Existing dispensaries – one in Sungwoo, two in Bokwang Phoenix Park and one in Jungbong - will be upgraded to polyclinic level. In addition, each Olympic Village will have a polyclinic with identical medical services.

■ Doping Control

A temporary IOC-accredited anti-doping laboratory will be opened in the PyeongChang area.

SECURITY

■ Command/OCOG Security Department

The overall security plans will involve a variety of organisations with different responsibilities, all of which will be under the command of the Prime Minister. The coordination of daily operations and the unique command lie with the National Police Force Commissioner. Private security personnel will play auxiliary roles and operate under the control of the police in areas such as security checks, special area patrolling and maintenance of security systems.

■ Operations System/Personnel

The Olympic security units will comprise: the National Police Agency, the National Intelligence Service, the Ministry of National Defence, the Ministry of Justice, the Ministry of Health and Welfare and the Fire Administration Bureau, as well as private security contractors and civilian workers. The Commission feels that there is an adequate number of security personnel.

Korea has experience in the field of security and no international terrorism incidents have been recorded during major sports events.

■ Guarantees

The overall security costs have been guaranteed by the Korean Government, with in-venue security costs covered by the OCOG security budget.

The Commission feels that the plans put forward are well thought-out.

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ACCOMMODATION

■ Capacity

The current room availability is 28,546 rooms and the number of new rooms planned is 14,868. The Bid Committee plans to have more than 43,000 rooms available in Gangwon Province by 2010, including hotels, condominiums, guesthouses, lodges, youth hostels and dormitories. Further hotel accommodation and a wide-ranging choice of five-star hotel accommodation is available in Seoul (two-and-a-half hours away).

A large percentage of the rooms in Gangwon Province fall into the condominium category (time-share property). Services and standards vary from one condominium to another and many are Korean-style rooms. Condominiums in Korea are managed in a hotel-like style and will be upgraded for international use should PyeongChang be awarded the Games.

■ Guarantees and Price

Some 2,400 hotel rooms and 8,665 condominium units (approximately 20,000 beds) are guaranteed for the Olympic Family and other constituent groups in Gangwon Province.

There is no minimum stay requirement for the Olympic Family and other constituent groups during the official duration of the Games.

Room rates include breakfast, and the 10% value added tax has been waived. The rates are per room and based on double occupancy.

Room rates for the Olympic Family start from a four-star room at USD 146, which is reasonable.

The Bid Committee guarantees the room rates as maximum rates. If there are any discrepancies, the OCOG budget will pay the difference.

For other constituent groups, room rates are calculated by applying a 20% discount on 2002 rates and then inflating them by 2.6% each year until 2010.

■ Media

Three media villages are planned: Bokwang Phoenix Condominium (partly existing), centrally located between the venues in that region with 1,187 units (2,000 rooms); planned apartments in Gangneung, located next to the venues with 1,000 units (3,000 rooms); and Peace Valley condominium, adjacent to the Main Media Centre (MMC) with 1,000 planned units (3,000 rooms).

■ Specific Comments

Accommodation may pose a challenge for PyeongChang in terms of capacity (low number of hotel rooms) and differing standards.

For sponsors, many rooms are in excess of 50km from the venues.

Currently, most of the tourism in Gangwon Province comes from within Korea. One of the aims of the bid is to create a winter sports area for Asia. Travel to the region is expected to increase significantly, hence the ambitious accommodation construction plans.

TRANSPORT

■ Infrastructure/Public Transport

PyeongChang is approximately a three-hour drive to the east from Seoul-Incheon International Airport, the main gateway to the PyeongChang region. The Seoul-Incheon International Airport is a modern facility capable of providing a high level of service for the Olympic Winter Games. Yangyang International Airport was recently opened and is approximately a one-hour drive to the northeast of PyeongChang. An air shuttle service between Seoul-Incheon and Yangyang is planned. However, the majority of travellers arriving at Seoul-Incheon Airport are expected to travel to PyeongChang by car, bus or rail.

A key feature of the existing transportation infrastructure is the high-speed, four-lane Youngdong Expressway, connecting the venue cities of Wonju, PyeongChang and Gangneung. Parallel and tangential to the Youngdong Expressway are several national roadways which will also provide spectator travel options. Up to 50% of spectators are expected to use the expressway and these national roadways.

There are specific plans to improve the transportation infrastructure in the Olympic area and these improvements will be necessary to host the Olympic and Paralympic Winter Games. In all, USD 2.8 billion will be spent between 2002 and 2009 on road and rail improvements that will directly benefit transportation for the Olympic Winter Games. Of the USD 2.8 billion, USD 2.2 billion are for a major double tracked rail line connecting the venue communities of Wonju in the west to Gangneung in the east (approximately

130km). It is anticipated that the rail system will carry up to 30% of spectators during the Games. The national, provincial and local governments have provided guarantees of funding for these projects.

■ Management

Olympic transportation will be directed by the OCOG through a "Transport Committee" which will be formed upon the election of the Host City. The Transport Committee will include all respective parties.

■ General Comments

Transport infrastructure improvements, dedicated lanes and priority access routes will be necessary to provide the service levels required for the transportation of athletes, the media and the Olympic Family. With the planned road and rail improvements, the proposed transportation network should be capable of supporting safe and efficient transportation services for all Olympic user groups.

The overall transportation plan outlined by the Bid Committee is logical and well thought-out, and the plan should provide a basis for a high level of service and successful transportation operations.

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COMMUNICATIONS AND MEDIA SERVICES

■ Concept

The concept of the PyeongChang 2010 Olympic Winter Games is to host the “Games of Purity and Peace for All”.

The communication strategy is based upon an athlete-focused and environmentally friendly Games.

Olympic Winter Games in PyeongChang could have a major, positive impact on the inter-Korean relationship.

■ IBC/MPC

The planned location for the PyeongChang MMC, including the MPC, IBC and a common services area, is good as it is close to venues, accommodation and highways in PyeongChang. This will be a temporary construction.

■ Experience

Korea has experience in broadcasting major sports events. However, broadcast production staff will require further international training and experience.

OLYMPISM AND CULTURE

■ Ceremonies

The Opening and Closing Ceremonies will take place at the ski jumping stadium, which has a proposed capacity of 50,000 seats and is five minutes from the PyeongChang Olympic Village.

Medal ceremonies will take place at the medal ceremony plaza located in PyeongChang, five minutes by bus from the Olympic Village.

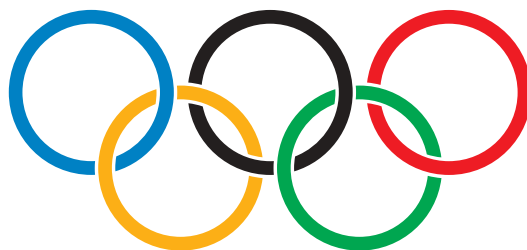
■ Cultural Programme

A rich cultural programme is planned. The OCOG will host the “Dream Programme”, inviting approximately 600 athletes from around the world to familiarise themselves with winter sports. Confirmation was provided that the programme will be under the authority of the IOC.

In addition, education programmes are also planned.



Salzburg 2010
Candidate City



NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

■ Political Structure/Responsibility

The Republic of Austria is a parliamentary democracy, headed by the President of the Federal Republic whose mandate is to form a government, following elections. Day to day government is administered under the leadership of the Federal Chancellor. The country consists of nine provinces. The provinces of Salzburg, Tyrol and Styria are involved in the bid. The German province of Bavaria is also part of the bid as the venue for the bobsleigh, luge and skeleton competitions.

Austria is a member of the European Union (EU) and of the European Economic and Monetary Union.

■ City

The City of Salzburg (population approximately 150,000) is in the Province of Salzburg which has a population of 520,000.

■ National Economy

Austria has a stable social and political structure and has enjoyed steady economic growth for a number of years. The estimates for the coming years are positive.

■ Support

All levels of government – federal, provincial and municipal – support the bid. The support of all political parties has been demonstrated by the passing of a law on the organisation of the Games by the Austrian Parliament in September 2002. In addition, a declaration of support detailing the responsibilities and financial commitments of each party was signed on 9 January 2003 by the Federal Government, the provinces of Salzburg, Styria and Tyrol, the City of Salzburg, the Bid Committee and the NOC. This support was

confirmed in meetings with the Federal Chancellor and various government ministers during the visit.

All venue regions, including the Province of Bavaria (Germany), support the project.

The Federal Government has committed to funding 1/3 of the permanent sports facilities, with the remaining 2/3 to be funded by the provinces and municipalities concerned.

As stated in the Candidature File, a public opinion survey commissioned by the Bid Committee in the Province of Salzburg shows 76% support. A new poll carried out in February 2003 shows that support has increased to 83%. The IOC poll shows 78% national support, 5% opposition and 17% with no opinion, and 76% support, 14% opposition and 10% with no opinion in the Province of Salzburg and in Kitzbühel.

LEGAL ASPECTS AND GUARANTEES

The Commission feels that the legal aspects have been adequately covered.

With respect to the guarantees, no guarantee for a potential shortfall was included in the file. The Austrian constitution does not permit an unlimited shortfall guarantee to be provided. A legal explanation for this was given in a letter presented to the Commission by the Federal Chancellor. The Federal Government underlines that, as a 49.9% shareholder of the future OCOG (Organising Committee for the Olympic Games), it will meet its obligations in this respect and the Commission is confident that this will be the case.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Accreditation and Visas

The Austrian Government guarantees access to Austria with the Olympic accreditation and identity card.

As Austria has signed the Schengen Agreement, which allows unrestricted travel between 15 European countries, the Bid Committee feels confident that there will be no problem concerning unrestricted travel within the Schengen area, based on current negotiations taking place between the Schengen authorities and the Athens Organising Committee. However, the Commission points out that this matter has not yet been resolved.

