

The ideal Host City for the Olympic Games should be beautiful and bold, cultured and charming, sophisticated and spirited. It should be industrious, prosperous and visionary. The ideal Host City should be, above all, a place where the people of the world will want to come together to celebrate our youth and our common humanity. San Francisco is the ideal Host City, and the San Francisco Bay Area is the best place to stage the 2012 Olympic Games.

Today's San Francisco is a Pacific Rim international city where the culture is as diverse as the Olympic Games themselves. In its cosmopolitan population of over eight million, 52 races and ethnic groups are represented. The consulates of 74 nations are located here. The city is the crown jewel of a region brimming with frontier spirit, exploding with a gold rush of technological innovation that has given birth to a new age while creating unprecedented prosperity along the way.

The mecca of Silicon Valley stretches south from San Francisco to San Jose, where today's adventurers – technological wizards, moneyed investors, visionaries – have journeyed from all over the world to join this millennium renaissance. The resulting cultural mosaic compels people here to put a premium on communicating, to break down old barriers, to let go of misperceptions and to work together to realize a dream. This same spirit inspired world leaders to select San Francisco as the site for the signing of the United Nations' original charter a half-century ago. The San Francisco Bay Area is an achieving metropolis with a balanced view of life, a can-do attitude and a belief that nothing is impossible.

As unique as its outlook, our region's geographical setting and incomparable weather create a stunning combination of pleasant climate and physical beauty found nowhere else. Here, where the Pacific Ocean heaves itself against California to form its dramatic coastline, where waterways reach far into fertile inland valleys, where verdant coastal mountain ranges sprouting thousand-year-old redwoods ring the San Francisco Bay and buffer its bustling communities, and where soothing marine air cools the warm, dry days of summer, here the world can come together to celebrate its youth and stage its greatest Olympic Games.



To this purpose, the San Francisco Bay Area Sports Organizing Committee (BASOC) has dedicated itself. For two glorious weeks, from July 27 to August 12, 2012, we will stage a celebration of sport and art worthy of its ancient Greek origins and reflective of the spirit and enterprise of its hosts. We will focus on creating ideal conditions for the athletes to

compete, for the spectators and dignitaries to witness, for the media to memorialize and share with the world. We will ensure that staff and volunteers have the tools and support to deliver on this promise, and we will plan and stage the Olympic Games with the utmost integrity, fiscal responsibility and an environmental management system that will set a new standard. Our goal is to exceed the expectations of all members of the United States



Olympic Committee (USOC), the International Olympic Committee (IOC) and other members of the Olympic Family, and all who participate in the 2012 Olympic Games. Our goal is to provide them with the greatest Olympic experience ever and to deliver the technology to bring the Olympic Games to those who cannot attend, wherever they are in the world.

Thus, the theme we propose for the 2012 Olympic Games is based on the Latin word *Communitas*, a cultural experience in which structure and hierarchy are suspended, in which people come together in a common spirit, in which the values and cosmology of the group are reinforced through the use of powerful symbols, shared stories and interactive involvement in music, dance and sports, and in which individual achievement is celebrated but shared experience reigns supreme. As we all witnessed during the millennium celebrations, modern technology can enable people from around the world to share experiences as never before.

Thus, the theme we propose for the 2012 Olympic Games is based on the Latin word *Communitas*, a cultural experience in which

The power of ritual celebration that once brought a village together around a fire can now unite the world around a single event. The flame that serves our global village was surely lit here, and as the Olympic Flame travels from Greece to the shores of the San Francisco Bay, unprecedented technologies will ignite its message in the hearts and minds of mankind everywhere. As the Flame burns atop the cauldron at Olympic Stadium, it will signal to all the people of the world to come together in the spirit of Olympism, to become involved, as never before, in an interactive Olympic Games in which the images, symbols and sports are accessible to all.

ENDURING LEGACIES

As the nations of the world will join together in celebration of what unites us, so will the citizens of the San Francisco Bay Area plan and stage the 2012 Olympic Games. Already we have begun to paint our vision, marshal our resources and assemble our leaders. We are forging partnerships, making plans and building teams. While we prepare to host 10,000 heroes from around the world, we will also leave unprecedented legacies for our region and the future of the Olympic Games.



