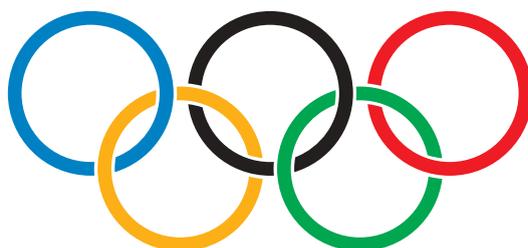




Salzburg 2010
Candidate City



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.