

SJR

42

COMMITTEE REPORT

HOUSE

5/19/81

FURTHER:

(5)

Date: 5-1-81

Mr. Speaker:

The Committee on STATE AFFAIRS has had SJR 42

Relating to the proposed Olympic Training Site in Anchorage.

under consideration and reports it back as follows:

- do pass do not pass
- do pass with attached amendments(s)
- replace with CS for _____ same title
- and recommends _____ new title
- AND attaches a "Letter of Intent" New Fiscal Note
- reports it back without recommendation
- referred to the _____ Committee

MEMBERS SIGNING
DO PASS

MEMBERS HAVING
OTHER RECOMMENDATIONS:

CHAIRMAN



Official Business

Alaska State Legislature

Senate

Committee on Finance

Pouch V
State Capitol
Juneau, Alaska 99811

M E M O R A N D U M

Subject: SJR-42
Relating to the proposed Olympic Training
Site in Anchorage

From: Senator Ed Dankworth, Co-Chairman

The attached material provides detailed information relating to the establishment of a winter recreational complex in Anchorage.

The Municipality of Anchorage commissioned a feasibility study as to the possibility of receiving official U. S. Olympic Committee sanction as an Olympic Training Center for winter sports. The study indicates that there is good potential for such an official designation from the USOC.

The land in question for the proposed site is currently held by the Department of the Army. The Army has determined this land (Point Campbell) to be "excess" and has indicated a desire to relinquish claim to the area. The new Administration in Washington, D.C., has indicated that they intend to return as much federally held land to local governments as is possible.

SJR-42, demonstrates Alaska's sincere interest in pursuing the idea of establishing an official USOC winter Olympic Training Site and also encourages the federal Administration to expeditiously transfer the excess land now held by the Army to the Municipality of Anchorage. Until the land is officially transferred it is difficult to engage in real planning for the proposed training site.

mg
6/1/81



DRAFT

1981 WINTER RECREATION FACILITIES

Preliminary Feasibility Study

Alaska Designation As An Official
United States Olympic Training Center

Prepared for

THE MUNICIPALITY OF ANCHORAGE

Sally W. Jones Associates
Trigon Sports International, Inc.

April 17, 1981



DRAFT

ALASKA DESIGNATION AS AN OFFICIAL
UNITED STATES OLYMPIC TRAINING CENTER

Participation in Outdoor Winter Recreation in Alaska

An interim report of Project 80's Winter Recreation Study indicates a strong local demand capable of supporting a major winter sports park at Kinkaid Park/Pt. Campbell in Anchorage. A summary of the findings of the report, as well as projected participation days for various activities that could take place at the park, is contained in Appendix One. The evidence in this report led its authors to conclude that Anchorage is literally in a class by itself in winter recreation participation.

Further evidence, since the publication of the Project 80's interim report, indicates that much the same conclusion may be drawn about the demand for outdoor winter recreation in the state of Alaska as a whole. Alaskans rank "recreational opportunities" as one of the top two reasons for coming to or staying in Alaska. Participation per Alaskan resident in major sports that would make use of a winter recreation park has grown significantly since 1967. Cross country skiing in Southcentral Alaska, for example, grew by some 651 percent over the period. Moreover, Alaska's participation rates in outdoor winter sports far exceed national averages. Evidence of participation and recreation trends suggest that not only has Alaska's demand for outdoor winter sports been increasing rapidly in the past, but it should continue to increase rapidly in the future.



The potential benefits for all state residents of a major multi-season sports park is indicated in Table 1. In the three major regions of the state for which data is available, the Alaska Statewide Outdoor Recreation Plan survey found that three out of four adults and nine out of ten young people currently participate in one of the five winter and nine summer sports activities that could take place at such a park. Indeed, because of the special needs of people living in Arctic climates, perhaps the best investment Alaska can make is in the physical and psychological well-being of its people. This may be achieved through development of Alaskans recreational resources.

The winter recreation park planned for Kinkaid/Campbell should also present a strong visitor appeal to the growing number of winter sports enthusiasts worldwide. Cross country and downhill skiing, for example, are the two fastest growing outdoor sports in America. The demand for major winter sports is expected to grow significantly over the next 20 years in the United States, and the demand for snow and ice sports, in general, expected to grow more rapidly than other sports.