Olympians

The Olympic Games are about the athletes – the individuals who solely and together create lasting memories and moments of glory. No one better embodies the Olympic ideals. No one can more capably serve as ambassadors of Olympic spirit. No one is more qualified to create the best competitive conditions for athletes. No one is more dedicated to ensuring the integrity and forward movement of the Olympic Games than Olympians themselves.

Three hundred Olympians, members of past Olympic teams, reside in Northern California. These Olympians form the Northern California Olympians, the second-largest Olympian alumni organization in the United States and one of the highest concentrations of Olympians anywhere in the world. Northern California Olympians populate all of the Bay Area Sports Organizing Committee's (BASOC) rosters, from the Olympian who serves as Executive Director to its Board of Directors to each sport and theme committee. Just as Olympians have been involved at every level of the planning, writing and delivery of this bid, so they will be involved in the planning, staging and delivery of the 2012 Olympic Games – a leap forward for the Olympic Movement.



Olympians will also serve as ambassadors of Olympism to youth. In the years preceding the 2012 Olympic Games, Northern California Olympians will make appearances in schools and at various community organizations, sharing the values of Olympism, telling their personal and inspirational stories, and demonstrating their sports. During the Olympic Games, these Olympians will lead sports clinics and host camp participants at Olympic competitions. While they interact with youth from throughout the San Francisco Bay Area and the world, these dignified men and women will impart the values and sportsmanship naturally borne by Olympians.



Technology

Though the technology is complex, BASOC's vision for the 2012 Olympic Games is simple: to connect athletes, spectators and the entire Olympic Family to our increasingly global community. For those who attend the Olympic Games, we will offer training and tools. For those who watch them around the world, we will make possible a rich participatory experience. All who participate in the 2012 Olympic Games will acquire

skills, tools and understanding that they can share with others, and will, therefore, further the goals of the Olympic Movement in a brand new way.

The 2012 Olympic Games will be the first truly interactive Olympic Games. From the moment the Opening Ceremonies begin to the instant the Olympic Flame is extinguished, and to every venue, festival, kiosk and hotel room in between, participants will be connected via handheld electronic devices and *My Olympic Games*, the state-of-the-art communications network we will design for these Olympic Games. Through *My Olympic Games*, athletes can review videotape of their performance moments after they cross the finish line, officials can consult a rulebook from the pool deck, members of the media can access instant results from any location, spectators can check a bus schedule and dignitaries can communicate with their colleagues.

The Olympic Games in the San Francisco Bay Area will be as advanced as they are accessible: By 2012, smart-card technology will drive a number of our systems, from accreditation and ticketing to transportation and security.

To realize our vision, we will tap the vast technical, managerial, entrepreneurial and financial resources of the San Francisco Bay Area, some of which already exist and others that today are envisioned only in the research labs and imaginations of Silicon Valley innovators. We will also incorporate proven legacy systems and software from earlier Olympiads with the communications infrastructure that thousands of organizations, and millions of people, now rely on every day. We will leverage existing infrastructure and utilize local data centers to facilitate groundbreaking modes of communication for the 2012 Olympic Games, permanently rewire venues to state-of-the-art capacity, create a completely connected Olympic Village and transform traffic management.

Environment

The physical beauty of the San Francisco Bay Area provides a stunning backdrop for the 2012 Olympic Games. Our rich culture and tradition of environmentalism, aligned with our history of technological innovation, create fertile ground for designing and presenting an Olympic Games that is defined by ecology and technology. Thus, in keeping with the IOC's adoption of the environment as the third principle of Olympism, BASOC is making



the unprecedented commitment to register the 2012 Olympic Games to the International Organization of Standardization 14001 Environmental Management Standard.

Much of the infrastructure necessary for the 2012 Olympic Games is already in place. By relying principally on existing facilities and venues, rather than on extensive new construction, the 2012 Olympic Games will be inherently more environmentally responsible. One important facility we will need to develop is the Olympic Village, but the Olympic Village will be built as a showcase for sustainable building design and new environmental technologies and as a demonstration of how we can responsibly solve our housing issues in the new millennium.