Due to the Schengen agreement, there are no border controls between Austria and Germany where the bobsleigh, luge and skeleton events are to take place.

Customs, immigration and quarantine services will be provided at Salzburg, Vienna and Innsbruck international airports.

■ Work Permits

Citizens of EU member states are free to travel to Austria, stay permanently in Austria and seek employment. For citizens from non-EU member countries, entry and residence permits are required. A guarantee was provided by the Ministry of Labour that persons carrying out Olympic-related work will receive the necessary work permits.

■ Importation of Goods

A guarantee was provided by the Ministry of Finance that there will be no customs duties on the importation of equipment required for the Games.

ENVIRONMENTAL PROTECTION AND METEOROLOGY

■ Plans and Actions

Austria has strong government legislation and traditions regarding land use, pollution controls and environmental technology and protection. Meticulous landscaping and careful mitigation of environmental impacts are normal practices in Austria.

Strategic environmental impact assessments have been conducted for all new and existing venues, showing that there will be little direct impact as a result of the Games. All snow venues and the bobsleigh, luge and skeleton track are already in place and no new permanent road infrastructure will be built for the Games.

The bid presents a realistic environmental management model, based on existing expertise and knowledge. There is good consultation between all stakeholders involved.

The “Environmental Action Program”, provided during the visit, outlines principles of sustainability and specific objectives. Key areas of activity will be: transport, waste management minimisation, green building and energy codes, environmental communication and awareness, use of organic food and use of renewable energy.

As a key legacy, the OCOG envisages that environment management practices will be carried over to the tourism and agriculture sectors.

■ Air and Water Quality

The air and water quality in the city and the region is excellent, and water supply is abundant for snowmaking. Ninety per cent of wastewater is purified.

■ Meteorology

The occurrence of warm spells due to the foehn wind is possible, with varying temperatures over a short period. If required, artificial snowmaking is in place at the relevant venues.

FINANCE

■ OCOG Budget Income and Expenditure

The budget published in the Candidature File reflects OCOG expenditure balanced to revenues of USD 901.4 million.

The core revenue programmes are reasonably estimated and achievable. Several minor revenue categories, representing about 8% of total revenues, however, appear to be optimistically estimated but can be managed within the overall revenue scenario.

OCOG expenditures are divided between capital contributions for permanent venues and village construction (USD 62.5 million) and operating costs (USD 838.9 million). The approach to estimating construction costs for permanent works and temporary overlay is reasonable, and although likely to fluctuate significantly, can be managed.

Several cost elements, such as staff and transport costs and financial pressures with respect to accommodation pricing and the Olympic Family room rate, appear to be significantly underestimated and will require close scrutiny and diligent management if a balanced budget is to be achieved.

Cost savings were realised, however, from the consolidation of the cross-country sprint venue with Radstadt/Altenmarkt.

Contingencies of approximately USD 30 million are included in the budget and are deemed to be lower than optimal.

There is a moderate risk that this budget cannot be achieved.

■ Non-OCOG Budget

The public sector has committed to USD 599 million of capital investments for the construction and renovation of sports venues, Olympic Villages and transport infrastructure. Most of these investments are consistent with long-term development plans, and while necessary for the operation of the Games, are not considered incremental costs.

The government has also committed to funding all security costs outside the venues. The OCOG is responsible for security costs within the venues.

Financial guarantees are sound and were reinforced during the visit. Instead of a government commitment to underwrite the financial result of the OCOG, the responsible government entities will provide capital infusion to the extent of any shortfall, proportional to each entity's share of ownership of the OCOG. The structure is sound and sufficient to ensure the financial resources of the OCOG.

MARKETING

■ Joint Marketing Programme

During its visit, the Evaluation Commission was presented with the standard form undertaking signed by the Austrian Ski Federation. The Joint Marketing Programme Agreement has been accepted.

■ Billboards and Outdoor Advertising

Options have been provided to acquire advertising spaces, although no firm prices are guaranteed, which may be a risk.

■ Rights Protection

Existing legislation is adequate.

■ Ticketing

The ticketing revenue projection of USD 115 million is based on reasonable pricing and sell-through assumptions of an average of 79% and is achievable.

■ Sponsor Hospitality

Several options for sponsor hospitality are under consideration. The potential solutions are attractive. However, no cost formulas have been offered.

SPORTS

Travel times in the Candidature File appear to be correct.

■ Overall Concept

There are three main sites: Salzburg, the Amadé region (40-60 minutes from Salzburg) and Kitzbühel (80 minutes from Salzburg). The three regions are linked by existing road and railway networks. The bid proposes an Olympic Village in each of the three sites which, in the majority of cases, responds well to the athletes' needs.

The Olympic region has a wealth of existing world-class venues, including many excellent training venues close to their respective competition venues. Only four competition venues need to be constructed. With so many high-class facilities to choose from, however, the concept could be more compact. During the Commission's visit, the Bid Committee guaranteed that the cross-country sprint event would be moved to Radstadt/Altenmarkt where the other cross-country skiing events are to take place.

Whilst there is a good legacy for snow sports, the concept provides little legacy for ice sports.

■ Distances

Salzburg:

Figure skating, ice hockey, short track speed skating and speed skating will take place in the Salzburg region. All venues are within 15km (20 minutes) of the Salzburg Olympic Village.

Schönau am Königssee:

The bobsleigh, luge and skeleton competitions will be held on an existing ice run in Bavaria, Germany, 27km (25 minutes) from the Salzburg Olympic Village.

Amadé:

The region of Amadé is the site for the women's alpine events, all cross-country events, ski jumping, the Nordic combined, biathlon and snowboarding.

Biathlon and all cross-country events will take place in Radstadt/Altenmarkt, 1km (five minutes) from the Amadé village.

Ski jumping and Nordic combined will be held in both Bischofshofen (K120), 23km (15 minutes) from the Amadé village, and Ramsau (K90), 22km (35 minutes) from the Amadé village.

The snowboard events will be held in St. Johann im Pongau, 27 km (25 minutes) from the Amadé village.

Women's alpine skiing will take place in Flachau and Altenmarkt/Zauchensee, both within 15 minutes of the Amadé village.

Kitzbühel:

The men's alpine events, freestyle skiing and curling will be held in Kitzbühel. All events will be 1km (five minutes) from the Kitzbühel village.

■ Sports Experience

As a region dedicated to winter sports, the majority of the outdoor sites already exist. The region has great experience in hosting world class competitions and major international events in most disciplines.

■ Sports Issues

Snowboarding - St. Johann im Pongau (Amadé region)

Due to lack of space around the finish line and

difficult access to the venue, this site has to be reconsidered.

Nordic Combined and Ski Jumping – Ramsau

Although Ramsau is an excellent venue, given the distance to the Amadé Olympic Village (35 minutes), a difference in altitude of over 300m, and the fact that this is a second venue for Nordic combined and ski jumping, teams may experience logistical difficulties.

All other venues appear to be excellent.

SPORTS VENUES

■ Guarantees of Use

Guarantees of use and commercial rights are provided by current or future owners for all venues.

All venues are guaranteed for use for the mandatory test events prior to the Olympic Winter Games and for the Paralympic Winter Games.

■ Venues/Construction

There is a total of 15 competition venues, nine outdoor and six indoor. One outdoor and four indoor venues will have to be built, one will be reconstructed and one will be renovated.

There is a total of four indoor training venues of which two will be temporary facilities adjacent to their same sport competition venue, and two are existing.

The land required for construction or renovation of venues is controlled by a combination of public and private entities. The right to construct or renovate has been included in the guarantees.

Upgrades to permanent works at existing venues are to be carried out by a combination of public and private entities under the oversight of the OCOG. Design and construction of new venues are to be carried out by public entities, also under the oversight of the OCOG. In both cases the OCOG will be responsible for development, as well as design and construction monitoring to meet Olympic requirements. Upgrades to permanent works at existing venues and construction of new venues will be financed primarily by the federal, provincial and municipal governments (72%). The OCOG will also contribute to funding permanent works (28%).

The OCOG will be a private company with federal, provincial and municipal government entities as part of the ownership. Re-allocation of funds between projects or increases in funding for permanent works will require governmental action.

The OCOG is responsible for development, design and construction of temporary facilities (overlay). The overlay concepts are well developed including space allocations for broadcast and media operational needs, as well as venue transport requirements. Re-allocation of funds among projects or increases in funding for overlay will be controlled solely by the OCOG.

The OCOG will perform overall programme management of venues to be upgraded or built by public and private sector entities.

PARALYMPIC GAMES

■ Budget

The budget for the Paralympic Winter Games will be USD 20 million and will be financed through the OCOG. The Paralympic budget will be fully integrated into the OCOG budget and any shortfall will be covered by the government's ownership of the OCOG. This budget appears to be underestimated.

■ Sport

The Paralympic Winter Games will be held at three venues: cross-country and biathlon in Radstadt/Altenmarkt, alpine events in Abtenau and ice sledge hockey and wheelchair curling in Salzburg.

Alpine skiing

Abtenau, the venue for alpine skiing, has hosted several World Cup events for disabled alpine skiers and is 45 minutes from the Paralympic Village. As Abtenau will not serve as an Olympic venue, care should be taken to ensure that the equivalent level of essential services is provided. Also, due to the travel time, day accommodation may be required.

Nordic Skiing

Due to the travel time of 50 minutes, day accommodation may be required.

■ Organising Committee

There will be one OCOG for the Olympic and Paralympic Winter Games. The Paralympic Winter Games will be fully integrated in all management functions within the OCOG.

