

The Bridge to The Future

San Francisco U.S. Bid City
2012 Olympic Games



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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

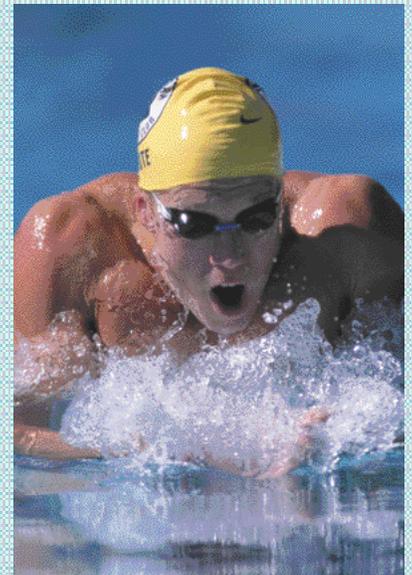
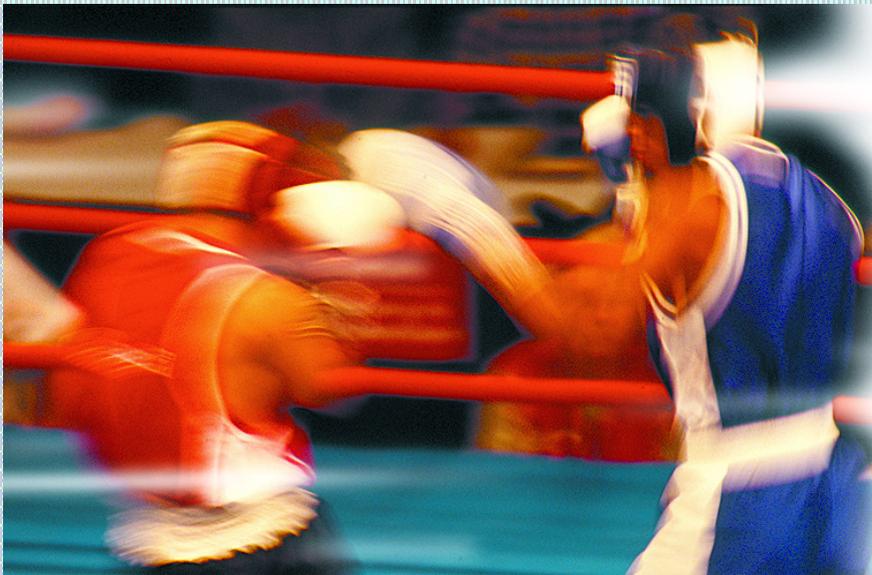
FOR THE ATHLETES

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.