The winter recreation park in Anchorage is being designed to accommodate these anticipated winter recreation demands. When completed, the cross country skiing trails at Kinkaid/Campbell will provide state residents and visitors with a facility capable of hosting international and Olympic caliber events. Lighted trails will extend the length of the recreation day during the dark winter months for over 40 percent of Alaska's residents. Moreover, the provision for snowmaking equipment will extend the winter recreation season, guarantee quality trails, and provide recreational opportunities when nature fails to provide snow. Alaska will be one of the few areas in the world able to offer guaranteed cross country skiing and other snow-based activities to the growing number of tourists seeking a winter sports vacation.



Table 1

PARTICIPATION BY ALASKANS IN SELECTED SPORTS ACTIVITIES

Percent Indicating Participation within The Past Year

<u>Region:</u> <u>Type of Activity</u>	<u>Anchorage</u>		<u>Other South Central</u>		<u>Southeast</u>		<u>Interior</u>	
	<u>Adults</u>	<u>Youth</u>	<u>Adults</u>	<u>Youth</u>	<u>Adults</u>	<u>Youth</u>	<u>Adults</u>	<u>Youth</u>
Winter	50.1	71.3	46.6	77.4	37.8	62.2	n.a.	66.0
Summer	77.7	86.1	73.6	86.1	75.4	85.7	n.a.	90.9
Winter or Summer	84.4	90.6	78.1	92.0	76.8	87.0	n.a.	92.9

Source: Alaska Statewide Outdoor Recreation Plan (SCORP) Survey, 1979
Sally W. Jones Associates
Trigon Sports International



With the completion of Anchorage's Sports Arena, Alaska will be able to host world class figure skating, ice hockey, and team handball events. Alyeska Ski Resort has hosted a number of FIS approved international alpine events. In addition, preliminary evidence indicates that the Anchorage market may be large enough to support a first-class outdoor ice skating rink that can accommodate international speed skating. The winter recreation study also indicates the possibility of adding a relatively low cost biathlon course to the cross country ski trails at Kinkaid/Campbell.

Summer recreation is also a potential by-product of the facility. Because of the rapid growth in the sport of cycling in the Municipality (377 percent since 1967), plans for Kinkaid/Campbell include paving many winter trails for bicycling and running during the non-winter months. These trails will be linked to planned coastal trails. This trail complex plus the existing trail system in the Municipality would provide ample facilities for those involved in the sport of cycling.

Taken together, these facilities represent the basic physical infrastructure necessary for Anchorage to develop as a world center of winter sports. What is most gratifying, however, is that evidence indicates that these facilities will meet the expressed recreational needs of Alaska residents during a winter season that lasts better than half a year.

Olympic Training Centers and Alaska's Winter Sports Facilities

An Olympic training center is an important component of any plan for meeting Project 80's winter recreation development objectives. It serves to more fully utilize the sports facilities in the Municipality and is a logical extension and distinctive feature of the winter recreation park being planned for Kinkaid/Campbell. As will be indicated, an Olympic training center will generate a number of unique benefits for the state of Alaska.



Training Center Overview

The U. S. Olympic Committee (USOC) is the central coordinating body for amateur sports in the United States. One primary function of the USOC is to select athletes to represent the U.S. in the Olympic and Pan American Games. The second function that has grown in importance through the 1970's is the role of the USOC in promoting and funding sports development programs intended to improve the performance of U.S. amateur athletes. It is from this second major function of the USOC that the training center concept has evolved.

An Olympic training center has facilities capable of international-caliber competition and provides National Sports Governing Bodies (NGB's) a location to conduct training and competitive programs for world-class and aspiring athletes. By bringing together a large number of elite athletes, the training center provides a potential source of sports medicine research.

An Olympic training center may be single or multi-sport oriented and provide facilities for either summer and winter Olympic sports, or both.

Training Center Facilities

In general, training center facilities are designed to complement existing athletic facilities maintained by schools, colleges, city and state parks and recreation agencies and other organizations. Basically, the training center consists of a central headquarters/administration building, with office space and meeting rooms; dressing rooms equipped with lockers and showers; an exercise/weight room; space for providing low-cost lodging and food service; a recreation area; and the sports facilities themselves. Ideally a training center would also have a room equipped with films and video tapes; a room for first aid, medical examination and testing; a sauna and steam room.