We believe that the 2012 Olympic Games will establish the environment as a cornerstone of Olympic Games' planning, create an integrated blueprint for the manifestation and celebration of the core Olympic values of athletic excellence, international collaboration and environmental stewardship, and leave the San Francisco Bay Area a cleaner place because the Olympic Games were held here.

Venues

Just imagine it. Cheer Triathlon and Cycling along the San Francisco waterfront. Turn around and watch sailing in the San Francisco Bay. And around the Embarcadero, hear the crack of a bat in Pacific Bell Park.

The venues we have chosen for the 2012 Olympic Games will be exhilarating to the athletes, accessible to spectators and as breathtaking to all as their surrounding vistas. Most will utilize existing facilities that will be improved to host a world-class competition the magnitude of the Olympic Games, including state-of-the-art media workstations, spectator seating and upgraded technological infrastructure.

Such world-class facilities already exist here for most of the sports on the Olympic program, but where they do not, BASOC has already developed strong public and private partnerships to build most of them in the next four years.

Ultimately, we will serve the development of Olympic sports through the

creation of first-class permanent facilities that are needed in the San Francisco Bay Area: a tennis stadium that will host Olympic, professional and age-group events; a whitewater slalom course in the foothills of the Sierra Nevada mountains east of Sacramento; and an



equestrian center – the Monterey Horse Park – that will rival the famed Kentucky Horse Park in value to the sport, size, function and beauty.

We have chosen our venues with the athletes in mind – to deliver to them the best possible competitive conditions. We have clustered our venues strategically around the San Francisco Bay Area to take advantage of the best available infrastructure, minimize construction, increase access, balance traffic flow and maximize community involvement. And by doing so, we will generate greater involvement, create broader exposure and engender a more profound experience of these Olympic Games.

Transportation

The San Francisco Bay Area's transportation system is redundant by intent: A vast network of bus, rail, auto and ferry systems effectively transport millions of people around the region each day. And though today's current infrastructure is fully capable of managing the transportation of the Olympic Family and the large number of Olympic visitors expected for the 2012 Olympic Games, between now and the year 2020 the San Francisco Bay Area will invest over \$90 billion in improving its highway, rail, port and airport systems.

Currently, these plans include the widening of a key bridge and adding auxiliary lanes to major interstates; expanding intercity rail service between the region's major cities of Sacramento, Oakland and San Jose; upgrading existing tracks and stations; and developing a new cruise ship terminal in San Francisco that will increase the port's passenger-handling capacity by 8,000 passengers per day. The three major airports are investing in improvements totaling over \$4 billion. With the expansion of the International Terminal at San Francisco Airport (SFO) complete, SFO will be ready to welcome the world in 2012.

These improvements will pave the way for several others that BASOC and the Metropolitan Transportation Commission (MTC) jointly envision for the 2012 Olympic Games, including the possible reconstruction of an existing bridge to create a busway, the addition of an Olympic lane on key freeways, and providing additional Park-N-Ride lots that allow for satellite parking away from venues and festival sites. While local and regional efforts to address transportation are ongoing, we believe that the awarding of the 2012 Olympic Games to the San Francisco Bay Area would clearly serve as an added catalyst to action.

Housing

Because the San Francisco Bay Area's unique geography limits urban sprawl, and its beautiful weather, esteemed educational institutions and prosperous industry draw people here in droves, land and housing are scarce and at a premium. One of BASOC's key legacies will be its Olympic Village, a state-of-the-art, environmentally conceived, high-density residential



community. At the completion of the 2012 Olympic Games, the Olympic Village will be seamlessly converted into a vitally needed mix of rental and for-sale condominiums, town houses and apartments, as well as affordable and senior housing.

Designed by a diverse team of experts, including residential developers, environmental planners and prominent Olympians, the Olympic Village of the 2012 Olympic Games incorporates convenient living, environmentally beneficial open space, energy-efficient construction techniques, advanced wastewater treatment and 21st-century technology. This design not only will create a vibrant and educational Olympic Village experience for the athletes who will live in it during the 2012 Olympic Games, but will serve as a model for other developments within the San Francisco Bay Area and around the nation and the world as to how to meet the needs of urban residents in an economical yet environmentally sound fashion.

