

# The Bridge to The Future

San Francisco U.S. Bid City  
2012 Olympic Games



# TABLE OF CONTENTS

## The Bridge to the Future San Francisco 2012: U.S. Bid City



### INTRODUCTION

1. San Francisco 2012: *The Bridge to the Future* 2
2. The International Allure of San Francisco 12
3. The Weather: San Francisco's Unchallenged Advantage 16

### THEMES

4. *The Ring of Gold*: An Organizational Model for the Future 20
5. The Paralympic Games: Set in the Birthplace of the Accessibility Movement 40
6. Transportation: Excellence in Motion for the Olympic Family and Spectators 46
7. The Olympic Village: Designed by Olympians for Olympians 52
8. Media and Communications: State of the Art in Every Respect 58
9. Technology: The Global Capital of Interactive Innovation 60
10. Environmental Leadership: An American Showcase for the IOC 64
11. Olympism and Culture: Uniting the World in *Communitas* 68
12. Accommodations and Cuisine: An Enduring Tradition of Leadership 72
13. Security: Experienced, Prepared and Integrated 74
14. Medical: Healthcare at Its Best 76
15. Finance and Guarantees: Realistic, Responsible and Low-Risk 78

### CLOSING

16. International Strategies: Winning It All for America 84
17. Partnership with the USOC: Building a Foundation of Trust 90
18. San Francisco 2012: The USOC's Best Invitation to the World 96

# The Bridge TO THE FUTURE

**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 the IOC, which is moving to control the size, costs and complexity of the Games, the selection of San Francisco will signal the USOC's interests in clearly aligning with the future direction of the Olympic Movement, putting forth a candidate whose capital costs and game plan reflect the guidelines of President Jacques Rogge's Olympic Games Study Commission.



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, a reminder of the visual qualities of Sydney overlaid with the natural beauty of Northern California.

The City by the Bay—with its sweeping hilltop vistas, its mosaic of diverse neighborhoods, its world-class cuisine and the iconic beauty of its Golden Gate Bridge and its cable cars—will provide an unforgettable small-town, big-city setting for the world's greatest event—an intimate experience in four classic celebration centers spread around *The Ring of Gold* venue plan. 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*, a cultural program infused with the most innovative and imaginative technology of Silicon Valley.

## A Team-Centric Approach

From the earliest stages of its planning, San Francisco 2012 has focused on developing a game plan and international strategies that would ultimately serve the vital interests of the USOC and the nation. Moving away from the traditional city-centric model of development (focusing only on what the games can do for the city), San Francisco adopted a team-centric approach, concentrating on a planning process that would deliver ultimate benefits to the athlete, the Olympic Family, the USOC, the NGBs and American sport. Out of these criteria came *The Bridge to the Future*—a team-centric plan that employs existing venues to the greatest extent possible, holds capital costs at a minimum and promises a great financial windfall for the USOC at the conclusion of the Games. Three specific value propositions emerged from San Francisco's planning:

- San Francisco's international strategies, which integrate innovative programs providing unique benefits to the world's NOCs, offer the USOC a clear path to victory—and the best chance to win it all for America.
- San Francisco has developed *The Best Bid for the Athlete*—combining the ideal weather and training conditions of the San Francisco Bay Area with venues and a game plan designed by Olympians and Paralympians to maximize the quality of the 2012 experience.
- San Francisco's fiscally conservative game plan—which aligns perfectly with the IOC's evolving emphasis on existing venues/low capital investment—is designed to produce a financial windfall for the USOC that will leave a legacy of \$400 million for the development of Olympic sports in the U.S.

**As a global brand representing the U.S. Olympic Movement, San Francisco can leverage deep-seated positive impressions that exist on every continent.**

# THE INTERNATIONAL ADVANTAGE

## of the City by the Bay

From an international perspective, San Francisco 2012 offers the IOC and the Olympic Family a unique set of value propositions that clearly aligns with the future direction of the Olympic Movement—and provides the USOC with a competitive platform to defeat a field of world-class cities that will be the largest ever to compete for the right to host the 2012 Games. Against the anticipated leading contenders—London, Paris, Rome, Frankfurt, Moscow, Istanbul, Osaka, Capetown, Rio, and Toronto among them—San Francisco's bid gives the USOC tremendous competitive advantages.

Showcasing icons of American beauty, rather than American power, San Francisco 2012 will also help enhance the image of the USOC in the international arena. In the eyes of the world, San Francisco is a city apart—separate in almost every way from the sources of anti-Americanism reported around the globe. From its rolling perch atop seven hills, the City by the Bay stands alone in the magical appeal it exerts overseas. In 13 of the last 14 years, it was named the "World's Favorite U.S. City" by the international readership of *Condé Nast Traveler*. In its tapestry of neighborhoods, it reflects the composition diversity of the Olympic Movement.

San Francisco's international image may well be the strongest single asset the USOC can leverage in the race for the 2012 Olympic Games. As early as July 2002, the international press in France, Germany, England, and Toronto named San Francisco as a leading contender for the Games. In Britain, where the odds are typically set, "Paris, Rome and San Francisco are considered the favorites." Speculating on the potential competition, the IOC's Dick Pound suggested that San Francisco would be Toronto's toughest opponent for 2012. The power of the city's image—its international brand and cachet—gives the USOC a compelling competitive advantage out of the gate.