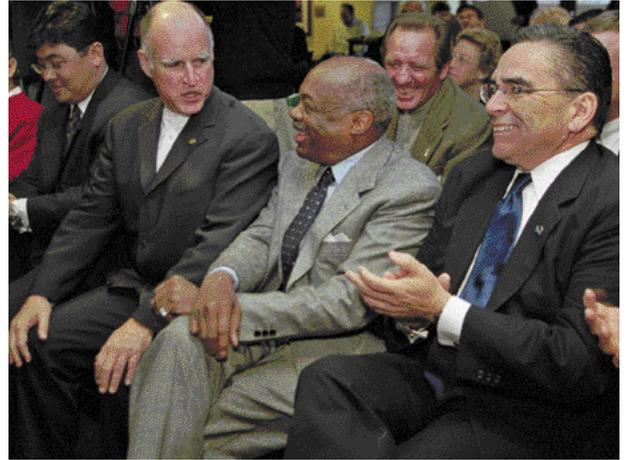
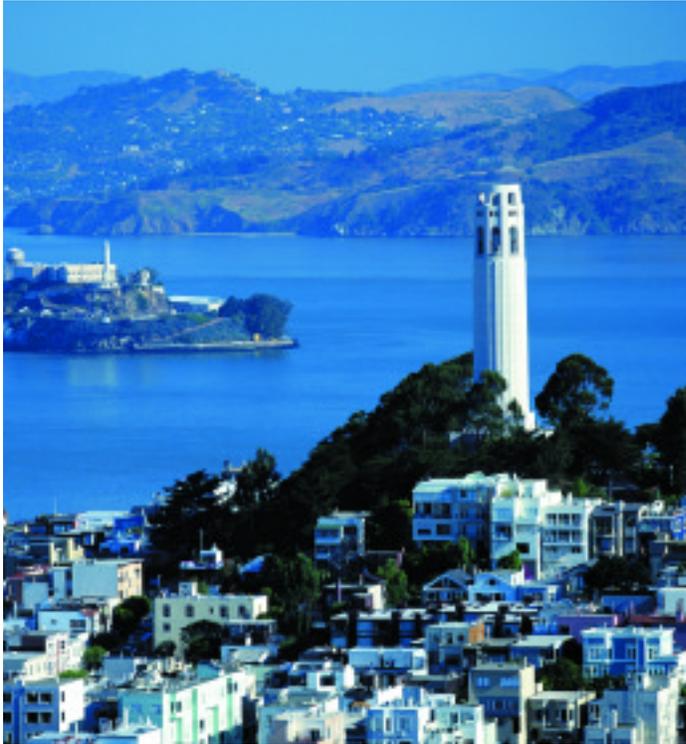
San Francisco is more than a candidacy alone—it is, on the most human level, an invitation to experience America at its best, an invitation to a place of pure enjoyment, exceeding beauty and friendly and inviting people who create an atmosphere of incredible international hospitality. San Francisco symbolizes 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.

THE ALLURE OF San Francisco

Throughout its 150-year history, San Francisco has enchanted the human imagination, exerting a magical pull across oceans and continents, drawing dreamers from Asia, Africa, the Americas and Europe to its coastal vistas, inspiring poets and presidents to sing of its glories. From the magnificent span of its Golden Gate Bridge to the charm of its cable cars, the City by the Bay occupies a unique place in the cultural and intellectual life of our nation. It is here that the future is first envisioned and invented. From the pioneering birth of the West in the Gold Rush of 1849 to the globally transforming innovations of Silicon Valley in the 1990s, the San Francisco Bay Area has always been at the frontier of change. It has helped our nation—and our world—answer the unceasing question of what's next?

Today, San Francisco stands ready to answer that question for the United States Olympic Committee, offering a *Bridge to the Future* that could serve as a transforming force for the U.S. Olympic Movement. The modern image of San Francisco—and its global appeal—will serve as a powerful marketing force for the 2012 candidacy. The San Francisco Bay Area is among the most culturally and ethnically diverse places in the world. It is also home to one of the world's most dynamic economies, driven by the knowledge-based industries of the future, world-class research facilities, innovative technology companies and a skilled and highly educated workforce. The region, which boasts one of the most extensive existing sports infrastructures in the world, is well positioned to maintain its economic and cultural leadership into the future.

"The ultimate travel destination for me would be one perfect day in San Francisco. It's a perfect 72 degrees, clear, and the sky bright blue. I'd start at Fisherman's Wharf with someone I really like and end with a romantic dinner and a ride over the Golden Gate Bridge. There's no city like it anywhere." —Larry King, *New York Times*, January 1997



The Mayors of San Francisco, San Jose and Oakland— Willie Brown, Ron Gonzalez and Jerry Brown, respectively— have partnered behind the Bay Area’s bid and embody the values of the most culturally diverse state in the world – the first U.S. state where no single ethnic group holds a majority.

The San Francisco Bay Area’s enthusiasm for the Olympic Games generated a greater U.S. audience than any other major city for the Salt Lake City Games in February. San Francisco ranked first—by far—in all of NBC’s major markets, with an average 21.5 rating/35 share for the 17 days of events, demonstrating an unrivaled love for the Olympics Games.