All of the sports facilities need not be located physically near the headquarters building, provided transportation is available to connect the headquarters building with the various sports facilities. In essence, the headquarters facility serves as the hub of the wheel; the various facilities serve as the spokes radiating from the hub. Olympic training center designation for facilities requires that they meet international standards for competition to enable NGB use, and that they be capable of providing low-cost food and lodging for athletes, coaches and officials. An Olympic training center need not supply facilities for all seasonal Olympic sports, either summer or winter.

The Municipality of Anchorage and the planned winter recreation park at Kinkaid/Campbell offer an ideal location for a multi-sport Olympic training center emphasizing winter Olympic sports. Within the boundaries of the Municipality, facilities are currently available for training world-class athletes in both winter and summer Olympic sports. The most important physical asset in obtaining designation as an official Olympic Training Center is a headquarters building capable of housing a large number of athletes and coaches. Such a building is currently available at the former Nike site at Point Campbell.

Located in the center of the planned park, this building and adjacent buildings formerly housed 250-300 military personnel in a barracks-dormitory format. With sufficient renovation, this building could provide the required space and lodging needs of an Olympic training center headquarters. The roads and utilities infrastructure is already in place. The building itself is close to Anchorage International Airport--a location factor critical to transportation needs and important as a promotional point to visitors and the approximately one million air passengers traveling through Anchorage each year.



In front of the proposed headquarters building at Point Campbell is a flat, graded recreation area previously used for military personnel. This area could easily accommodate a 400 meter Olympic track, and the surrounding surface could be naturally refrigerated and groomed for speed skating during the winter. The center of the track would accommodate a soccer field or outdoor volleyball. This same area could also include space for Olympic training in most track and field sports-- long jump, pole vault and triple jump--as well as shot put, discus, hammer and javelin. The area would also lend itself to portable bleachers for viewing training and competitive events.

Existing Training Centers

From 1977-1980, the USOC operated a multi-sport training center at the Squaw Valley California Olympic site. During its three years in operation, Squaw Valley averaged nearly 4,000 athletes and 30,000 person days per year or about 84 athletes per day. The USOC closed the Squaw Valley Center because of its low usage, high maintenance and operation costs and other factors. (Information on training center utilization is contained in Appendix Two).

Currently, only one Olympic training center is operating. Located in Colorado Springs, the multi-sport center began operation in early 1978. Of the Olympic sports facilities available at the center, winter recreation sports are provided for only in the ice skating facility. The Colorado Springs Center is located on a former U.S. Air Force installation. Some 100 acres of the property, including existing structures, was obtained by the city as surplus military land and leased to the USOC for a \$1 annual fee. More than \$7 million has been expended to date to develop the facility--approximately \$3 million by the USOC and \$4 million by corporate contributors of money, materials and buildings. Such companies as the Burger King, Standard Oil, Data General and American Optical Corps. have donated to the center. Similarly, community volunteer labor and the CETA program have been used to develop the center. In addition, the USOC has paid the cost of operating the Colorado Springs facility, including food, lodging and local transportation for participants attending the center.



During the full operating years of 1979 and 1980 the Colorado Springs Center averaged nearly 6,500 athletes per year and 74,000 person days a year, or an average of 200 athletes per day. As indicated in Appendix Two, the closing of Squaw Valley has increased utilization of the Colorado Springs Center. Athletes are also lengthening their stay at the center, to an average of 12 days per athlete.

The Colorado Springs Center is not only more heavily used, but in some cases being demanded beyond the capacity of the center. Current information indicates, for example, that during one week in the upcoming CY 81 summer season, there are applications from more than 1,000 athletes to use the facility. Given the potential peak utilization problems at Colorado Springs in the future and the lack of winter sports training facilities, a second USOC training center should not likely lack for attendees.

Training Center Users

The term "Olympic Training Center" has led to a general misconception as to who may use the sports facilities associated with a training center. The sports facilities at the training centers are not confined to use solely by elite athletes. Participants using training centers include athletes of all ages and skill levels. This means that if Alaska were designated an official Olympic training center, the facilities at Kinkaid/Campbell would also be used by all Alaska residents for sports training and recreation. The training center designation would merely mean that they would share the facilities and benefit from association with world-class athletes from all over the world.

A world-class athlete (foreign or domestic) gains permission to attend an Olympic training center program by applying to the NGB in the participant's sport. The athlete or NGB must bear the transportation costs to and from the center. Upon arrival food, lodging and local transportation are provided by the training center.



The training center for international competition generally entails exclusive use of the facilities by athletes during designated time periods, and the remainder of the facility time available for general public or other uses. These time periods are negotiated by the training center with the USOC and NGB's.