From its powerful international image to its ideal weather, from its existing sports infrastructure to its high technology profile, from its world-leading environmental practices to its low-cost operational model, from its world-class experience in hosting major events to its cultural diversity, San Francisco embodies the type of bid candidate the IOC is looking to embrace—according to the recommendations being put forth by the Olympic Games Study Commission at the IOC's session in Mexico City in November 2002.

# ALIGNING with the IOC's Evolving Agenda

**As part of its international outreach, San Francisco will feature in its bid *The Olympic Way, The Academic Olympiad and The Olympic Security Academy*—three distinct initiatives that provide particular benefits to all constituents within the Olympic Family.**

*The Olympic Way* is conceived as an interactive expo along San Francisco's famed Embarcadero, where it will be a waterfront attraction that will open six months prior to the Games and give each of the world's 200 NOC's a chance to exhibit their culture and Olympic history in "houses"—The House of China, The French House, The House of Brazil. With smaller editions of the expo environment in Oakland's Jack London Square and San Jose's Plaza de Cesar Chavez, *The Olympic Way* will create an innovative atmosphere for two-way communication to each home country—and engage a far broader spectrum of the public and tourists in an Olympic experience in the months leading up to the Games.

*The Academic Olympiad* will leverage the state-of-the-art intellectual resources of Stanford University and the University of California, Berkeley, to draw Olympians, coaches, trainers, sports executives and scholars from around the globe into an annual symposium on the broadest array of Olympic issues.

*The Olympic Security Academy* will engage sports security representatives from around the world in training programs designed to ensure a high level of excellence in the implementation of security plans around the Games.

Programs and attractions such as *The Olympic Way, The Academic Olympiad* and *The Security Academy* all provide foundations for San Francisco 2012's international strategies. Beyond these programs, San Francisco has begun to look forward to positioning itself against the competitive cities outside our borders—and examine the issues that the IOC will face in making the 2012 decision. While it is impossible to predict which issues will shape the IOC's decision context in 2005, five distinct areas of impact can be seen at present. Against each, it is clear that the strengths of the San Francisco Bay Area's candidacy make it America's most appealing bid from the international perspective.

**-ALIGNMENT WITH THE ROGGE AGENDA/THE OLYMPIC GAMES STUDY COMMISSION** findings aimed at reducing the burden of hosting the Games. The study calls for:

- The use of existing venues—SF 2012 features 80% existing venues
- Low capital investment—at \$211 million, SF 2012 is the lowest of any recent Games
- The use of existing infrastructures—SF 2012 mass transit rail systems (BART, Caltrain and light rail) currently offer two times the capacity of Sydney 2000



- A new international airport terminal that already exceeds Atlanta's and Sydney's capacity at the height of the Games
  - Accommodations capacity that vastly exceeds Olympic Family needs today
  - Existing facilities for a state-of-the-art IBC and MPC
- **ATHENS 2004**—The uncertainties generated by the construction delays in Athens will have an influence on the IOC's view of the future. By the end of the 2004 Games, the wisdom of embracing future candidates with existing sports and transportation infrastructure will be evident to all. As the impact of Athens and the Study Commission's recommendations gain credence, the IOC will be inclined to move away from bid cities with large construction agendas and infrastructure development needs. Once again, SF 2012's existing venues and transportation infrastructure align with the future direction of the IOC.
- **THE 2010 RACE**—The candidacy of Vancouver 2010 will have a major impact on the 2012 race. If Vancouver is successful, conventional wisdom predicts that the 2012 Games will not come back to North America. However, San Francisco doesn't buy that conventional wisdom. In fact, if Vancouver is successful, San Francisco would put forth an unprecedented geographic value proposition linking the winter and summer Games of 2010/2012—creating a unique "Olympic Coast" program of sustained activities between 2010 and 2012 that could be tremendously appealing to the IOC as it looks to sustain its commercial power post 2008. If Vancouver isn't successful in its 2010 quest, Toronto 2012 will be back in the race. Since Toronto finished second to Beijing in the 2008 race—and garnered 22 votes—and since Canada would be bidding for the fourth time, Toronto 2012 would be a formidable opponent for any U.S. city. But San Francisco – not on the same coast or in the same time zone – would offer the most compelling U.S. distinction versus Toronto.
- **BEIJING 2008**—The Games in China are expected to push commercial revenues from sponsors to new heights. A major IOC concern post-Beijing will be to ensure that those increased revenue streams are sustained as far as possible. The power of the North American market will be very appealing to the IOC in that regard. San Francisco 2012 has envisioned *The Bridge to China*—a 2005 to 2012 youth sports and cultural exchange program that would leverage the power of San Francisco's long-term relationship with China and its huge Chinese-American community to create a strong USOC/China commercial connection. By adding a dimension of continuity to the 2005–2008 period preceding the Beijing Games, San Francisco will help extend the USOC's international outreach and sports development program in multiple ways.
- **THE GROWING IMPORTANCE OF OLYMPIANS**, Paralympians and women in leadership roles: Led by an Olympian—Anne Warner Cribbs, Rome 1960—San Francisco's bid embodies the values of diversity and the involvement of Olympians. Through Cribbs' leadership, hundreds of Olympians, Paralympians and sports experts helped develop and design the bid—in scope and detail—reflecting in their choices, advice and counsel a desire to create the ultimate experience for the athletes of 2012.

