

SAN FRANCISCO 2012: THE BRIDGE TO THE FUTURE FOR THE USOC

While there are a hundred compelling reasons why San Francisco would make a great international candidate for the United States – most of them spelled out in this Addendum – the city’s unique value proposition can be summed up in two vital points:

- San Francisco’s game plan is structured to produce substantial sums in income for the USOC – and not force the USOC to sacrifice its finite revenue streams solely for the benefit of the city, and
- San Francisco has the best chance among the finalists to win internationally – and has envisioned an unprecedented working partnership with the USOC to push the bid to victory internationally.

With these two points as the foundation of its value proposition, SF 2012 has created a bridge to the future for the USOC – a bridge that clearly serves the stated goals of the USOC and ensures broader prosperity for the U.S. Olympic Movement with the added benefit of substantial funding for athletes (see the detailed description of the USOC/OCOG Partnership).

A GAME PLAN DESIGNED TO SERVE THE GOALS OF THE USOC

From the USOC’s perspective, the ultimate value of the San Francisco 2012 candidacy may be the fiscal responsibility and prudence that went into its organizational plan. Influenced by the social and political context of a state which demands maximum financial protection for its citizens and environmentally sustainable development on all fronts, San Francisco’s planning started with the premise that capital investments in construction should be reduced as far as possible to save money, minimize the environmental impact and foster sustainable development wherever possible.

In preparing its bid – and particularly its venue plan – San Francisco took a page from the highly profitable organizational model orchestrated by Los Angeles in 1984. The key to LA’s extraordinary fiscal performance – which left a legacy of \$232 million for the USOC and amateur sports development – was the use of existing venues, along with the use of temporary and portable construction rather than permanent construction (a solution highly favored by the IOC today). More than 80% of the venues selected in the SF 2012 game plan are already in place. The San Francisco Bay Area’s well-developed sports infrastructure has made such selections possible.

The result: the OCOG-driven capital investment requirements of San Francisco 2012 are – at approximately \$210 million – extremely modest for a world-class organizational effort. The overall planning, operations and administration budget for the Games is designed to produce a surplus in the range of \$500 million, a legacy earmarked primarily for the development of American athletes and the U.S. Olympic Movement.

Because SF 2012’s plan is so fiscally conservative – because the capital investment requirements are constrained and limited – San Francisco can offer the USOC a partnership plan that has the potential of generating a great upside in revenues for the USOC through the 2012 sponsorship program (see USOC/OCOG Partnership section for more details).

The SF 2012 plan ensures that the legacy of the 2012 Olympic Games will be team-centric – and accrue to the USOC and America’s future Olympians – more than city-centric, serving as a priority the needs of a single metropolitan area.

With the demands on resources at the USOC potentially at an all-time high during the next decade, the USOC must be able to retain more money for its own programs than it did in the division of marketing revenues offered by ACOP 1996 and OPUS 2002. Likewise, an organizing committee must be able to successfully stage the Olympic Games in light of this fiscal reality of the Olympic Movement within the U.S., making a strong existing capital infrastructure a must.

These issues lead to the conclusion that the USOC must select the 2012 candidate with the greatest potential to win internationally and the greatest potential to generate the largest financial returns for the USOC. In both cases, we believe San Francisco qualifies as the ultimate choice.

A TRUE BIDDING PARTNERSHIP BETWEEN THE USOC AND A CITY THAT CAN WIN IT ALL

If any U.S. city is going to win the right to host the 2012 Olympic Games, it will need an incredibly strong partnership with the USOC throughout the bidding process. Just as SF 2012 has designed its operational plan to serve the vital long-term interests of the USOC, it plans to build its international strategies on the same basis.

From SF 2012’s point of view, one fundamental bidding strategy must precede and inform all others: To win internationally, San Francisco must start by creating an effective bidding partnership with the USOC. The critical assets that the USOC can leverage in international relations will be major factors in this city’s or any U.S. city’s ability to win the 2012 race. The starting point of San Francisco’s international strategies will be to engage the USOC’s leadership as well as the three other U.S. IOC members in defining the strategic direction of the bid. While San Francisco is well informed on the nature of the international race – and has no shortage of ideas regarding effective international strategies – the evolving relationship between the USOC and the international Olympic Movement, as well as the USOC’s long-term objectives, creates the context in which the 2012 international bidding strategies should be defined.

To underscore its desire to serve the long-term interests of the USOC, SF 2012 is prepared to name a member of the USOC’s Board or executive family to its international bidding team. While these spots are jealously guarded by each bid city – neither Atlanta nor Salt Lake opened up an opportunity for the USOC to participate at this level of bidding – San Francisco believes this kind of operational integration at the bid level would set the right tone for the partnership that will be integrated at the OCOG level.