SF 2012
By The Numbers:

Height of each Tower of Golden Gate Bridge	746 feet
Length of Wire Cable used in Golden Gate Bridge	80,000 miles (129,000 km)
Number of Annual Cable Cars users in SF	8.5 million
Years of Cable Car operation	129

THE POWER of California

San Francisco 2012 is backed by the power of the world's fifth largest economy—the State of California. The state's leadership, through the Legislature and the Governor, is fully committed to the bid—and has provided financial guarantees of up to \$250 million to insure against any shortfall in the organizational effort. California's United States Senators Dianne Feinstein and Barbara Boxer and San Francisco Congresswoman Nancy Pelosi—the most powerful woman ever to serve in the U.S. Congress—are equally strong in their support of the bid, giving the candidacy a powerful voice in the nation's capital when needed.

California is a remarkable place by any measure. One of the most beautiful natural environments on the face of the earth, it is also a global capital of diversity and multicultural cooperation. Today, California is ranked as the most ethnically diverse state in the world, with more than 50% of its 34 million residents descended from non-white ethnic groups. California is also an economic powerhouse that attracts talented people from all over the world. The power of California's economy is revealed in the fact that it leads the nation in exports, selling goods to 219 countries in 2001 alone. It is also the top U.S. choice for direct

foreign investment—with \$115 billion invested to date. California has also led the world in venture capital investments for more than a decade—with more than \$1.3 trillion raised and invested between 1970 and 2000.

In terms of creativity, California leads the world—in entertainment, technology and Olympic sports. As the engine of America's pop culture, its influence reaches the far corners of the earth. California's film, television and music industry generated more than \$30 billion in revenues last year. More than half of all U.S. multimedia companies are clustered around Los Angeles and San Francisco. One out of every five computer software jobs is located in California. The future's most powerful emerging technologies are here: half of all biotech workers—and one-third of all biotech companies—are found in California.

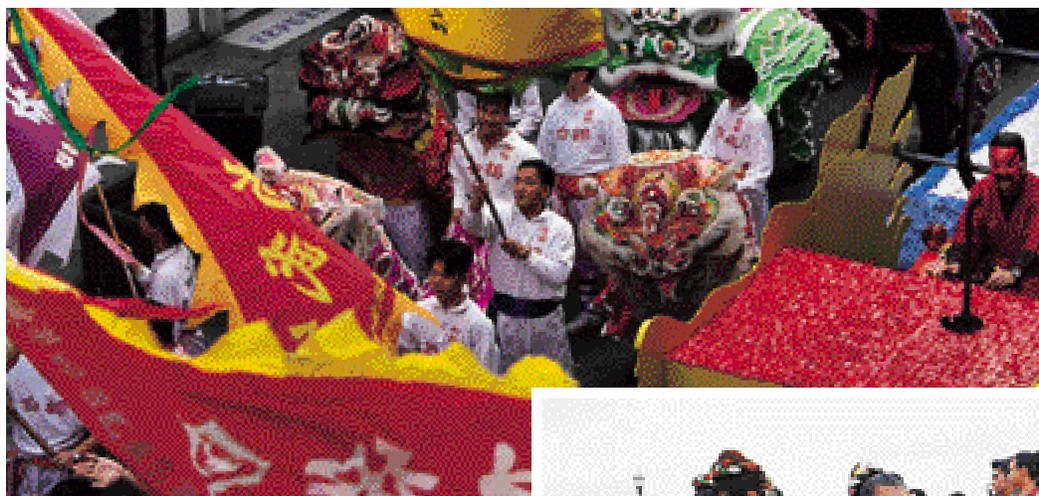


Governor Gray Davis

SF 2012

By The Numbers:

California:	
World rank of economy:	5th
Rank in U.S. international tourism:	1st
% of all overseas U.S. tourism:	25%
Number of international tourists per year:	10 million
Total domestic & overseas visitors:	293 million
Annual tourism revenues:	\$75 billion
Workers in tourism industry:	1 million
Workers in high-tech industry:	1 million
Rank in annual U.S. wine production:	1st
Rank in annual U.S. agricultural production:	1st



With a network of trade offices in 12 international cities—London, Frankfurt, Buenos Aires, Mexico City, Jerusalem, Johannesburg, Singapore, Hong Kong, Shanghai, Taipei, Seoul and Tokyo—California's global reach will definitely be an asset for the USOC in the 2012 bid campaign.