Lodging and food service facilities at Olympic training centers are also made available for uses other than by Olympic athletes. In terms of a Kinkaid/Campbell facility, this would mean that food and lodging services could be provided to Alaska athletes and sports groups for training and program development. Qualified Alaska athletes and coaches, for example, could be lodged at the training center while competing in state and regional championships in Anchorage. Similarly, Alaska sports groups from all over the state could reserve accommodations at the training center and use the facilities for coaches' clinics and athletic development programs for young Alaska athletes. While at the center, Alaska athletes would benefit from the quality of the facilities, from the ongoing training programs at the center and from associating with world-class athletes and coaches. Anchorage sports groups would also benefit from being able to use these facilities on a regular basis.

In other words, establishing an Olympic training center at Kinkaid/Campbell would complement rather than compete with the sports recreation uses of the park by Alaska residents.



Training center users by sport, degree of utilization and past use by foreign teams are presented in Appendix Two. The asterisks by sport in Appendix Two indicate a preliminary estimation of which sports would either be best suited to a training center in Alaska or those sports which Alaska would have the strongest chance of attracting to its training center, including biathlon, cycling, figure skating, ice hockey, skiing, speed skating, team handball, volleyball and wrestling.

In terms of attracting foreign athletes to use the training center, it should be noted that Alaska is closer geographically to many major areas of the world than Colorado Springs. This geographic proximity should reduce transportation costs significantly for many foreign athletes, as should the exchange rate. The proximity of Japan, the recent Japanese purchase of Alyeska Ski Resort, past history of winter recreation in Alaska and growing ties between the Japanese and Alaska travel markets would suggest that Japanese athletes may be likely candidates for use of a training center in Alaska.

Distribution of Training Center Users

Appendix Two shows the percentage of training center usage by month of the year. Peak utilization occurs during June, July and August. An Olympic training center in Alaska, which would most likely include summer and winter sports and multi-season usage, would achieve peak utilization during pre to late fall and early winter months, as well as during the summer.



In fact, Appendix Two indicates training center utilization for different sports varies considerably over the year. Thus it would be possible for the training center to vary the scheduling of sports in such a way as to not only optimize the use of the center itself, but also to achieve various other objectives for Alaska. This could be accomplished through selective negotiations with the individuals NGB's.

Cost and Funding of Training Centers

To date, the USOC has funded the operating and maintenance costs of its training centers, as well as food, lodging and local transportation costs. In 1980, for example, the USOC expended \$1.2 million, or about \$14 per athlete per day at Colorado Springs. Of this \$14 about half went for food service and the remainder divided between transportation, maintenance-security, housekeeping and administration.

Funding for the USOC training centers, and development programs in general, has come largely from fund-raising efforts by the USOC. The training center concept has, in recent years, opened a new source of funding for sports development in the form of corporate donations to the centers, themselves. Burger King, for example, has donated \$1 million annually to the centers since 1979. In exchange, the company uses training center athletic tie-ins in a variety of ways in its corporate advertising. Increasingly, corporations are showing a willingness to donate to facilities development in order to be identified with the Olympics and amateur sports. The Los Angeles Olympic Committee and its funding sources are an example of this growing corporate interest.



In 1978, the Amateur Sports Act was passed. The Act charged the USOC with many new functions and authorized \$16 million to be appropriated to the USOC to allow it to begin to fulfill its new purposes. In 1979, no funds were appropriated. In 1980, as a result of the boycott of the 1980 Moscow Summer Olympics, \$10 million was appropriated, with a 2:1 match requirement for the USOC.

Although the money available for development of amateur sports may seem adequate for the USOC's use, in fact the funds must be divided among 33 NGB's who submit proposals to the USOC for individual sport development. As a consequence, the USOC has taken the position that it currently lacks sufficient funding for the sports development programs it funds directly. One direct result of the current financial problems has been a reassessment and change by the USOC of its former training center policy. Currently, the USOC will designate an area as an Olympic Training Center only if the proposed center can pay its own way, including the cost of housing and food for visiting athletes.