■ Logistics

There will be one Paralympic Village, in Salzburg. On site, a 250-room hotel will be used for the Paralympic Family.

■ Specific Comments

Austria has organised Paralympic Winter Games in 1984 and 1988, as well as several World Cups in disabled alpine skiing. It will be necessary to gain more experience in the organisation of certain winter sports by organising test events and developing operational skills.

Whilst the Candidature File responds to the basic questions, the Bid Committee did not demonstrate in-depth planning in this subject and further work will be required.

OLYMPIC VILLAGE

■ Location

Three Olympic Villages are proposed: one in Salzburg, one in Kitzbühel and one in the Amadé region.

The concept of three Olympic Villages ensures that the majority of athletes can stay very close to their venues.

There is, nevertheless, some concern as to whether the snowboard athletes competing in St. Johann and Nordic combined and ski jumping athletes in Ramsau will stay in the Amadé village or whether they will require accommodation at their respective sites.

■ Village Development

The Salzburg village will have 3,006 beds.
The Kitzbühel village will have 510 beds.
The Amadé village will have 1,020 beds.

The Salzburg village will be built on an existing military base, which will be renovated for Games' use.

The Austrian Ministry of Defence owns the Salzburg Olympic Village site, guarantees to make the site available for the Games and will be responsible for the construction and upgrade of the village. The Commission was told that the financing of the village would be a joint venture between the OCOG and the Ministry of Defence, although no guarantee was provided.

The Kitzbühel village complex will mainly be a temporary construction in the centre of the town, which will be restored to its current condition after the Games. A three-storey, 270-bed hotel, which is to be built in a typical wooden style, will remain after the Games.

The site is owned by the Kitzbühel Mountain Railways and construction of the village is guaranteed by a third party.

The Amadé village will comprise temporary units to be constructed on the grounds of the Tandalier Castle near Radstadt/Altenmarkt and is within walking distance of the cross-country and biathlon stadium.

The OCOG will construct the village through a leasing agreement. The land is owned by many different farmers, who have provided guarantees to make the land available for this temporary village. The Commission has some concern regarding the narrow access to the village.

■ Village Organisation

All three Olympic Villages will have the same level of services. The villages are well planned with the NOC units and the accommodation in close proximity to each other.

In each of the three villages, care should be taken to ensure good sound insulation, given possible noise disturbances.

MEDICAL/HEALTH SERVICES

■ Olympic Family Health Care

Nine hospitals with 3,201 beds, out of the 20 hospitals in the region, will be used during the Olympic Games. All hospitals have a helipad. As an area that, to a large extent, lives off winter sports, the region has extensive experience in handling emergencies specific to winter sports.

St. Johanns Hospital in Salzburg is designated as the Olympic Family hospital.

Kitzbühel Hospital will be used as the designated hospital for the events in this area.

For competitors in the Amadé region, either the Schwarzach Hospital or St. Johanns Hospital in Salzburg will be used.

In addition, the Salzburg and Amadé Olympic Villages will have a polyclinic with identical medical services. The Kitzbühel village will not have a full polyclinic, as there is a hospital three minutes away.

■ Doping Control

A temporary IOC-accredited anti-doping laboratory will be set up in Salzburg for the period of the Games.

SECURITY

■ Command/OCOG Security Department

The Minister of the Interior has the ultimate responsibility for security. A command structure will be incorporated into the OCOG and will have jurisdiction over all involved security forces.

The provinces of Salzburg, Styria and Tyrol will be responsible for implementing security measures within Austria.

The Bavarian Ministry of the Interior will be responsible for implementing security measures at the Schönau am Königssee venue in Bavaria, Germany.

■ Operations System/Personnel

A sufficient number of Austrian security resources, including the police forces, the gendarmerie, the alpine gendarmerie, the fire brigade, the army and private security agencies will guarantee the security of the Games.

Austria has good experience in hosting international events and the bid does not anticipate needing any additional security personnel. Legislation also permits the use of the Austrian Armed Forces if required and there is a tradition for this in the organisation of large scale and particularly sports events. No international terrorism incidents have been recorded during major sports events.

■ Guarantees

The overall security costs have been guaranteed by the Austrian Federal Government, with in-venue security costs covered by the OCOG security budget.

The Commission feels that the plans put forward for security are well thought-out.

ACCOMMODATION

■ Capacity

There are over 69,000 rooms in three, four and five star hotels in the Olympic region. Taking into account other types of accommodation, over 284,000 beds are available. In the City of Salzburg, there are 10,830 rooms, including all categories of accommodation.

No new hotels will be required to host the Olympic Winter Games.

■ Guarantees and Price

During the visit, the Bid Committee provided the Commission with additional accommodation guarantees. The Bid Committee has now guaranteed 10,835 rooms.

The hotel agreements include a minimum stay of 17 nights for a fixed period during the Games. During the Commission's visit, the Bid Committee stated that it would ensure, together with the relevant tourist boards, that there would be some flexibility as to arrival dates, provided that the 17-night stay was guaranteed.

The maximum Olympic Family room rate (including breakfast, fees and taxes) is USD 355 for a five-star hotel and USD 295 for a four-star hotel, in single occupancy.

The following formula will be used to calculate rates for other constituent groups: the room rate shall amount to the average high-season rate including taxes for the 2007-2008 winter season, according to category and location, plus 25%. This is an increase of 10 percentage points over the 15% surcharge mentioned in the Candidature File.

The Bid Committee recognised that the original surcharge of 15% to the winter season rate, as stated in the Candidature File, was not adequate to guarantee sufficient rooms.

■ Media

The media will be accommodated in five clusters of existing hotels. The number of guaranteed hotel rooms for the media is currently significantly below the number required, particularly in the mountain areas.

■ Specific Comments

The total number of hotel rooms is very large. Most of the hotels are small, family-owned hotels and are located within a large area, with different price levels. This may create logistical challenges, especially for large constituent groups such as the media and sponsors.

The number of rooms guaranteed for the Olympic Family is insufficient (approximately 50% of the rooms required by the IOC are guaranteed to date) and no plan was provided for the allocation of most hotel rooms to the various constituent groups. Furthermore, the rooms guaranteed are geographically spread out and not always close to venues.

As a renowned tourist region, there will be pressure to secure the required number of rooms at reasonable rates.

TRANSPORT

■ Infrastructure/Public Transport

Salzburg International Airport is located within 1km (five minutes) of the Salzburg Olympic Village, within 70km (50 minutes) of the Amadé Olympic Village and within 74km (80 minutes) of the Kitzbühel Olympic Village. The airport is a relatively small but well-managed facility that will be upgraded and expanded over the next seven years to accommodate growth in everyday and tourism air travel between 2003 and 2010. A second terminal and renovation and expansion of the arrivals area are expected to increase passenger capacity by 50%. The improvements will cost approximately USD 74 million and will be critical to the success of airport operations for the Games. The ability to shift some portion of tourism charter traffic to Linz (120km away) during the Games period should provide contingent capacity. As such, the airport should provide sufficient capacity for Games air travel needs.

The Olympic area is served by a well-developed bus and rail public transport system. Rail and a high capacity expressway (minimum two lanes in each direction) connect Salzburg to the Amadé region. Rail and a national highway (one lane in each direction) connect Salzburg to Kitzbühel. The Amadé region and Kitzbühel are connected by rail and a national highway.

Thirteen of the 15 venues have multiple access routes.

The rail system has a number of station and route improvements (over USD 370 million) either currently under construction or planned in the Olympic area between 2003 and 2010. These improvements will support the movement of residents, commuters and spectators during Games time.

Based on relatively high usage of public transport by residents and commuters, and charter buses for tourism, the existing road system meets current capacity requirements. Other than traffic management upgrades for improved efficiency, there are no major road infrastructure improvements planned in the Olympic area before 2010. It is anticipated that, on average, 69% of spectators will use public transport during the Games.

In addition, the existing rail car fleet in the Olympic region will be augmented by rail cars coming from other regions in Austria and Germany.

It will be important to have travel demand management strategies to reduce background traffic in Salzburg and reduce commercial vehicle traffic on the expressway between Germany and Italy during Games time peak hours. The linking of transportation mode options to general spectator event ticket sales is planned and will be necessary to make Games transport successful. The basis of these management strategies is included in the Candidature File, but will require further development in preparation for the Games.

■ Management

The management of Olympic transportation will be directed by "OCOG Transport Planning and Operations Management". The OCOG will oversee the relationships with governmental transportation agencies as well as coordinate with federal, provincial, and municipal governments. This includes coordination with the independent expressway operating company.

COMMUNICATIONS AND MEDIA SERVICES

■ General Comments

Getting spectators to meet the targets for use of public transport will be critical to the OCOG's ability to provide the service levels required for the athletes, media and Olympic Family.

The overall transport plan outlined by the Bid Committee is logical, well thought-out and planning to date should provide the basis for a high level of service and successful transport operations.

■ Concept and Communication

The motto of the bid is "The Sound of Winter Sports", reflecting the combination of the country's famous winter sports and musical history.

Through its communication strategy, Salzburg seeks to share its passion for winter sports with the rest of the world.

■ IBC/MPC

A Main Media Centre (MMC) incorporating the International Broadcast Centre (IBC) and the Main Press Centre (MPC) will be located in the Salzburg Exhibition Centre, an existing trade fair centre. The complex comprises 15 pillar-free halls.

IOC requirements for the IBC/MPC are 70,000 m². Although the Candidature File specifies an overall area of 40,000 m², the Bid Committee presented new plans during the visit which show an overall available area of 89,500 m².

There is good access to this facility with an exclusive highway exit/entry.