The Capital of Diversity: California's celebration of cosmopolitan culture has helped make it the most diverse state on earth. The most populous state in the nation now boasts a majority of residents descended from Latino, Asian, or African-American roots—or born beyond the borders of the U.S.

An Unchallenged **ADVANTAGE**

With a temperate climate that generates ideal training conditions year-round, the San Francisco Bay Area offers the Olympians of 2012 a competitive environment that is as comfortable as it is beautiful. In the international competition, the San Francisco Bay Area's weather will prove to be an unchallenged advantage for the USOC as the IOC continues to move in the direction of delivering what is *best for the athletes*.

For the athletes who will compete at the 2012 Olympic Games, this advantage could easily become a compelling international benefit, particularly compared to the sweltering summer temperatures anticipated in 2004 and 2008. The Bay Area's temperate summer climate produces ideal conditions for training and competition—a fact reflected in California's unrivaled Olympic heritage. The combination of warm afternoons and cool evenings is especially inviting for international athletes who don't like to sleep in air-conditioning, which will be provided—but unnecessary—in the Bay Area's Olympic Village. Equally important, with no statistical chance of rain, no competitions will be delayed, interrupted or postponed.

Emerging from these ideal conditions, Californians have captured more than 700 medals for the United States throughout Olympic history. At the Sydney Games, California's 45 medals would have placed sixth among all nations, between Germany and France. The Bay Area is clearly the engine behind the state's success—with 181 medals won by Stanford University students and alumni alone. That advantage will be crystallized for international guests who visit Stanford's Olympic Park, a stunning natural setting that sits at the heart of San Francisco 2012's *Ring of Gold*. Stanford features a microclimate that is, remarkably, the most pleasant area in one of the best climatic regions in the world. America's future Olympians and Paralympians—like the world's future athletes—will benefit immensely from the natural advantages of training and competing here, a point that will reinforce San Francisco 2012's position as the *best bid for the athlete* internationally.

"If I could choose one place on earth for the 2012 Olympic Games, I'd choose the San Francisco Bay Area. When it comes to providing the best conditions, the best environment, and the best plan for the athletes, San Francisco 2012 laps its competitors."

— Michael Johnson, 1992, 1996, 2000 five-time Gold Medalist

SF 2012
By The Numbers:

San Francisco summer heat index:	76*
Average daily high temperature July/Aug:	72°F (22 ° C)
Average mean humidity July/Aug:	72%
Statistical chance of rain during Games dates:	0
Mean sailing daily wind speed:	21 knots
Average number of thunderstorm days:	0

*Among lowest in world for middle latitudes



San Francisco's 2012 Olympic Bid has the distinction of being led by an Olympian, Anne Warner Cribbs (Rome 1960). Through her leadership, hundreds of Olympians have volunteered to work on the bid. Cribbs' devotion to the Olympic Movement—and her passion for what's best for the athletes of the future—has influenced the scope and detail of San Francisco's game plan.



San Francisco is ranked as one of the top five fittest cities in America by *Men's Fitness Magazine*. Leveraging the presence of its 400+ resident Olympians and Paralympians during the seven-year period of Games preparation, San Francisco will work with the USOC to promote the Olympic values of a healthier lifestyle.

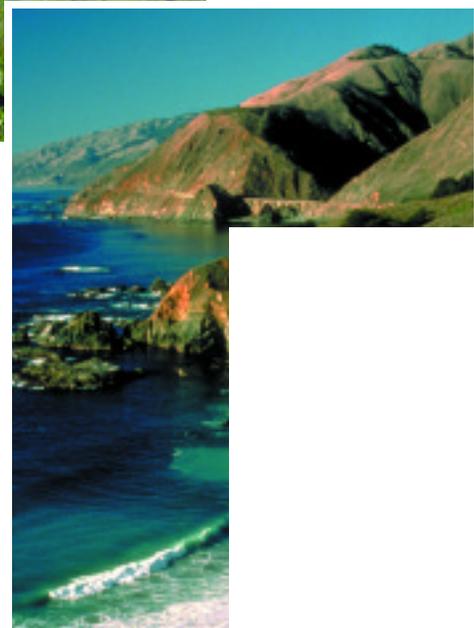
The Bridge to **NATURE**

The breathtaking landscape of Northern California will color the 2012 Olympic celebration with the power and grandeur of nature as never before. From Big Sur to Napa Valley, from the redwoods to the San Francisco Bay, the Games will enjoy a bridge to nature that strengthens the links between the Olympic Games and the environment we treasure.