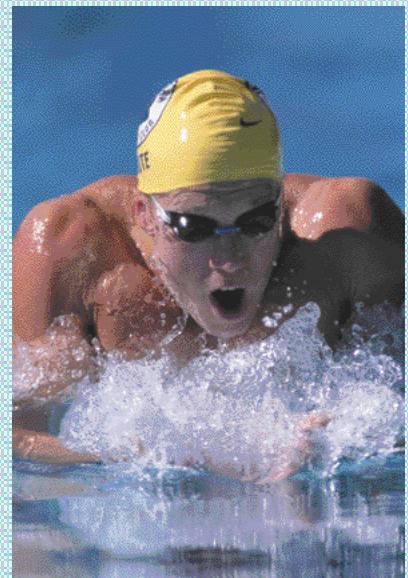
# The Best Bid FOR THE ATHLETES

The San Francisco Bay Area's unchallenged weather gives the bid an undeniable advantage on the international stage. With Athens 2004 and Beijing 2008 expected to produce sweltering temperatures at the time of the Games, the appeal of San Francisco's ideal training climate will not be lost on the Olympic Family during the 2012 race. With superb weather and training conditions, a beautiful natural environment and the proximity of venues and training sites, San Francisco offers ideal benefits for the Olympians and Paralympians who will compete in 2012. It is, undoubtedly, the *best bid for the athletes*.



At the heart of San Francisco's game plan, *The Ring of Gold* puts 92% of the sports within 32 miles of the Olympic Village, exceeding IOC guidelines and creating a high level of convenience for the athletes of 2012. Structured with four major venue clusters—in San Francisco, Oakland/Berkeley, Stanford and San Jose/Santa Clara—*The Ring of Gold* achieves a key IOC criteria for organizational excellence by dispersing spectator loads and thus enhancing safety and security while spreading the logistical burdens across a number of municipalities.

In creating four celebration centers, *The Ring of Gold* gives more individual sports a chance to shine and provides the sponsors of 2012 with far greater opportunities for presence programs than a single centralized center of sports would dictate. All but two of *The Ring of Gold* venues are accessible by rail or rapid transit—a tremendous advantage of the BART, Caltrain, light rail combination that exists in the region. Most importantly, because existing venues are used in almost all locations, the Ring eliminates the "white elephant" syndrome left at Homebush Bay in Sydney—a scenario the IOC wants to avoid at all costs.



# SERVING THE FUTURE 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.**

**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 \$211 million—extremely modest for a world-class organizational effort and the lowest in recent Games history. The overall planning, operations and administration budget for the Games is designed to produce a surplus in the range of \$400 million—in addition to a \$300 million contingency—which will serve as a legacy earmarked primarily for the development of American athletes and the U.S. Olympic Movement through a board governed by San Francisco Bay Area Olympic leaders, the USOC and NGB members. Because SF 2012's plan is so fiscally conservative—because the capital investment requirements are constrained and limited—San Francisco's plan is designed to serve the long-term goals of the USOC and its NGBs. By every measure, it is a "team-centric" plan—serving the interests of the nation—not a "city-centric plan," which traditionally prioritizes only the needs of a single metropolitan area.

## A True Bidding Partnership

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. The starting point of San Francisco's international strategies will be to engage the USOC's leadership as well as the three 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 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 between 2003 and 2005.

## The Best Invitation the USOC Can Send the World

In choosing the Candidate City for 2012, the USOC is faced with a decision that will, to a large extent, shape the future of American Olympic sport over the next decade—and beyond. To optimize its opportunity to win the right to host the 2012 Games, the USOC must put forth the candidate with the best chance to win it all for America—to bring home the Games of the XXXth Olympiad—and sustain the revenue streams and sports development programs the USOC implemented in the quadrennium leading up to 2002. In our considered opinion, that candidate is undoubtedly San Francisco 2012. It is *The Bridge to the Future* for the USOC.

**San Francisco is more than a candidacy alone—it is, on the most human level, an invitation to experience America at its best, an invitation to a place of pure enjoyment, exceeding beauty and friendly and inviting people who create an atmosphere of incredible international hospitality. San Francisco symbolizes the generosity of spirit—the kind of acceptance—that reflects the best aspects of American life. The San Francisco 2012 Bid is presented with spirit at its core. As an invitation, the San Francisco Bid puts forth the most positive international image possible for the USOC. From its technically excellent planning to creating *The Best Bid for The Athletes*, the San Francisco Bid is simply the best invitation the USOC can extend to the world—an invitation to new friendships in an ideal Olympic environment.**