Working closely with the USOC, SF 2012 will refine its international strategies to reflect the bidding environment that unfolds in 2003. Please see the section on International Strategies for full details. With San Francisco as its candidate, one thing is clear: The U.S. will enter the international race with a strong competitive edge.

In the international arena, San Francisco gives the USOC a head start in the race for 2012. Year after year, in survey after survey on the international front, San Francisco ranks as “the world’s favorite U.S. city” or one of the world’s most desired travel destinations. As a global brand representing the U.S. Olympic Movement, San Francisco can leverage deep-seated positive impressions that exist on virtually every continent. The starting point of San Francisco’s popularity is its natural beauty. Like Rome, the city was built on seven hills – covering a compact area that gives it a distinct urban identity. It is known worldwide for its breathtaking coastal vistas, its charming neighborhoods and the extraordinary international diversity of its population. It is often called the Paris of the United States and is considered by many Europeans as the most European American city, just as it is often called the most Asian of American cities.

Beyond the desirability of its overall image, San Francisco’s core Olympic advantages, including its excellent game plan and the fact that the city offers the best competitive and training conditions in the world, its undisputed world leadership in technology, its strong Paralympic plan, its innovative proposals for an Academic Olympiad and the *Olympic Way* and its groundbreaking environmental plan would become major leverage points in its international strategy.

THE ADDENDUM

This addendum sets forth improvements, changes, modifications, additions and refinements to the plan in San Francisco’s Bid Books. Its contents reflect the requests, comments and suggested guidance provided by the USOC’s Site Selection Committee during and after their visit to the Bay Area – plus additional developments that have in both small and dramatic ways, significantly improved San Francisco’s game plan.

Changes to the Venue Master Plan

After carefully considering the recommendations of the USOC Site Visit Committee, SF 2012 has made some significant changes to our Venue Master Plan, as follows:

- Archery – Stanford-West Campus Field
- Baseball (2) – Buck Shaw Stadium, Santa Clara
- Basketball (2) – Leavey Center, Santa Clara
- Cycling-Track – Santa Clara Soccer Park
- Diving – Olympic Swimming Complex, Stanford
- Swimming – Olympic Swimming Complex, Stanford
- Synchronized Swimming – Olympic Swimming Complex, Stanford
- Tennis – San Jose State Tennis Center
- Volleyball Beach – Edwards Stadium, University of California, Berkeley
- Volleyball Indoor – Haas Pavilion, University of California, Berkeley
- Volleyball Indoor (2) – Recreation Center, University of California, Berkeley
- Water Polo – George Haines International Swim Center, Santa Clara

These changes result in a much more compact overall plan, so that all but three venue fall within 55 kilometers of the Olympic Village at Moffett Field, all comfortably within the one-hour drive time prescribed by the IOC (not including three of the six Football venues). The remaining three venues – Lake Natoma for Rowing, Canoeing and Kayaking; Domaine Chandon for Cycling-Mountain Bike; and the Monterey Horse Park for Equestrian – all offer widely recognized, world-class competition conditions for their sport (we have provided sub-villages in each of these locations).

These changes also result in the creation of a more concentrated, exciting Olympic Park cluster at Stanford University, which will now include both Athletics and Swimming, along with several other sports. The venue cluster at the University of California, Berkeley, now also features a greater emphasis, with the addition of both venues for the Volleyball competition and the Beach Volleyball venue as well (added to the Football venue on campus). In addition, an entirely new cluster has been created at Santa Clara University, only a short distance from the Olympic Village, where preliminary Basketball and Baseball will be played.

SF 2012 is pleased that these modifications to the Venue Master Plan maintain the qualities that will ensure the best competitive conditions for the athletes, while at the same time strengthening the venue clusters at the universities to create a more exhilarating environment for the Olympic Family and the spectators. Employing a venue cluster system also allows for a greater use of existing facilities, which is an environmentally sustainable and cost-effective solution, and also permits a dispersion of impacts on security, transportation and other public services. The clusters also ensure that each sport will receive special attention and focus by their respective “communities.”

New Developments and Changes to the Olympic Village Plan

The “Act of Congress” discussed during the July 2000 Site Visit by the USOC has occurred, and the mechanism is now in place, as a result of the Congressional Residential Communities Initiative, to allow for a private/public partnership for the Olympic Village at Moffett Field. This exciting development began when the Office of the Assistant Secretary of the Army, in December 2001, began the process of privatizing the housing at Moffett Field. A 50-year land lease will be granted to a private company, which would then own and control all of the existing and future housing on the site. Once the property is awarded to a private party in 2003, SF 2012 can begin discussions about a joint use venture with the new management team.