The Olympic Village created for the 2012 Olympic Games in the San Francisco Bay Area embodies Olympic ideals and Olympic vision. It will serve as a living testament and contribution to the Olympic Movement, as well as the movement toward better living in harmony with each other and the environment.

Youth

As the Olympic charter states, “the goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practiced without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.”



During the 2012 Olympic Games, we will perpetuate the mission of the Olympic Charter by bringing the youth of the world together where they can meet and learn firsthand from Olympians and renowned educators from our prestigious universities. Interactive technology will involve millions of other children around the world in this Olympic experience in what we believe will be the first fully interactive Olympic Games.

BASOC believes that part of the responsibility we share as citizens of the world is to guide and develop the character and attitudes of our youth. Four hundred youth from all over the world will partake in a “Camp of the World 2012,” a youth

camp for emerging leaders. Based on the tradition of Olympic Youth Camps and grounded in the philosophy of Olympism, this camp will give attendees the opportunity to learn from experts and one another, to participate in discussions and to experience sports, culture and folklore events that will incorporate Olympic themes in the broader context of an international education.

When San Francisco is named the U.S. Candidate City, a portion of the funds raised from that point forward to support our bid at the international level will be placed in a fund, *The Legacy Begins Today*, managed by a foundation – Legacy 2012 – to support youth sports in the San Francisco Bay Area. After the 2012 Olympic Games close, Legacy 2012 will manage any endowment generated from these Olympic Games. The foundation will award grants to youth sports organizations, initiate sports and coaching education programs, and partner with recognized San Francisco Bay Area youth sports organizations, ensuring that all children, including girls and disadvantaged youth, have the opportunity to participate in sports.

Education

In keeping with BASOC's goal of creating sophisticated systems that are also usable, establishing the highest standards that are also attainable and leaving a legacy that lasts, we must offer meaningful education and outreach programs to a wide range of constituencies.

For example, to create the highest-caliber private-security staff possible, we will organize a security "academy" to train candidates from throughout the San Francisco Bay Area and the United States for the Olympic Games. Drawn from law-enforcement training and education



programs, these candidates will receive intensive training in the skills and systems necessary to provide the highest level of security for the Olympic Games and exposure to leading law-enforcement experts from around the world. Upon graduation, these young people will become the leaders of our private-security team, and following the Olympic Games they will carry their lessons and experiences back to communities throughout the country.

We will also provide Olympic athletes with technical support to maintain a Web page via which they can communicate with friends, family, fans and fellow athletes. For members of the media, we will offer training workshops for all of the information and communications services that will be available to them.

Further, in partnership with local colleges and universities, BASOC will establish internships for young men and women who wish to gain work experience in the process of planning and staging an event of the complexity and magnitude of the Olympic Games. We will work with local schools to educate children about the cultural and ethnic diversity of the world and the common environmental challenges and opportunities we share. Finally, the manner in which the entire 2012 Olympic Games will be staged will offer an education in environmental design, planning and systems for all those who come into contact with it.

Media

BASOC recognizes that the media is the window through which the world experiences the Olympic Games and understands the importance of creating the best possible environment in which members of the media will work. The concepts and services at the foundation of our media plan are fast, easy technology and the education to use the tools we provide; professional, well-run facilities; convenient reliable transportation; and comfortable, proximate accommodations.

A team of veteran reporters, producers, editors, photographers and Olympic press officials have created the media plan for these Olympic Games and assisted in the design and functions of the media centers. BASOC will house the International Broadcast Center and the Main Press Center in spacious, existing facilities that will be transformed to offer modern technologies and amenities and over which we will exert full control. The centers are centrally located to the Olympic venues, and nearby to one another as well as to the Olympic Village and the Media Hotel Cluster. Autonomous media subcenters with state-of-the-art workstations will be located at every Olympic venue. In short, BASOC will deliver a seamless, efficient and hassle-free experience to the media in 2012.

Expertise

BASOC has assembled a group of experts renowned in their fields – technology, environment, transportation, development, finance and each individual sport on the Olympic Games’ program – to form the core of its Bid Committee. Thus far, BASOC has been a grassroots effort highlighted by volunteerism – 477 people serve on BASOC’s Board of Directors, venue and theme committees – and the strong participation of Northern



California Olympians. In the same way that Olympic athletes prepare for the Olympic Games, our public- and private-sector leaders are embracing the opportunity to overcome challenges and work together to achieve a common, yet grand, goal.