By creating a bridge to nature, San Francisco plans to make the Games of 2012 one of the most memorable ever for their scenic beauty and their celebration of the natural wonders of our world. Home of five UNESCO-designated International Biosphere Reserves, two UNESCO World Heritage Sites and the Golden Gate National Recreational Area—the largest urban park in the world—the San Francisco Bay Area enjoys an extraordinarily high concentration of protected lands.

Reaching out to the most glorious natural environs the Bay Area can offer—some of the most spectacular scenery in the world—the 2012 team has placed mountain biking in the renowned vineyards of Napa—at Domaine Chandon where ICU World Cups are staged every year—and equine events in the coastal mecca of Monterey, one of the most culturally artistic communities found anywhere in the world, and also an ideal environment for equestrian events in terms of climate and footing for horses. With multiple events at the Olympic Park at Stanford University in Palo Alto—the intellectual capital of the global technology revolution—tennis at Mission College, volleyball/beach volleyball at the University of California at Berkeley, sailing on the San Francisco Bay, and rowing in the foothills of the Sierra Nevada in Sacramento, the game plan features a brilliant diversity of experiences. The selection of each venue is based on the primary standard of what is *best for the athletes* and the sport—with natural beauty an added benefit.

"The Bay Area is so beautiful, I hesitate to preach about heaven while I'm here." —Billy Graham, Evangelist



The landscape of Northern California is considered one of the most dramatic and breathtaking natural realms on the face of the earth. Its array of natural wonders includes forests of giant sequoias, Big Sur, the Monterey Peninsula, Yosemite Park, Lake Tahoe, the Sierra Nevadas and the beautiful valleys of Napa and Sonoma.

Big Sur—The Greatest Meeting of Land and Sea, as it is called—is only one of the many natural attractions that will offer Olympic athletes and spectators a fantastic array of memorable destinations before and after the Games.

SF 2012
By The Numbers:

UNESCO World Heritage Sites:	2
UNESCO International Biosphere Reserves:	5
Golden Gate National Recreational Area/acres:	75,398
Visitors to Yosemite National Park/yearly:	4 million
Visitors to Napa/Sonoma wine country/yearly:	4.7 million
Height of Bay Area's tallest redwood:	366 feet
Age of California's oldest sequoia:	4000 years

THE RING OF GOLD

Venue Plan

The *Ring of Gold* is the heart of San Francisco's plan to deliver the most outstanding Olympic Games in history. The *Ring of Gold* is a venue plan based on experience gathered in Olympic Games from Los Angeles to Sydney, combining the best characteristics of each of these benchmark events in Olympic history.

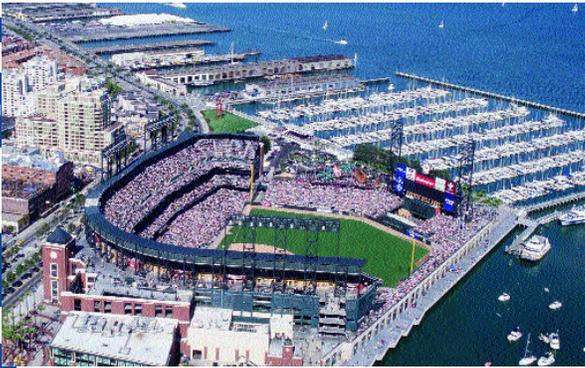
Using existing venues wherever possible mirrors the brilliant strategy of the 1984 Los Angeles Olympic Games. However, unlike LA84, *The Ring of Gold* venues are arrayed in clusters to create an Olympic scale that echoes Sydney's wonderful sense of pageantry, drama, magnitude and celebration. In contrast to Sydney, *The Ring of Gold* features four distinct clusters, rather than one massive cluster, to establish the right scale—large enough to create special Olympic excitement, but distributed geographically and therefore safer and more manageable for operations, security, and transportation. In this way, *The Ring of Gold* is a technical plan that anticipates the new directions of the IOC's Olympic Games Study Commission.