The Commission expressed concern regarding the period of availability of the MMC, with regard to time needed for overlay. During the Commission's visit, a guarantee was provided to ensure availability in accordance with IOC requirements.

■ Experience

Austria has vast experience in the production of world-class winter sports competitions, including World Championships and World Cup events.

OLYMPISM AND CULTURE

■ Ceremonies

A temporary Olympic stadium, to be constructed on a platform that will span the Salzach River, with spectacular views of the City, will be used for the Opening, Closing and medal ceremonies. The stadium will have seating for 25,000 spectators, and standing room for 15,000. It will be ten minutes from the Olympic Village.

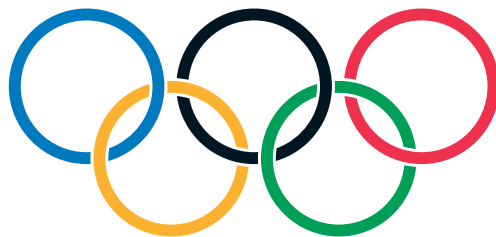
The Bid Committee plans to hold all medal ceremonies in Salzburg, but expressed its willingness to consider awarding the relevant medals in Kitzbühel, given the distance to Salzburg.

■ Cultural Programme

A rich and diverse cultural programme is planned, taking advantage of the country's musical tradition. Salzburg is currently home to the annual summer "Salzburg Festival". Throughout the 2010 Olympic Winter Games, the plan is to stage a winter festival on a smaller scale.

There are good existing educational programmes with plans to develop these further in the lead up to the Games, with an emphasis on volunteering.

VANCOUVER
Vancouver



VANCOUVER 2010
CANDIDATE CITY



VANCOUVER

Vancouver

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NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

■ Political Structure/Responsibility

The political structure of Canada is based on a constitutional monarchy, with a federal system that empowers the provincial entities. Canada has ten provinces and three territories.

■ City

Vancouver, with a population of approximately 560,000, and the Resort Municipality of Whistler, with approximately 9,600 inhabitants, are both situated in the Province of British Columbia, which has five million inhabitants.

■ National Economy

Canada has a stable economy and a low inflation rate. Economic forecasts for the Province of British Columbia and the City of Vancouver are positive.

■ Support

All levels of government – federal, provincial and municipal, as well as all political parties in Parliament strongly support the bid. Government backing was confirmed during the visit in meetings with the Prime Minister of Canada, the Premier of British Columbia and various government ministers. The First Nations (Aboriginal peoples) have also confirmed their support for the bid.

The Federal Government and the Province of British Columbia will together contribute to the construction and post-Games maintenance of the sports venues and the development of the Vancouver and Whistler Olympic Villages. In addition, the Province is committed to upgrading the road between Vancouver and Whistler (Sea to Sky Highway), irrespective of the bid.

The federal and provincial governments have also committed to covering the cost of security, medical, customs and other related government services.

The Province of British Columbia guarantees to cover any shortfall in the Olympic Games budget.

A public opinion survey commissioned by the Bid Committee shows that 80% of the Canadian population and 62% of Vancouver residents support the bid. In a plebiscite carried out in Vancouver on 22 February 2003, 64% of residents voted in support of the bid. The IOC poll shows 65% national support (24% with no opinion and 11% against) and 58% support in British Columbia (17% with no opinion and 25% against).

The support of the public towards the bid was clearly evident to the Commission during its visit.

LEGAL ASPECTS AND GUARANTEES

With the additional documents provided to the Commission during its visit, the Commission is confident that all legal aspects have been adequately covered and that the guarantees provided are in accordance with the Host City Contract and the Olympic Charter.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Accreditation and Visas

Access to Canada by means of the Olympic identity and accreditation card was not fully guaranteed in the Candidature File. This is no longer an issue as, during its visit, the Commission received written confirmation from the Prime Minister that access to Canada is guaranteed on the basis of the Olympic identity and accreditation card.

Customs, immigration and quarantine services will be provided at Vancouver International Airport, as well as at Montreal and Toronto airports.

■ Work Permits

The Government of Canada will facilitate the entry of Olympic-related personnel required to work in Canada and issue work permits for the required period.

■ Importation of Goods

Guarantees are provided concerning the importation of Olympic-related goods free of customs duties.

ENVIRONMENTAL PROTECTION AND METEOROLOGY

■ Plans and Actions

The Bid Committee's environmental programme is based on principles of sustainability. The primary goal is to accelerate processes to achieve environmental excellence with economic and social development.

Proposed OCOG environmental policies and actions build on existing government frameworks. OCOG guidelines include participation strategies, a green office policy and a hotel greening initiative.

The proposed design of the Nordic venues in the Callaghan Valley, in the Whistler area, has won a national architectural design award for environmental excellence. A preliminary venue environmental impact assessment for this and other venues shows limited negative impact given the proposed mitigation efforts. Social and economic impact reports were also presented to the Commission. An environmental impact assessment on the highway construction projects between Vancouver and Whistler is pending.

Good waste management policies already exist and one of the bid's environmental goals is to keep 90% of the Games' waste out of landfills.

The Vancouver Olympic Village will be built on a former industrial site, and will be part of a major clean-up and redevelopment of the inner city. Geothermal energy will be a major source of heating in the Whistler Olympic Village.

■ Air and Water Quality

Proximity to the ocean enhances the air quality, which is good. Water resources are abundant and water quality, both in Whistler and Vancouver, is good.

■ Meteorology

The coastal climate provides variable weather, with rain spells in Vancouver and snow in the mountain venues that may impair visibility.

At Games time, good winter conditions with plenty of snow can be expected in the alpine snow sports venues. The Nordic centre in the Callaghan Valley is well protected from winds, although meteorological data for this area is limited beyond the last two years.

■ Specific Comments

One of the most significant legacies is the involvement of the First Nations in the planning process and post-Games legacies.

A large fuel-cell development initiative will be in place in the Vancouver area by 2010.

FINANCE

■ OCOG Budget Income and Expenditure

The budget published in the Candidature File represents a good, detailed approach to establishing the financial estimates for the Games. The budget reflects OCOG expenditures balanced to revenues of USD 972.5 million, and includes contingencies in excess of USD 58 million. The budget is deemed to be fundamentally sound and achievable.

Revenues are reasonably estimated in the context of the Canadian marketplace and deemed to be achievable. Domestic sponsorship amounts to USD 293 million and is based on a three-tiered programme.

No OCOG-financed capital investments are contemplated in the budget. All venues are provided by public and/or private entities. The process for estimating the construction costs of the venues was comprehensive for the conceptual design phase of the projects and contingencies are included against future changes to the estimates.

The approach to estimating expenditures is reasonable and supported by significant underlying detail. There is sufficient flexibility and contingency within the plan to accommodate changes. During the course of the visit, several operational elements were questioned, the resolution of which may lead to cost increases for the OCOG:

- construction of a temporary media village in Whistler
- possible subsidization of the Olympic Family hotel room rate by the OCOG
- a day village at Cypress Mountain freestyle and snowboard venue
- establishment of a temporary, IOC-accredited anti-doping laboratory in Vancouver.

The financial estimates of the Bid Committee were independently reviewed by the Auditor General of British Columbia and found to be reasonable and based on sound methodology.

The cash flow forecast is reasonable. During the visit, it was clarified that public sector funding for capital works will flow through OCOG accounts and its distribution will be managed by the OCOG. Assuming the cash inflows coincide with or precede progress of work on the projects, the Commission recognises the benefit this provides the OCOG with respect to project management and control. There are risks associated with the potential for increases to project scope, yet the OCOG will be in a good position to manage them.

■ Non-OCOG Budget

The public sector has committed to capital investments amounting to USD 929.5 million for the construction and renovation of competition venues, Olympic Villages and road improvements, as well as a post-Games operating endowment fund for three venues.

Most of the non-OCOG capital costs are for projects that are consistent with the long-term infrastructure development plans of the public entities responsible for their funding, and while critical to the success of the Games, are not considered incremental costs.

Financial guarantees are sound and were reinforced during the visit. The Provincial Government of British Columbia has committed to underwriting the financial outcome of the OCOG and has allocated a budget provision against this contingency.

VANCOUVER

Vancouver

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MARKETING

■ Joint Marketing Programme

The Joint Marketing Programme Agreement has been accepted.

■ Billboards and Outdoor Advertising

Options have been obtained on the relevant advertising spaces. Advertising controls in the Whistler area are tightly regulated and this is unlikely to change. The Bid Committee confirmed that it would look into acquiring options for advertising space on First Nations land along the Sea to Sky corridor.

■ Rights Protection

The existing Canadian Trade Act legislation is adequate to protect Olympic intellectual property and the relevant marks have been registered.

■ Commercial Control in Venues

The provisions in the venue agreements concluded between the Bid Committee and the various venue owners are acceptable.

■ Ticketing

Ticketing revenues of USD 141 million are based on reasonable ticket price ranges and sell-through assumptions (75% for sports events and 95% for Opening and Closing Ceremonies).

SPORTS

Travel times and kilometres reflect 2002 figures.

■ Overall Concept

There are two main venue sites: Vancouver for the ice sports, freestyle skiing and snowboarding, and Whistler for the snow sports, bobsleigh, luge and skeleton. The Commission feels that the two hour distance between these sites could be a challenge. Existing facilities for both snow and ice sports are very good, and plans exist for the venues to be built. The number of high quality existing facilities is a strong feature of the bid, as is the existence of very good training facilities in the vicinity of the venues.

The post-Games legacy is good, with the federal and provincial governments contributing USD 71 million towards an Endowment Trust to support the operations of three Olympic venues, from the construction of the venues through to post-Games operations.