Over the long term, the USOC fund-raising efforts likely will improve, especially as the Los Angeles Olympic Games approach. As its financial position improves, the USOC likely will reassess its former policy of financial support of training centers. If it can achieve its fund-raising goals, the USOC is planning to increase its budget over the next four years from \$49 million to \$71 million. The increase will be allocated largely to National Governing Bodies (who currently spend around 60 percent of their budgets transporting athletes for training and competition) and to promote amateur sports development (of which training centers are a major part). It is reasonable to expect that if the USOC's fund-raising is successful,



existing training centers will benefit in the form of financial support by the USOC. Moreover, training center usage should increase, since an NGB will be more willing and able to send its athletes to Olympic Training Centers.

Likelihood of Alaska Obtaining Training Center Designation

Because of the lack of funding, the USOC currently has no plans for opening a second training center. The USOC has indicated, however, the desirability of a winter sports training center and is willing to designate one if an applicant can meet the necessary criteria and demonstrate financial support. Lake Placid, N.Y. is currently the only area actively seeking designation as a training center for winter sports training center for winter sports. Without the financial support of the USOC, the city has been able to solve the problem of funding. Hence, the immediate effect of the new USOC policy on training centers is to work in favor of a designation for Alaska since it has the resources to all but eliminate competition.

Alaska would be taking a major step forward in promoting amateur athletics in the United States while other areas of the country remain on the sidelines. In return for this financial commitment by Alaska, the USOC should be increasingly amenable in negotiations over the many non-financial sources of support and benefits it can provide. For a state like Alaska, these benefits, plus other non-monetary advantages of a training center for local participation and visitor use, may well outweigh the financial cost of achieving an official designation.



Criteria for Training Center Designation

Bids from organizations seeking training center designation are reviewed by the USOC's Games Site Selection and National Training Centers Committee. The committee also negotiates with bidders over the cost of facility room and board and plans for scheduling use. The USOC's Director of Operations is responsible for all training center operation and provides staff support for the committee. After reviewing applications, the committee makes recommendations to the 70-member Executive Board for a final decision.

The USOC looks at several primary criteria before approving any area for training center designation:

- (1). The USOC requires detailed facilities analysis and planning, including for the development of a headquarter facility and training facilities to be used as needed and including a detailed description of activities conducted.
- (2). Detailed plans are also required for support services, including transportation, food, lodging, custodial care and maintenance, etc.
- (3). A financial plan is required to specifically identify capital and operation costs and how these costs are to be paid.
- (4). The prospective training center's organizational structure must be identified and detailed and structured so as to assure that the USOC deal with only one entity.

Although these data are a key for USOC approval, the committee has at this time adopted no formal, detailed written policy on the designation and approval of training centers.



Impact Of An Olympic Training Center On Alaska

An Olympic Training Center in Alaska would generate a number of unique benefits for the state. These benefits fall into three general areas: Quality of life, economic, and enhancement of the state's renewable resources.

Quality of Life Benefits:

- One benefit would be to create one of the finest sports complexes in the United States. The center would serve as a focal point for sports in Alaska, available to individuals of all ages and skill levels. Any excess lodging capacity could be used to host athletes for competition and training from areas statewide. If properly managed and creatively scheduled, the facility could become the center for Alaska sports.
- A training center would provide Alaskans the opportunity to watch, participate with, and learn from the world's finest coaches and international athletic competitors. The young people of the state especially would benefit from exposure to excellence.
- The training center would enable schools and other organizations to hold sports development clinics on a regular basis. Thus it would contribute greatly to the development of sports programs for youth as well as foster the growth of grassroots sports clubs for adults.
- Competitive events at the training center will provide a recreational activity for state residents during the long winter season.

Enhancement of Renewable Resources:

- An Olympic training center will be a critical element in Alaska's ability to gain worldwide identity as a winter recreation visitors market and to establish an international reputation as a winter sports center. Both factors would enhance the development of one of Alaska's most important renewable resources--the tourism industry.



- An Olympic training center, by bringing world-class athletes, coaches and competitive events to Alaska during the winter, would stimulate tourism industry during the slack season. This would occur not only because of the athletes using the center, but also because Olympic training centers have proven to be a significant attraction to vacationers.
- A training center would enhance Alaska's image in the Lower 48 by providing America what it currently lacks--a winter training center for Olympic athletes.
- Designation as an Olympic Training Center would also greatly facilitate the state's ability to attract international athletic events to Alaska.
- A training center could be enhanced as a resident and visitor attraction by creating a winter sports museum. In keeping with this theme, a high visual, action-oriented sports museum could be modeled after the Smithsonian Institution's Air and Space Museum and could rely heavily on the many films available from Olympic and international competitions. Since sports and pictures cross all international boundaries, the museum will appeal to both domestic and foreign visitors, as well as provide an educational and entertainment resource for Alaskans.