San Francisco 2012's *Ring of Gold* is composed of outstanding, existing venues, both collegiate and professional, selected by local Olympians and sports experts to provide the best competitive conditions for the athletes and capitalizing upon the region's proven record of staging world-class sports events. Detailed venue plans for each venue can be viewed at www.basoc2012.org.



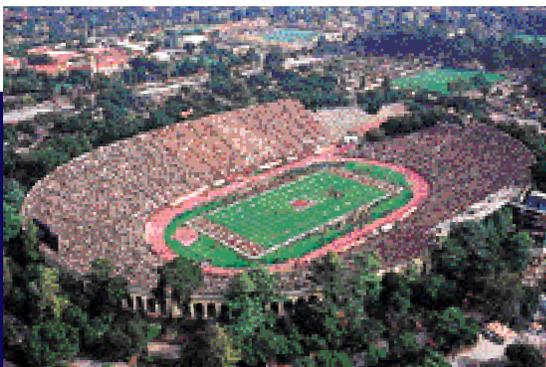
The four Venue Clusters in *The Ring of Gold* are the San Francisco Cluster, the Oakland-U.C. Berkeley Cluster, the San Jose-Santa Clara Cluster, and the Stanford Olympic Park Cluster.

VENUE SITES



Moscone Center North, San Francisco

Edwards Stadium, U.C. Berkeley



Stanford Stadium

Aquatic Park San Francisco

***The Ring of Gold* is based on several key principles:**

- Establish world-class venues to provide the "best possible conditions for athletes."
- Hold capital spending on venues to a minimum.
- Create an Olympic Park at Stanford that combines several outstanding sports and sports facilities in a world-class natural setting that will enhance the performances of athletes and the enjoyment of spectators.
- Create more excitement, magnitude, and pageantry by developing multiple Venue Clusters rather than a single, massive cluster.
- Integrate the beauty of the natural environment into *The Ring of Gold* wherever possible, to heighten the experience for participants, Olympic Family and spectators, as well as the worldwide television audience. Thus, *The Ring of Gold* will offer the most telegenic Olympic Games in history.
- Create a greater focus on each individual sport by creating multiple Venue Clusters, each within a major metropolitan area that will focus on and support the special group of sports in each cluster.
- Maximize spectator capacity for all sports so that great crowds support the athletes and so that more spectators are able to attend the Olympic Games (almost ten million seats available for spectators.)
- Minimize and disperse impacts of the Olympic Games by using distributed, multiple Venue Clusters to improve operations.
- Select venues that meet IOC requirements for proximity to the Olympic Village.
- Select venues so that the Paralympic Venue Plan is also crafted out of *The Ring of Gold*, utilizing the same Olympic Venues in every parallel situation, a principle of great importance to our Paralympians (with more than 40% of the venues within 10km of the Paralympic Village).
- Select venues that are adjacent to public transportation— all but two of the venues in *The Ring of Gold* are within easy walking distance of a mass transit station or light rail station (less than one-half mile). On any given day Olympic Family and spectators can attend multiple events within walking distance of one another.
- Follow California's leading environmental practices in developing all venues, particularly by using highly functional but relatively inexpensive temporary structures wherever appropriate.
- SF 2012 has secured Memoranda of Understanding for all venues presented in this plan. This agreement with licensing authority of each venue includes requirements for clean venues, use of Olympic sponsor products, and many other key considerations.
- Existing training sites meet or exceed the requirements for each of the sports on the Olympic Programme, located close to the Olympic Village, so that athletes can spend their time training rather than traveling.
 - More than 33% percent of the Training sites are within 10 kilometers (6.2 miles) of the Olympic Village (or sub-Village) and an additional 63% of the training sites are situated within 30 kilometers (18.6 miles) of the Olympic Village (or sub-Village).
- Official programme: As directed by the IOC, San Francisco 2012 has selected the last week of July and the first week of August for the 2012 Olympic Games, specifically July 27 through August 12, 2012. The period is ideal for hosting the Olympic Games in the San Francisco Bay Area. The weather conditions are excellent in late July and early August, with moderate temperature during the day, an abundance of sunshine, cooling breezes in the evening and virtually no chance of rain. See www.basoc2012.org for detailed daily schedules by sport.