■ Distances

All venues in Vancouver are less than 15 minutes from the Vancouver Olympic Village, with the exception of speed skating (35 minutes) and freestyle skiing and snowboard competitions (37 minutes). The two venue clusters in Whistler (Whistler Mountain and the Callaghan Valley) are both approximately 15 minutes from the Whistler Olympic Village.

Vancouver/Cypress Mountain Resort:

The curling, figure skating, speed skating, short track speed skating and ice hockey competitions will take place in Vancouver. Freestyle skiing and snowboard competitions will take place at Cypress Mountain Resort.

SPORTS VENUES

Whistler Mountain/Callaghan Valley:

All alpine events, as well as the bobsleigh, luge and skeleton events, will take place on Whistler Mountain. The biathlon, cross-country, ski jumping and Nordic combined competitions will take place in the Callaghan Valley.

■ Sports Experience

Canada has very good experience in organising multi-sport international events and high-level competitions in Olympic winter sports and has organised the 1988 Olympic Winter Games, the 1994 Commonwealth Games and the 1999 Pan American Games.

■ Sports Issues

Nordic combined, biathlon, cross country skiing and ski jumping - Callaghan Valley (Whistler Nordic Centre)

As a new development, there could be challenges in terms of construction and access from the highway.

Curling - Hillcrest/Nat Bailey Stadium Park
Short-track speed skating and figure skating - Hastings Park Pacific Coliseum

The Bid Committee confirmed that construction of both venues will be brought forward to November 2008 to ensure that test events can be held in both facilities.

The Commission considers the other venues to be good.

■ Guarantees of Use

Guarantees are provided by current or future owners for use of and commercial rights for all venues. The use of all venues is guaranteed for test events prior to the Olympic Winter Games and for the Paralympic Winter Games.

■ Venues/Construction

There is a total of 13 competition venues, eight outdoor and five indoor. Four outdoor and two indoor venues will have to be built.

There is a total of five indoor training venues of which one will be built as part of its same sport competition venue, one will be built as a temporary facility and three are existing. Two of the existing training venues will require some upgrades to the permanent works.

The land required for construction or renovation of venues is controlled by a combination of public and private entities. The right to construct or renovate is included in the guarantees.

Design and construction of the venues are to be managed by the OCOG Design and Construction Department. Permanent works will be funded primarily by federal and provincial government grants, which will flow through the OCOG to the various projects. As explained to the Commission, the responsibility for re-allocation or increases in funding will rest with the OCOG, which will also be the liaison with governmental officials regarding adjustments or changes to governmental funding needs.

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PARALYMPIC GAMES

The OCOG is responsible for funding, designing and constructing temporary facilities (overlay). Olympic overlay concepts are well-developed including space allocations for broadcast and operational needs, as well as venue transportation requirements.

The OCOG will perform overall programme management of venues to be built by public and private sector entities.

■ Budget

The total budget for the Paralympic Winter Games is USD 27.5 million, to be covered by government subsidies from the Federal Government and the Province of British Columbia (USD 12.9 million each). USD 3 million is budgeted for accessibility upgrades to new and existing venues. The Province of British Columbia guarantees to cover any shortfall of the Paralympic Games budget.

■ Sport

The Paralympic Games will take place in Whistler, with a maximum travel time of 20 minutes to the venues.

Whilst Canada has significant experience with summer sports for the disabled from participating in and hosting international events, it has little experience in organising winter sports events for disabled athletes. Test events for all sports are planned to ensure the development of operational skills.

During the visit, the Bid Committee committed to providing a minimum of 3,500 seats at the ice sledge hockey arena and will work towards increasing this capacity to 5,000. The Bid Committee also stated it will work towards increasing spectator capacity for wheelchair curling.

■ Organising Committee

Integration with the Olympic Games is guaranteed with one OCOG/Board of Directors for both the Olympic and Paralympic Winter Games. Within this, the Canadian Paralympic Committee will nominate one board member.

OLYMPIC VILLAGE

■ Logistics

There will be one Paralympic Village in Whistler with the required wheelchair accessibility.

The Opening Ceremony will take place in the covered BC Place Stadium in Vancouver (two hours away) and the Closing Ceremony and medal ceremonies in Whistler at an outdoor celebration site, with a capacity of 9,000.

■ Specific Comments

The quality of the bid proposal shows Canada's commitment to the Paralympic movement and the strong support of the Bid Committee towards Paralympic athletes who have been directly involved in bid planning.

Vancouver's concept of the Paralympic Winter Games is a very compact one.

■ Location

Two Olympic Villages are planned: one for the ice sports, freestyle skiing and snowboard athletes in downtown Vancouver, and one for the alpine, Nordic sports, bobsleigh, luge and skeleton competitors in Whistler.

The concept is very good with all athletes being able to stay in an Olympic village.

■ Village Development

A total of 4,100 beds is to be provided (2,100 beds in Vancouver and 2,000 in Whistler).

The Vancouver village will be built on the waterfront on former industrial land owned by the City of Vancouver and within walking distance of the Opening, Closing and medal ceremonies.

The village will be a combination of permanent and temporary buildings. The City of Vancouver will be responsible for the delivery of the permanent buildings, which will be part of an urban development project, and the City will cover construction costs, should no commercial partners be found. The temporary facilities will be funded by the OCOG.

The Whistler village will be built at the entrance to the Callaghan Valley, 13km south of Whistler. It will comprise a combination of pre-manufactured facilities, that will be moved off site after the Games as a legacy for the First Nations, as well as permanent accommodation.

The OCOG and the Resort Municipality of Whistler will be jointly responsible for the delivery of the Whistler village and the Province of British Columbia will cover construction costs in the event

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that no commercial partners are found. Post-Games, there is a good legacy for part of the Whistler village accommodation which will become a centre for athlete excellence.

■ Village Organisation

The layout of both villages is good, with the same level of services to be provided in each one. Shuttle buses will provide transport within the villages.

At the Vancouver village site, the Commission expressed concern regarding possible noise from nearby traffic. However, the Commission received reassurance that village residences would not be close to the traffic and that Canada has high construction standards with respect to sound insulation.

■ Olympic Family Health Care

There are nine hospitals in the Vancouver area, with approximately 2,000 beds. Vancouver General Hospital, five minutes from the Vancouver Olympic Village, is designated as the Olympic Family hospital.

Whistler has no general hospital, but has an orthopaedic clinic with heliport access, and the provincial government has outlined plans for the upgrade of this clinic. The nearest hospital is Squamish General Hospital, 30 minutes away.

The polyclinics in both Olympic Villages will offer identical medical services.

■ Doping Control

Whilst the Candidature File proposes flying samples to the IOC-accredited laboratory in Montreal (a five hour flight from Vancouver), the Bid Committee confirmed during the visit that a temporary, IOC-accredited anti-doping laboratory would be set up in Vancouver for the period of the Games.

SECURITY

■ Command/OCOG Security Department

The Royal Canadian Mounted Police (RCMP) will have overall responsibility for the coordination of security during the Olympic and Paralympic Winter Games and will lead an Integrated Public Safety Command Security Planning Group including the RCMP, the Vancouver Police Department, the Canadian Security Intelligence Service, the Canadian Forces, the Coast Guard and other local public safety agencies.

■ Operations System/Personnel

There is a sufficient number of security personnel. Canadian law allows for the use of the armed forces if required by the RCMP.

Canada has a solid reputation and good experience in the field of security related to large-scale events and no international terrorism incidents have been recorded during major sports events.

■ Guarantees

The Federal Government has provided guarantees, in cooperation with the Province of British Columbia, the City of Vancouver and the Resort Municipality of Whistler, that security services will be provided at no cost to the OCOG.

The Commission feels that the security plans put forward are well thought-out.

ACCOMMODATION

■ Capacity

Vancouver and Whistler have over 30,000 existing high quality hotel rooms. Over 4,000 rooms will be built by 2010. Whistler has a total of 43,000 existing guest beds with many good quality condominiums.

There is accommodation in close proximity to most of the venues (sports and others).

In Vancouver, there is also the possibility of using cruise ships as extra accommodation.

■ Guarantees and Price

During the visit, the Commission received additional accommodation guarantees.

The committed room inventory is now over 23,000, including 7,100 rooms in Whistler. The tourism authorities in Vancouver and Whistler have provided written assurance that the contracts signed with individual hotels are binding.

The bid proposes a minimum stay of 17 nights, but will explore ways of reducing this with the hotel associations and tourism groups to six nights in both Vancouver and Whistler. This may be possible in Vancouver, which will be in low season, but may prove to be a challenge in Whistler which will be in the high tourist season.

The maximum room rate for the Olympic Family, including breakfast and applicable taxes (10%) is USD 253 for a single room and USD 275 for a double room in four and five star hotels. The rates are based on the assumption that a 7% sales tax would be waived.

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The rate for the other constituent groups is based on the following formula: the average convention group rate from 2005-2007, plus the consumer price index for Canada 2007 to 2010, plus the annual hotel rate increase 2007 to 2010 of 5% per year, plus an OCOG administration fee of 11.7%.

The average hotel room rate in February 2002 was USD 110 in Vancouver and USD 226 in Whistler.

With tourism as its second largest industry, the Province of British Columbia has extensive experience in this area.

■ Media

There is ample existing hotel and condominium accommodation available for the media close to the International Broadcast Centre (IBC), the Main Press Centre (MPC) and venues in Vancouver.

Given the distance between Vancouver and Whistler, the Commission feels that there will be increased accommodation pressure on Whistler, particularly from the media. The Bid Committee has provided a guarantee that supplementary media accommodation will be provided in Whistler in the form of a temporary village with 1,500 rooms.