Given the support at all levels of government in the San Francisco Bay Area and the highly favorable opportunities ensuing to a partner of SF 2012, we feel that this development substantially solidifies the prospects of an Olympic Village at Moffett Field. However, we continue to identify other potential Olympic Village sites, some superior to that at Moffett Field, which are coming “on-line” in the near future. We have provided a detailed discussion of this process in the Addendum.

Since the submission of the bid document in December 2000, the SF 2012 Village Theme Team has attended the Salt Lake City Olympic Games to take extensive tours of the

Olympic Village and held extensive discussions with the village designers and operators (Village Planning Group). In addition, the Village Team held a series of workshops with current Olympic athletes from 1996 and 2000 teams to determine what made the Village experience most successful in the eyes of those athletes. Based on this research, SF 2012 has adjusted the design of the Olympic Village to provide smoother flow in the daily lives of the athletes and better overall operations for all officials, staff, and visitors. We have also added nearby Shoreline Amphitheater to the Village facilities, where regularly scheduled entertainment will be offered for the athletes. Shoreline is a 15,000 seat facility which stages top-line entertainment year round.

We have included text and graphic exhibits in this addendum to illustrate the modifications and provide a clearer visualization of our Olympic Village concepts. We have also included a Paralympic Village site plan to show how the Paralympic Village will function and to illustrate how straightforward the conversion from Olympic to Paralympic Village will be in 2012.

The IOC *Olympic Village Guidelines* state that the IOC may ask an OCOG to provide ancillary or sub-Villages for those sports staged farther than one hour from the Olympic Village. SF 2012 has therefore identified sub-Villages at California State University at Sacramento or the University of California at Davis for the Lake Natoma venue, at California State University at Monterey Bay for the Monterey Horse Park, and at the Marriott Hotel in Yountville for the Domaine Chandon Mountain Bike venue. These facilities are ready and suitable in the event that sub-Villages are requested for these sports.

Transportation Plans

SF 2012 has instituted some additional services to enhance the transportation system for the Olympic Family, particularly the athletes. To ensure that all athletes can enjoy easy access to the venues, culture, sightseeing and entertainment opportunities provided by the City of San Francisco, SF 2012 has added a regularly-scheduled bus service to and from San Francisco, available to athletes and officials staying at the Olympic Village.

SF 2012 has also added a regularly-scheduled bus service to and from the Village and the VTA Light Rail Station at Moffett Field (less than one mile from the Village) to provide access to the entire regional transit system. Athletes and officials will be able to connect via the VTA to both Caltrain and the Bay Area Rapid Transit (BART) and thus travel to any destination throughout the region quickly and efficiently. A separate shuttle system to and from the VTA Station will provide access to the Village for visitors, staff, media and other members of the Olympic Family. A shuttle system to the Shoreline Amphitheater has also been added to provide service to and from this athlete entertainment venue.

In addition to these additional services, the Metropolitan Transportation Commission (MTC) has prepared a more detailed analysis of the Olympic Lane and added California Highway Patrol escorts for the athlete transportation system and key Olympic Family transportation as well. Further, we have provided a detailed description of the back-up transportation system for all Olympic Family transportation systems.

In regard to the Spectator Transportation System, SF 2012 and the MTC have provided the USOC with a full status report, including:

- Information on the newly approved regional transportation plan, which includes funding for key projects such as the extension of BART to San Jose, a key element of the Spectator Transportation Plan,
- Detailed venue transportation documents for each venue, which include photo-maps that show the location for public transportation access, routes to the venues from transit (24 of which are within easy walking distance), Olympic Family routes, and park and ride locations and routes.
- A detailed study of Day 10 spectator transportation, which provides hour by hour, system by system, and venue by venue analysis of how spectators will get to and from the venues. The findings of this study demonstrate that the SF 2012 Spectator Transportation System will meet the needs for the maximum number of spectators on the busiest day of the 2012 Olympic Games, Day 10, which also happens to be a weekday (the study includes the “background” demand for transit by people not attending the events). This study did not include a reduction of demand based on the amount of people who would use sponsor organized transportation, which is substantial, a further indication that all systems have enough capacity to handle peak demand on the peak day.
- A table of the back-up transportation systems for all constituencies, and
- A complete response to the Urban Mobility Study.