Economic Benefits:

- There are clear economic benefits to be gained from designation as an Olympic Training Center. Even though food and lodging is provided attendees, it is reasonable to assume that they will, as visitors to Alaska, spend money in the community, as well as take the opportunity to see other attractions in the state. Colorado Springs, for example, estimates that the training center has increased airline passengers by 40 to 50 per day. Moreover, a Colorado Springs Chamber of Commerce study has estimated the total economic impact of the training center to be in the order of 4 million dollars a year.
- Additional direct expenditures in the community would accrue from persons traveling to the center (athletes' families, business meeting groups,



as an official winter Olympic Training Center, Alaska must at least meet the three primary criteria established by the USOC committee on training centers. This criteria centers on relatively few issues: First, the availability of training center facilities--administrative, food/lodging and support; second, what funds will be available to create the needed facilities that are currently lacking and how the maintenance and operation of the training center will be funded; and third, what organization is responsible for operation of the center and will be accountable to the USOC and NGB's.

Funding of the Training Center

Since the training center in Alaska will be of general benefit to state residents it is recommended that the state of Alaska provide funds for the basic capital improvements necessary for the training center to begin operation. The former headquarters facility at Pt. Campbell has been reviewed by a construction engineer as to the extent to which the facilities meet the specifications necessary for a training center administration building and food/lodging facilities. Preliminary indications are that the basic renovation and improvements of the facilities at Pt. Campbell will satisfy the requirements of an Olympic training center in Alaska. The specifications and preliminary cost estimates for renovation are presented in Table 2. Other necessary capital improvements at Kinkaid/Pt. Campbell and recommended additions to sports facilities, and other necessary costs related to developing a training center are presented in Table 3.

It is further recommended that the state of Alaska establish a public trust fund, the earnings from which will be dedicated to amateur sports development in Alaska. Up to the amount of these earnings would be earmarked for providing food and lodging for athletes using the center as well as the centers' maintenance and operation (and any transportation or program subsidies to NGB's if necessary). Any excess of earnings over cost would either revert



etc.) who would not be eligible for food and lodging that is provided the athletes.

- Direct expenditures resulting from the training center through the multiplier effect generates secondary spending which further increases community incomes.

- Another major financial benefit from a center is the increased public exposure nationally and internationally as a result of "free advertising" from association with an Olympic center. For example, for the three years it operated, the Squaw Valley Center was featured in 22 one-minute national television advertising spots. At the rate of \$100,00 per minute, this represented the equivalent of \$2.2 million in goodwill advertising for Squaw Valley. The state would also benefit from use of the center in USOC fund-raising efforts, public service television spots and the mention of Alaska in USOC brochures and publications that are distributed throughout the world. Designation as a training center would enhance the ability to obtain corporate and government grants for development and ongoing support of the facility, for programs as diverse as food and lodging funding and sports clinics to sophisticated sports medicine programs, similar to the Colorado Springs experience.

- The opportunity for non-competitive local and national athletes to use an Olympic training site for leisure recreation will increase its attraction to users, thus spreading the fixed costs of operating the facilities over a larger base of participants.

The economic benefits of a training center designation are discussed in more detail in other sections of this report.

Funding And Operation Of An Olympic Training Center In Alaska

In order to obtain the rather substantial benefits derived from designation



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back to the state or be earmarked for further sports development in Alaska.

Management And Operation Of The Training Center

It is recommended that an independent non-profit organization be established and chartered to manage and operate all aspects of the Olympic Training Center. The operating budget of this organization would be up to the amount of the earnings from the state trust fund for amateur sports development in Alaska. The organization would serve as the principal point of contact for the U.S. Olympic Committee, the national governing bodies and international sports federations. As such, the Organization would negotiate with and develop the agreements for the use of the training center facilities and for the accommodation of athletes with the above parties.

The organization for running the training center would be structured as follows: A board of directors comprised of individuals representing the state of Alaska, the Municipality of Anchorage, local citizens, native groups, representatives of the sports community and private business; An executive director, intimately familiar with the national and international amateur athletic movement, who would be accountable to the board for running all aspects of the organization; A director of training center operations who would live at the training center and be responsible for day-to-day operation and management of the center.

The recommended funding arrangements and organizational structure should meet the criteria necessary for approval of Alaska's designation as an official U.S. Olympic Training Center.