■ Specific Comments

The overall accommodation proposal is satisfactory and covers all Olympic needs. Accommodation capacity is good and standards are high. At least 20 hotels can each provide blocks of over 200 rooms.

A more than sufficient number of hotel rooms is guaranteed, with fair room rates verified by an external auditor.

The Bid Committee proposes a home stay programme for the families of athletes competing in the Games.

TRANSPORT

■ Infrastructure/Public Transport

Vancouver International Airport is located 13km from downtown Vancouver, approximately 25 minutes from the Vancouver Olympic Village, and 125km (approximately two hours) from the Whistler Olympic Village. Vancouver International Airport is a modern facility capable of providing a high level of service for the Olympic Winter Games. Planned expansions to both international and domestic gates can be expected to accommodate the growth in everyday air travel between 2002 and 2010.

The Vancouver Olympic area is characterised by two different operating environments (Vancouver and Whistler) connected by the Sea to Sky Highway. Vancouver is served by a well-developed road network and a highly developed public transportation system. Other than normal replacement and maintenance, there are no major infrastructure improvements planned for roads and bridges in Vancouver before 2010. The anticipated population growth in the metropolitan area will be increasingly directed towards public transport. The existing bus and rail fleets will be expanded to meet the demand.

Whistler is served by an existing road structure that meets current needs and a well-utilized public bus system. Other than new roads to serve the Whistler Olympic Village and the planned Nordic Centre in the Callaghan Valley, no significant road improvements are anticipated. The resort community of Whistler is almost at capacity in terms of space for new residences or accommodation, so increased transportation demand is expected to be met largely by public transport.

Vancouver and Whistler are connected by the Sea to Sky Highway, that varies in capacity from two to four lanes. Improvements to this highway, at a total cost of USD 387 million guaranteed by the Provincial Government, are planned irrespective of the 2010 Olympic Winter Games. The improvements will provide a minimum of three lanes for the entire length of the highway. Other improvements will enhance safety and augment Intelligent Transportation Systems. In addition to increased capacity and safety, non peak-hour travel time between Vancouver and Whistler is expected to be reduced from two hours to less than one hour 40 minutes. There are no parallel or reasonable alternate routes between Vancouver and Whistler, however, a Games time passenger ferry service for spectators and residents is planned from Vancouver to Squamish (approximately halfway between Vancouver and Whistler).

During the Games, the Sea to Sky Highway will be closed to all traffic except 1) residents of communities along the highway, 2) controlled off-peak hour delivery and commercial vehicles, 3) Olympic Family vehicles, and 4) dedicated spectator buses.

For events in Whistler, approximately 70% of spectators are expected to come from Vancouver and approximately 30% are expected to stay or reside in Whistler.

Transport strategies will require further development, particularly in Vancouver, and it will be important to create strategies to reduce background traffic.

Linking transportation mode options to ticket sales is planned and will be necessary to make Games

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transportation successful. Public transport will be included in the price of events tickets within Vancouver and Whistler respectively. Transportation between Vancouver and Whistler will not be included in these prices.

■ Management

The management of Olympic transportation will be directed by the OCOG Transportation Department. The OCOG will create a "Transportation Advisory Committee" made up of representatives from appropriate governmental transportation agencies and municipal governments.

■ General Comments

The overall transportation plan outlined by the Bid Committee is logical, well thought-out and the planning to date should provide a basis for a high level of service and successful transportation operations.

■ Concept

The motto of the bid is "The Sea to Sky Games" – from the ice sports in Vancouver to the snow sports in the Whistler mountains. This will allow for different yet complementary images of the Games from the sea to traditional alpine imagery. Through hosting the Olympic Winter Games, Vancouver seeks to share its nation's spirit and culture with the rest of the world.

The communication strategy is based upon ensuring sustainable legacies for sport and local communities through hosting the Olympic and Paralympic Winter Games.

■ IBC/MPC

The IBC is to be built on land currently owned by the Federal Government in Richmond, close to Vancouver International Airport. It will be a 30,000 m² facility and will be used as a trade and exhibition centre after the Games. Guarantees are provided for use of the land. The bid proposes an alternative, temporary facility, should the trade centre not be constructed.

The MPC will be located in the downtown Vancouver Convention and Exhibition Centre (VCEC) on the waterfront, approximately 30 minutes from the IBC. The planned expansion of the VCEC will bring the total space available up to 40,000 m² (currently 10,000 m²).

The Bid Committee confirmed that the media sub-centre planned at the base of Whistler Blackcomb II will be expanded to accommodate a larger number of press and broadcasters and will be used as the MPC during the Paralympic Games.

OLYMPISM AND CULTURE

■ Experience

Canada has an excellent track record in broadcasting major sports events, particularly winter sports.

■ Ceremonies

For the first time in the Olympic Winter Games, the bid proposes holding the Opening and Closing Ceremonies in an indoor stadium in Vancouver, in an existing facility with 55,000 seats, five minutes from the Olympic Village.

Medal ceremonies will also take place in this stadium. A temporary outdoor celebration site will be constructed in Whistler with a capacity of 9,000 with interactive links between Vancouver and Whistler for both the ceremonies and nightly medal awards.

Given the distance between Vancouver and Whistler, the Commission feels that for the benefit of the athletes, all Whistler medals should be awarded at the Whistler celebration site. The Bid Committee confirmed its willingness to study this option.

■ Cultural Programme

A rich and diverse cultural programme is planned. The OCOG will invite each NOC to include an artist in its delegation to capture each nation's participation in the Games, with costs being covered by the OCOG. In addition, a wide range of educational programmes is planned.

SUMMARY

Summary

As stated in the Introduction to this Report, the Commission has been asked to conduct a technical evaluation of three cities declared by the IOC Executive Board as Candidate Cities. In this context, the Commission has assessed each city in a number of areas critical to the successful organisation of Olympic Winter Games. The Commission's evaluation also includes a risk assessment factor, to identify any risks that could occur in the period up to and including the Olympic Winter Games in 2010.

The Evaluation Commission is of the opinion that the three Candidate Cities could all organise very good Olympic and Paralympic Winter Games and has not ranked the cities.

The following summaries outline the main strengths and weaknesses of each Candidate City. The cities are listed in alphabetical order.

PYEONGCHANG

The bid was well prepared by key officials from the provincial government, who form the main body of the Bid Committee staff, the NOC and athletes. The quality of the presentations was high. The bid successfully drew on Korea's past experience of hosting international multi-sports events, such as the 1988 Olympic Games and the FIFA World Cup and the Asian Games in 2002.

The bid is driven by the Province of Gangwon, and it has excellent support from the national and local governments, as well as from private investors. The bid is an initiative which looks

towards developing winter sports and tourism in Korea, as well as working towards peace and reconciliation on the Korean Peninsula.

Substantial guarantees are given by both the regional and national authorities to support the construction of the necessary sports and other infrastructure needed for the Games. Furthermore, the government takes responsibility for providing all health care and security and the province guarantees to underwrite the Games OCOG budget and provide cash flow to the OCOG.

There is very strong public support for the Olympic Games, which is demonstrated through polls in the province and in Korea.

PyeongChang, situated two-and-a-half hours from Seoul, is the centre of the concept and will be the Host City and site for curling, Nordic skiing, biathlon, technical alpine skiing events and the IBC/MPC, with Wonju 98km to the west for ice hockey, Gangneung 38 km to the east for skating and three other venues between these two cities.

To best meet the needs of the athletes, three Olympic Villages are planned in existing high standard condominiums with 72% of the athletes staying close to their respective training and competition venues. However, the exceptions are for bobsleigh, skeleton, luge and snowboarding (40 minutes away); freestyle skiing (26 minutes away); and alpine skiing speed events (35 minutes away). If requested, accommodation can be provided at the venues for the athletes concerned.

Eight out of the 13 venues needed for the Games will have to be built: four ice sports arenas, the

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bobsleigh, luge and skeleton track, the ski jumping stadium, which is also the site for the Opening and Closing Ceremonies, and a yet-to-be-developed ski resort in Jungbong for alpine skiing speed events. The Commission is of the opinion that, although feasible, the construction of the latter, a new venue development, will represent a risk. All the new venues will leave a good legacy for ice sports in Korea and skiing in Asia. The IBC/MPC will be a temporary facility.

As regards transport, the Olympic area is currently well-served by a four-lane highway and several national roadways and, by 2010, there will also be a railway. The thorough planning demonstrated to the Commission and the non-OCOG budget provisions identified for large-scale transport development, that will take place irrespective of the Games, leave the Commission feeling confident that transport needs can be satisfactorily addressed.

A good plan has been presented for the environmental programme, with substantial financial support for each project and solid guarantees provided by the government authorities.

As for accommodation, the Commission sees a challenge here, as there are currently not enough hotel rooms to cover Olympic and spectator needs. Guarantees have been provided for the development of new accommodation in the area, and Seoul – between one-and-a-half and two-and-a-half hours away – could provide an alternative. The Bid Committee has provided reservation guarantees for a number of rooms, mainly in condominiums, that could match Olympic needs,

including three media villages, with one adjacent to the MPC/IBC. The price fixed for the Olympic Family is excellent and based on a 20% discount on the regular price. The formula proposed to fix the room price for other constituent groups for 2010 is fair, and there is price control in Korea.

Although the budget appears to be on the low side and costs for temporary facilities (overlay) and operations have not been fully integrated, the Commission is confident about the financial outcome as the government is greatly involved in the project and the province has provided a shortfall guarantee.

The Korean Government guarantees to cover all security costs. The present situation in the peninsula may be a concern. Recent sports events have shown that there are no significant security risks anticipated.

The Opening and Closing Ceremonies will be held in the ski jumping stadium in PyeongChang, close to the Olympic Village, and the medal presentations will take place in a dedicated plaza in the centre of the city.