The San Francisco Cluster

San Francisco, the world's favorite American city and one of the most spectacular natural settings in the world, will host 10 sports. Four sports (Fencing, Taekwondo, Table Tennis and Handball) will be staged at the Moscone



Convention Center, directly across the street from both the proposed IOC Hotel and the Main Press Center (MPC). Baseball, Football and Boxing are set in outstanding professional facilities, while Triathlon, Sailing, and Road Cycling will be staged against the backdrop of the San Francisco Bay. *The Olympic Way* along San Francisco's waterfront cements the experience for everyone, providing an Olympic celebration of unprecedented scope and appeal.

REPRESENTS EXISTING VENUES

	SPORT	VENUE	CAPACITY	STATUS
	Cycling-Road	San Francisco-Marina Green	10,000	Existing
	<p>A course whose majestic beauty and renowned landmarks will dazzle the world while the terrain will challenge the competitors and heighten the drama of the race—this is the promise of the road course for the SF 2012 Olympic Games. Designed by race management experts, the course begins with the beautiful and spacious Marina Green on the Bay, continues out to the Golden Gate Bridge, weaves its way through the gorgeous San Francisco Presidio and back</p>			<p>through the hills of the City by the Bay, winding its way up the incredible Lombard Street, over Nob Hill with its views of Alcatraz, and then roars back down to the Bay for the next loop. This course offers variety and fair challenges while creating opportunities for riders to test their mettle and make their breakaway attempts. Road Cycling races are already drawing hundreds of thousands of cheering enthusiasts along the streets of San Francisco.</p>
	<p>"I love the way this course challenges riders. The hills are great for attacking. It's grueling, which is why I'll keep coming back." -Lance Armstrong, Olympian and 4-time Tour de France winner</p>			
	Triathlon	Aquatic Park, San Francisco	10,000	Existing
	<p>SF 2012 has developed an extraordinary Triathlon course under the guidance of the creator of the Escape from Alcatraz Triathlon, beginning with the swim in the waters of San Francisco's Aquatic Park. An existing amphitheater provides for thousands of spectators to enjoy the competition with the Golden Gate Bridge and Alcatraz Island in the background. San Francisco's famed Maritime Museum offers a unique opportunity for the Olympic Family to gather and enjoy the competition as well. The start/finish line for the bike course and the running course is set in front of the world-famous Ghirardelli Square. The bike course leads</p>			<p>through the Marina Green toward the Golden Gate Bridge to the Golden Gate National Recreation Area and the San Francisco Presidio before turning back through San Francisco's famed hills. The running course moves in the opposite direction past the renowned Fisherman's Wharf and Pier 39, along the Embarcadero. Hundreds of thousands of spectators can gather along this spectacular course, while the venue itself will hold 10,000 spectators. For broadcast, the course offers some of the most extraordinary scenery in the world.</p>
	<p>"The Triathlon Venue at San Francisco will be the most spectacular event in the short history of the sport in the Olympics. Swimming in the San Francisco Bay, biking in the Marina District with its views of the Golden Gate Bridge and the hills, and running along the Embarcadero and through Fisherman's Wharf will be breathtaking for both the triathletes and the thousands of spectators that will be able to view the event." -Terry Davis, President of Tri-California Events, Inc. Race Director of the Wildflower Triathlons and Escape From Alcatraz Triathlon</p>			