BASOC will continue building its teams around this core. BASOC will provide state-of-the-art training, systems and materials with which our staff and volunteers will work and we will offer a new base of knowledge from which they can view what is possible.

Culture

The San Francisco Bay Area's commitment to the arts runs as deep as its passion for sports. For the 2012 Olympic Games, BASOC will stage a cultural Olympiad that will rival its athletic counterpart in breadth, variety and magnificence. To tap the wealth of vision, talent and resources possessed by the dozens of arts organizations that call the region home, BASOC will forge partnerships to produce a series of cultural events during the years preceding, as well as during, the Olympic Games.

Each part of the 2012 Olympic Games Cultural Festival will play upon our theme of *communitas* – of creating a vision and leaving a legacy for a united world. These festivals will impart perspectives – from then and now, from here and beyond, for our youth, our region and the world. A traveling musical production, *We Dream of Glory*, will blend theatrical, musical, multimedia and cinematic elements in a salute of past Olympians and Olympic cities on whose shoulders we stand. “The Festival of World Talent” will feature live performances and concerts at open-air venues. An “Electronic Arts Festival” will display artistic works submitted by children around the world. “A Taste of the World” will showcase Northern California's world-renowned wines, creative cuisine and trendsetting chefs.



From movies to microchips, animation to architecture, dim sum to donuts, tai chi to Tchaikovsky, the San Francisco Bay Area has it all, and so will the Cultural Festival accompanying the 2012 Olympic Games.

Financial

In consultation with financial experts experienced in Olympic Games planning, BASOC has developed a financial plan that is focused on delivering the best Olympic Games ever staged. By determining what is needed to provide the highest quality of service for all aspects and constituencies of the 2012 Olympic Games, and then by budgeting prudently for the revenues and expenses required to provide those levels of service, BASOC will achieve its goal in a fiscally responsible manner.

BASOC proposes a privately funded, privately guaranteed Organizing Committee for the Olympic Games (OCOG) and is in the process of developing a suitable insurance facility with the world's largest insurance broker that would substantiate that guarantee.

BASOC believes that the 2012 Olympic Games in the San Francisco Bay Area will continue the financial legacy sparked in Los Angeles in 1984, and by creating and investing in the many legacies described here, will carry forward to greater heights the prosperity and vitality of the Olympic Movement.

Vision

The ideal Olympic Host City should also enjoy a high level of interest in the Olympic Games and Olympic sports long before the Olympic Games ever arrived there. A recent public-opinion survey commissioned by BASOC revealed that seven of ten San Francisco Bay Area residents hold significant interest in the Olympic Games, and over 80% are enthusiastic about bringing the 2012 Olympic Games to their hometown. Given the region's history of posting huge crowds for the 1984 Olympic Games' Soccer matches at Stanford, the 1994 World Cup and 1999 Women's World Cup, high ratings for television viewership of the 2000 Olympic Games in Sydney and the sheer number of sports competitions regularly conducted around the San Francisco Bay, we were optimistic that our poll would reveal strong support for the bid. The responses, however, exceeded even our expectations and demonstrate that the inherent values of Olympism enjoy strong allegiance throughout the San Francisco Bay Area.

From the dynamic metropolis of San Francisco to the region's anchor cities of Oakland, San Jose and Sacramento, and all the vibrant towns in between, the citizens of the San Francisco Bay Area will welcome the world in 2012 in the spirit of *communitas*. Visitors will come from all corners of the globe to this single place for these many days. Through the commonality of ceremony and sport, together we will cross from our disparate pasts into our shared future. The Olympic Family will expand. New heroes will emerge. Nations will join hands. Long after the Olympic Flame is extinguished, the memories of these Olympic Games will live and the benefits will endure. We will recall the emotion of having glimpsed men and women in moments of supreme achievement and devastating loss. We will remember the sense of pride while watching the colorful pageantry parade through our beloved bayside community. And we will carry the hope we felt when, for two extraordinary weeks, the world, united around the ultimate symbol of diversity and mutual respect, became one.