The Paralympic Games have been well planned and are fully integrated. There will be one Paralympic Village, based in PyeongChang, which is near to the venues, except for the ice sledge hockey and alpine speed events (35 minutes away). The Ministry of Health will cover 50% of the USD 57.4 million budget.

Through comprehensive studies and planning, PyeongChang demonstrates very good potential. The Games will leave a great legacy for winter

sports in Korea and in Asia and could contribute to reconciliation on the Korean peninsula. This legacy is further strengthened by the strides that could be made in the areas of the environment and sustainable development.

SALZBURG

Presentations were made by the Bid Committee, technical experts, government officials and NOC representatives. The bid draws on Austria's extensive experience in organising international winter sports events, including two Olympic Winter Games in 1964 and 1976.

Driven by the Austrian NOC and the City of Salzburg, the bid also enjoys strong support from federal, regional and municipal governments. The bid's motto, "The Sound of Winter Sports", aims to share Austria's passion for winter sports and culture with the rest of the world.

Regional and federal governments have guaranteed substantial funds to build the necessary sports venues and for the transport improvements required for the Games, as well as to cover the costs of health care and security services. Instead of a government commitment to underwrite the financial result of the OCOG, the responsible government entities have opted to take a shared ownership position against any potential shortfall of the OCOG.

Polls within the Olympic region and Austria show very strong public support for the Games.

Out of the 15 venues, five need to be constructed, four of which will be ice venues. As a world-renowned ski region, Salzburg offers a wide choice of high standard skiing venues. The bid's concept is based on making use of the best and most attractive among them. As a consequence, many different sites are proposed. During the Commission's visit, it became evident that this would have an impact on Games management and increase costs. To address this issue, the Bid Committee has already decided to move the cross-country sprint event from Salzburg to the site for cross-country skiing in the Amadé region.

The plan is to have three venue clusters: Salzburg for ice hockey, all skating disciplines, bobsleigh, luge and skeleton and the IBC and the MPC; Kitzbühel (80 minutes from Salzburg) for curling, freestyle and men's alpine skiing; and the Amadé region (40-60 minutes from Salzburg) for all other sports and disciplines.

To best accommodate the athletes, three Olympic Villages have been planned, with 76% of athletes having less than 15 minutes to travel to their training and competition venues. The exceptions are for bobsleigh, luge and skeleton, Nordic combined and ski jumping (35 minutes) and snowboarding (25 minutes).

The Olympic area is served by a well-developed bus and rail public transport system. Multiple access routes exist for the majority of venues. With the proposed OCOG management structure, planned airport expansion, Games-time public transit fleets and the outlined Olympic transport strategy, the Commission is confident that Olympic transport requirements can be met.

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As the bobsleigh, luge and skeleton track and almost all snow sport venues already exist, the environmental impact will be limited. Furthermore, Austria is renowned for its high environmental standards.

Salzburg and the surrounding Olympic region have a large amount of high standard accommodation. For this reason, no media village is planned. At the time of the Evaluation Commission's visit, only approximately 50% of the number of rooms required by the IOC had been reserved. The Commission also expresses concern about the potential for high accommodation rates.

The budget is reasonable and achievable. Although costs are likely to fluctuate as planning detail is developed, they can be managed within the overall revenue scenario.

No significant security risks are anticipated. The Austrian and Bavarian governments have both guaranteed to cover security costs.

Salzburg will provide an excellent stage for culture. The plan is to hold Opening, Closing and medal ceremonies in a temporary stadium, built over the river Salzach and facing the Hohensalzburg Fortress, which will be very attractive.

There will be one Paralympic Village in Salzburg, close to the ice venues. The alpine venue is 45 minutes away and the Nordic venue is 50 minutes away. The Commission feels the budget of USD 20 million may be underestimated. Current Paralympic Winter Games planning appears to lack detail.

Salzburg offers the athletes a high number of excellent sports venues and a depth of organisational experience in winter sports. The amount of existing infrastructure will ensure that there is little impact on the environment. As a region of cultural excellence, the bid will provide a strong link between sport and culture.

VANCOUVER

The preparation of the bid and presentations made by the Bid Committee were of a very high quality with the active participation of key government officials and organisations that will be involved in staging the Games, as well as athletes, the NOC and First Nations (aboriginal) representatives.

Vancouver builds on the past experience of multi-sports events organised in Canada such as the 1988 Olympic Winter Games, the 1994 Commonwealth Games and the 1999 Pan-American Games.

The bid enjoys strong support from the private sector, as well as the national, regional and local authorities. The aim of the bid is to ensure sustainable legacies, both for sports and for local communities, through hosting the Olympic and Paralympic Winter Games.

Substantial funding is guaranteed by the Province of British Columbia and the Government of Canada for the construction of sports venues and the upgrade of the Sea to Sky Highway linking

Vancouver and Whistler. This funding also covers health care and security. In addition, the Province of British Columbia guarantees to underwrite the Organising Committee's budget.

There is good public support for the Olympic Winter Games, which is demonstrated through a plebiscite in the City of Vancouver and a public opinion poll in Canada.

The bid is based on a two-site concept: the City of Vancouver and nearby Cypress Mountain for the curling, ice hockey, all skating events, snowboarding and freestyle skiing, as well as the IBC and MPC; and the mountain resort of Whistler (125 km and two hours from Vancouver) for all other sports and disciplines.

The proposed venues are well thought-out, with two existing world-class ice stadiums and plans for new venues for curling and speed skating in Vancouver. Existing venues in Whistler will be used for alpine skiing, and a track will be constructed for bobsleigh, luge and skeleton. In addition, a site to be developed in the Callaghan Valley will provide new venues for biathlon and Nordic skiing.

Six out of 13 venues are to be built, and this new infrastructure will provide centres of excellence for the development of sport in Canada. In addition, the Canadian Government provides a guaranteed legacy fund for three of these venues.

All athletes will be accommodated in one of two Olympic Villages. 83% of athletes will be accommodated in close proximity to their training and competition venues. Freestyle skiing and

snowboarding athletes will compete 37 minutes away from the Vancouver village and speed skating athletes 35 minutes from the Vancouver village.

The Commission feels that the Olympic village and venue concepts have been well thought-out and provide excellent conditions for the athletes. Taking into account the proposed management structure, planned infrastructure improvements to the Sea to Sky Highway and expansions to the public transport fleets committed to in the bid, and the outlined Olympic transport strategy, the Commission is confident that Olympic transport requirements can be met.

With the aim of sustainability, the proposed environment plans are professional and ambitious. They include considerable involvement of the First Nations with regard to post-Games legacy.

No significant security risks are anticipated. The Federal Government guarantees to take responsibility for security.

There is sufficient high standard accommodation both in Vancouver and Whistler to meet Olympic needs; thus no media village was planned. Guarantees have been provided for 23,000 rooms. During the Commission's visit, it became apparent that the number of rooms required for the media in Whistler may have been underestimated. To overcome this, the Bid Committee has provided a guarantee for the construction of a temporary media village in Whistler with 1,500 rooms.

The 2010 prices guaranteed for the Olympic Family are reasonable. The formula presented to

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guarantee accommodation costs for the other constituent groups is clear and prices will be audited by an external expert.

The OCOG budget is fundamentally sound. The bid has provided a very detailed analysis of every critical item of income and expenditure. The Commission is confident as regards the financial viability of the Games budget. The public sector guarantees to cover all costs for the construction of sports venues and the upgrade of the Sea to Sky Highway. The Province of British Columbia provides a guarantee for any OGOG shortfall.

For the first time in the history of the Olympic Winter Games, the bid proposes holding the Opening and Closing Ceremonies in an indoor stadium seating 55,000. Medal awards for events taking place in Vancouver will also take place in this stadium. Other medals may be awarded in Whistler.

The Organising Committee will also be responsible for the organisation of the Paralympic Games. The plans for the Paralympic Games are very well thought-out and the concept proposed is very compact, with one Paralympic Village in Whistler. The governments of Canada and British Columbia will together contribute USD 25.8 million to the USD 27.5 million Paralympic budget. Canada is one of the leading countries in the development of sports for the disabled.

The Vancouver Bid Committee has carried out thorough and detailed planning based on risk minimisation. The project demonstrates a clear vision, both for the organisation of the Olympic and Paralympic Winter Games and for post-Games legacy.

The concept will provide very good conditions for the athletes. It will allow all athletes to live in an Olympic Village, with limited travel time to excellent sports venues.

APPENDICES

Appendices

- A. Commission members
- B. Visit dates
- C. Summary of IOC opinion poll results
- D. Maps
- E. Abbreviations
- F. Signatures

APPENDICES

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IOC EVALUATION COMMISSION FOR THE XXI OLYMPIC WINTER GAMES IN 2010

<i>Chairman</i>	Mr Gerhard HEIBERG
<i>Executive Director</i>	Mr Gilbert FELLI
<i>Members: IOC representatives</i>	Mr Chiharu IGAYA Mr Peter TALLBERG HRH The Prince of ORANGE
<i>IF representatives</i>	Mr Oskar FISCHER (FIS) Mr Roy SINCLAIR (WCF)
<i>NOC representatives</i>	Mr Tsunekazu TAKEDA Mr José Luis MARCÓ
<i>Athletes' representative</i>	Ms Pernilla WIBERG
<i>IPC representative</i>	Ms Rita VAN DRIEL
<i>Specialists</i>	Mr Olav MYRHOLT (Environment) Mr Grant THOMAS (Former OCOG) Mr Rémy CHARMETANT (Former OCOG) Mr Rick LUDWIG (Finance)
<i>IOC Administration</i>	Ms Jacqueline BARRETT Miss Sophie WILLATTS Miss Helen STEWART

DATES OF VISITS TO THE CANDIDATE CITIES

PyeongChang	14 – 17 February 2003
Vancouver	2 – 5 March 2003
Salzburg	13 – 16 March 2003

NB: The order of visits was determined by logistic considerations

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

The Commission held a final meeting in Lausanne from 18 to 21 March 2003.