These presentations offer the USOC a thorough look at all of the systems and requirements necessary for a successful transportation plan for the 2012 Olympic Games. They demonstrate that San Francisco can meet the needs of all constituencies as they travel to and from Olympic events in 2012.

Finance

In preparing the budget for the SF 2012 Olympic Games, SF 2012 has consulted with several experts to validate its operating assumptions and ensure that its projections for both expenses and revenues are as accurate as possible. These experts included individuals with extensive Olympic operations planning experience, a budget director with experience in two Olympic Games who also provides consultation to the IOC, a revenue analyst with experience in the Atlanta Olympic Games and who has also consulted to Sydney, Salt Lake and the IOC on revenue projections, and an individual with frontline executive experience in Olympic marketing in the U.S.

Governance

SF 2012 has developed an organizational structure for both the international bid phase and the future OCOG that reflects two key considerations:

- The input of the USOC in regard to governance and the integration of oversight committees, particularly ethics, as well as the integration of key USOC personnel;
- The lessons learned from decades of working with organizing committees for numerous Olympic Games and other large-scale worldwide sports events.

Paralympic Planning

The SF 2012 Paralympic Planning Committee was formed in February 2000, composed of Paralympians, Paralympic coaches and officials, organizers and supporters of the disabled sports community of the greater San Francisco Bay Area, with the purpose of creating a platform and series of guidelines for the San Francisco 2012 Paralympic Games.

We present with pride in this Addendum the list of ten principles formulated by the Paralympic Committee. These principles advance pragmatic positions, such as using Olympic venues for the Paralympics and establishing a unified marketing program for both events, as well as idealistic positions such as promoting the concept of integrating the Paralympic competition with the Olympic competition. The SF 2012 Paralympic Plan reflects these principles wherever currently feasible (given the IOC/IPC agreement), so that, for example, the Paralympians will indeed compete in Olympic venues, the marketing efforts will be unified and Paralympians and Olympians will use the same Village. Most importantly, the SF 2012 Paralympic Committee will be empowered to push for and advocate the best conditions and opportunities for Paralympic athletes going forward into the international campaign and, ultimately, into staging the Paralympic Games. As Phil Winter, a member of the SF 2012 Paralympic Committee has said, “Nothing changes your paradigm about human potential quite like seeing an athlete in a wheelchair cover a mile in less than 4 minutes.” Our objective is to change the Paralympic paradigm – to break the barriers and carry the Paralympic Games to a new level.

A full response to the most recent IPC Paralympic questionnaire is also provided, along with details about the Venue Master Plan and the Paralympic competition schedule.

SAN FRANCISCO 2012: THE BEST INVITATION THE USOC COULD EXTEND TO THE WORLD

With the choice of San Francisco as its international candidate for the 2012 Olympic Games, the USOC will offer the international sports family the unparalleled hospitality of the world’s favorite U.S. city – and a Bridge to the Future that will serve to strengthen the relationship between America and the global Olympic Movement. For the athletes of the world, the choice of San Francisco will signal the USOC’s intentions to provide the best possible competitive conditions – from the comfortable climate to the environmental diversity of the world-class venues. For those who travel to the Games and for those who watch the international broadcasts, the combination of San Francisco’s charming allure and the power of the Olympics will create an atmosphere of rare and magical enchantment.

Individually and collectively, these changes reflect the desire of San Francisco 2012 to meet or exceed the guidance and requests provided by the USOC’s Site Selection Committee. We hope these refinements to the game plan for 2012 – which we sincerely believe have strengthened our bid – provide a real-time index to our desire to be the best partners possible for the USOC moving forward.

The City by the Bay – with its sweeping hilltop vistas, its mosaic of diverse neighborhoods, its best-in-the-world restaurants and its enduring cultural icons such as the Golden Gate Bridge and the Cable Cars – will provide an unforgettable small-town, big-city setting for the world’s greatest event – an intimate experience in an urban center. San Francisco will

enhance the Olympic image in invaluable ways – and leave the USOC with a proud legacy of service to the world, uniting the global village in a new Olympic experience we call *Communitas*, and sustained by the most advanced, comprehensive and innovative technology in the world.

With California's extraordinary Olympic heritage and San Francisco's Olympian leadership, with its visionary concepts and its fiscally responsible game plan, San Francisco 2012 offers the USOC an unrivaled package of potential near-and-long-term benefits – a Bridge to the Future that is, quite simply, unique to this candidate. For all these reasons, San Francisco is the best invitation the USOC can extend to the world for 2012. San Francisco can win for America – and help America serve the world of sport better than ever before.