APPENDICES

Appendices

SUPPORT FOR THE OLYMPIC GAMES

The IOC commissioned MORI to conduct public opinion polling in the three Candidate Cities and their respective countries regarding the support for hosting the 2010 Olympic Winter Games. All three polls were carried out in November-December 2002.

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:

	Strongly oppose	Tend to oppose	Total opposition	Neutral	Tend to support	Strongly support	Total support
PyeongChang*	■	■	■	15%	27%	58%	85%
South Korea	1%	2%	3%	32%	35%	30%	65%
Salzburg*	5%	9%	14%	10%	22%	54%	76%
Austria	2%	3%	5%	17%	24%	54%	78%
Vancouver*	13%	12%	25%	17%	23%	35%	58%
Canada	6%	5%	11%	24%	26%	39%	65%

* For the purpose of this research, the area in and around the Candidate Cities was defined as follows:

PyeongChang: Cities of Chuncheon, Wonju, Yeongwol, Gangneung, Hongcheon, Hoengseong, PyeongChang and Jeongseon

Salzburg: Cities of Salzburg and Kitzbühel and Province of Salzburg

Vancouver: City of Vancouver and Province of British Columbia

■ % too low to register

The answers to other questions have also assisted the Commission in compiling its evaluation.

PYEONGCHANG

PyeongChang

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- | Existant / Existing | | En projet / Planned | | Additionnel / Additional | |
|---------------------|--|---------------------|--|--------------------------|---------------------------|
| | | | | | |
| | | | | | Biathlon |
| | | | | | Biathlon |
| | | | | | Bobsleigh |
| | | | | | Bobsleigh |
| | | | | | Skeleton |
| | | | | | Skeleton |
| | | | | | Curling |
| | | | | | Curling |
| | | | | | Hockey sur glace I |
| | | | | | Ice Hockey I |
| | | | | | Hockey sur glace II |
| | | | | | Ice Hockey II |
| | | | | | Luge |
| | | | | | Luge |
| | | | | | Patinage de vitesse |
| | | | | | Speed Skating |
| | | | | | Vitesse sur piste courte |
| | | | | | Short Track Speed Skating |
| | | | | | Patinage artistique |
| | | | | | Figure Skating |
| | | | | | Ski de fond |
| | | | | | Cross Country Skiing |
| | | | | | Saut à skis |
| | | | | | Ski Jumping |
| | | | | | Combiné nordique |
| | | | | | Nordic Combined |
| | | | | | Ski alpin |
| | | | | | Alpine Skiing |
| | | | | | Ski artistique |
| | | | | | Freestyle Skiing |
| | | | | | Surf des neiges |
| | | | | | Snowboarding |
| | | | | | CPP/ CIRTV |
| | | | | | IBC/MPC |
| | | | | | Hôtel de CIO |
| | | | | | IOC Hotel |
| | | | | | Village des médias |
| | | | | | Media Village |
| | | | | | Stade olympique |
| | | | | | Olympic Stadium |
| | | | | | Village olympique |
| | | | | | Olympic Village |
| | | | | | Autoroute (à 4 voies) |
| | | | | | Express Highway (4 lanes) |
| | | | | | Artères |
| | | | | | National Arterial Road |
| | | | | | Chemin de fer |
| | | | | | Railway |
| | | | | | Échangeur |
| | | | | | Interchange |
| | | | | | Gare |
| | | | | | Railway Station |
| | | | | | Aéroport d'arrivée |
| | | | | | Gateway Airport |
| | | | | | Site de compétition |
| | | | | | Competition Venue |

SALZBURG

Salzburg

- | | | | |
|---|--|---------------------------------------|--|
| Disciplines olympiques
Olympic disciplines | | Hockey sur glace
Ice Hockey | Danse sur glace
Ice Dance |
| Biatlon
Biathlon | Luge
Luge | Ski de fond
Cross-Country | Sauf à ski
Ski Jumping |
| Bobsleigh
Bobsleigh | Patinage de vitesse
Speed Skating | Combiné nordique
Nordic Combined | Descente
Downhill |
| Skeleton
Skeleton | Short Track
Short Track | Patinage artistique
Figure Skating | |
| Curling
Curling | | | |
| Super G
Super G | | Snowboard
Snowboard | Hockey sur glace sur tige
Ice Sledge Hockey |
| Slalom géant
Giant slalom | Entraînement
Training | Descente
Downhill | |
| Slalom
Slalom | Jeux Paralympiques
Paralympic Games | | Super G
Super G |
| Bosses
Moguls | Biatlon
Biathlon | Slalom géant
Giant slalom | Slalom
Slalom |
| Ski acrobatique
Freestyle | Curling en chaise roulante
Wheelchair Curling | | |
| Ski de fond
Cross-Country | | Hôtel du COI
IOC Hotel | |
| Infrastructure
Infrastructure | | Hôtel du CP
IPC Hotel | |
| Stade olympique
Olympic Stadium | CPMS/CRTV
MPC/IBC | Aéroport
Airport | |
| Remise des médailles
Medal ceremonies | Gare chemin de fer
Railway station | | |
| Village olympique
Olympic Village | | | |
| Code couleur
Colour code | | | |
| Navettes
Bus/shuttle | Infrastructure existante
Existing infrastructure | | |
| Parking
Parking space | Infrastructure prévue
Planned infrastructure | | |
| Parking de covoiturage
Park & Ride | Infrastructure supplémentaire
Additional infrastructure | | |





VANCOUVER

Vancouver

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LÉGENDE	LEGEND
SITES SPORTIFS	SPORT VENUES
Ski alpin - épreuves de vitesse	Alpine - Speed Events
Ski alpin - épreuves techniques	Alpine - Technical Events
Biatlon	Biatlon
Bobsleigh	Bobsleigh
Ski de fond	Cross Country
Curling	Curling
Patinage artistique	Figure Skating
Saut de ski libre	Freestyle Aerials
Ski de bosses libre	Freestyle Moguls
Hockey sur glace	Ice Hockey
Luge	Luge
Épreuves nordiques combinées	Nordic Combined
Patinage de vitesse sur courte piste	Short Track Speed Skating
Skeleton	Skeleton
Saut à ski	Ski Jumping
Hockey sur luge	Sledge Hockey
Surf des neiges demi-lune	Snowboard Halfpipe
Surf des neiges giant slalom parallèle	Snowboard Parallel Giant Slalom
Patinage de vitesse	Speed Skating
Curling	Wheelchair Curling
INFRASTRUCTURE OLYMPIQUE	OLYMPIC INFRASTRUCTURE
Cérémonies d'ouverture et de clôture	Opening and Closing Ceremonies
Cérémonies de remise des médailles	Medal Ceremonies
Village olympique	Olympic Village
Centre principal de presse	Main Press Centre
Centre international de radio et télévision	International Broadcast Centre
Zone des principaux hôtels	Main Hotel Area
Aéroport	Airport







ABBREVIATIONS

The following abbreviations have been used in the report:

EU – European Union

IBC – International Broadcast Centre

IOC – International Olympic Committee

IPC – International Paralympic Committee

IF – International Federation

MMC – Main Media Centre

MPC – Main Press Centre

NGOs – Non-Governmental Organisations

NOC – National Olympic Committee

OCOG – Organising Committee for the Olympic Games

WHO – World Health Organization

APPENDICES

Appendices

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MEMBERS OF THE IOC EVALUATION COMMISSION FOR THE XXI OLYMPIC WINTER GAMES IN 2010

Mr Gerhard HEIBERG



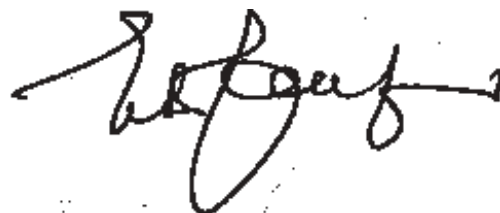
Mr Gilbert FELLI



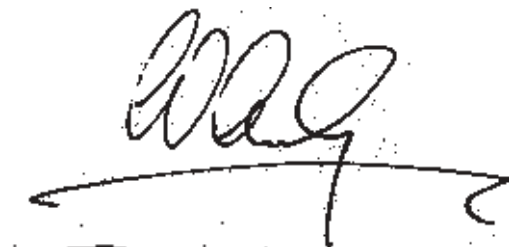
Mr Chiharu IGAYA



Mr Peter TALLBERG



HRH The Prince of ORANGE



Mr OSKAR FISCHER



Mr Roy SINCLAIR




Mr Tsunekazu TAKEDA



Mr José Luis MARCÓ



Ms Pernilla WIBERG



Mr Olav MYRHOLT



Mr Grant THOMAS



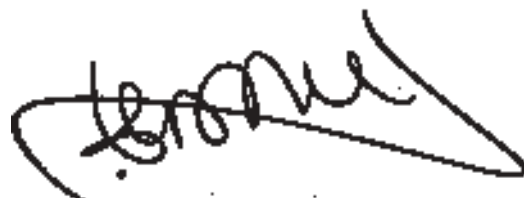
Mr Rémy CHARMETANT



Mr Rick LUDWIG



Ms Rita VAN DRIEL



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I N T E R N A T I O N A L O L Y M P I C C O M M I T E E



PyeongChang

Salzburg

Vancouver