SPORT	VENUE	CAPACITY	STATUS
Sailing	Treasure Island Sailing Center, San Francisco	3,000	Existing
<p>Just as USA Sailing selected the San Francisco Bay to host the 2000 Olympic Trials, SF 2012 is proud to designate this outstanding sailing area as the site for Sailing in the 2012 Olympic Games. The Treasure Island Sailing Center is famous for its facilities and youth training program,utilizing the existing infrastructure very effectively.</p> <p>The most important factor is the San Francisco Bay itself, with world-class sailing conditions and opportunities</p>		<p>abounding for spectators (given the vast fleet of tour boats operating on the Bay and the parkland viewing areas along the shores of the island).With incomparable scenic beauty from the Golden Gate to the Bay Bridge and Alcatraz and Angel Island in between, the San Francisco Bay can provide in 2012 for the most spectacular Sailing competition ever staged for the Olympic Games.</p>	
<p>"Summer in San Francisco is unique and the sailing from Treasure Island gets you to the race course in a very short period of time - no one else can offer that.The history of sailors from San Francisco and the support it gets is second to none. All in all,sailing in San Francisco is the best in the world, because wind conditions are ideal everyday during the summer!!!"</p> <p><i>-Russ Silvestri, 1988 & 2000 Olympian,Sailing</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Fencing	Moscone Convention Center–North	7,000	Existing
<p>Fencing for the 2012 Olympic Games will be staged in the award-winning Moscone Convention Center. Situated in the heart of San Francisco and one block from the proposed IOC Hotel,this venue will provide superior facilities for the athletes and a spectacular amphitheater-style seating plan developed to serve 6,000 spectators for the final competi-</p>		<p>tion.By staging both the preliminaries and finals in Moscone Center, the athlete areas can easily traverse between the venues, which are set in separate halls. Spectators will be able to move easily from sessions in the preliminary venue to the finals.</p>	
<p>"The international fencing community will love to come to the heart of San Francisco in Moscone Center. The San Francisco 2012 commitment to a high-tech fencing production featuring instant super slow-motion replay will showcase this super high-speed sport and set the standard for the future. The fencing production at the San Francisco 2012 Olympic Games will allow the crowds to watch, understand and appreciate the action and tactics of this sport that will inspire the athletes to peak performance. As a three-time Olympian,I can clearly say there is no better place on this earth than the San Francisco Bay Area to host the 2012 Olympic Games."</p> <p><i>Greg Massialas, 1980,1984 & 1988 Olympian, Fencing</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Handball-Primary	Moscone Convention Center–West	8,000	Existing
Handball-Secondary	Oakland Coliseum Arena	20,000	Existing
<p>Handball semi-finals and finals will be staged in the newly renovated,Oakland Coliseum Arena,featuring 20,000 seats. This professional arena will showcase the speed and excitement of handball,while providing full facilities and amenities for athletes, Olympic Family and media.</p> <p>The preliminaries for the Handball competition will take</p>		<p>place at the new Moscone West Convention Center in San Francisco, one block from the IOC Hotel.A dramatic yet intimate venue has been especially designed for this competition,including seating for 8,000 in a customized bowl configuration.Ample space is also provided in Moscone West for warm-up and training facilities, as well as for media and Olympic Family.</p>	
<p>"The atmosphere in the San Francisco Bay Area is perfect for this sport that is gaining recognition in the U.S. The San Francisco Bay Area is the best place to host the 2012 Olympic Games because it has a wonderful European feel to it. San Francisco has been known to be a fun city for Europeans due to its sights, diversity and the abundance of activities."</p> <p><i>-Tugomir Busco, Olympian and International Handball Official</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Taekwondo	Moscone Convention Center–West	8,000	Existing
<p>An intimate yet high-capacity venue will showcase the drama and excitement of Taekwondo. SF 2012 has selected the new Moscone West Convention Center and designed a "bowl" arena with outstanding seating capacity to create atmosphere for the competition. SF 2012 has also custom-</p>		<p>designed individual cabins for the athletes' use, approximately 150 square feet each, which surround training mats and adjoin the saunas, physiotherapy and lounge facilities. With these specially prepared facilities, the athletes will have ideal conditions to concentrate, train or relax.</p>	
<p>"Moscone Center is the perfect location for Taekwondo because it is built with state of the art technology. The location of the venue provides easy access to downtown attractions, within walking distance and public transportation. From the beginning, SF 2012 has shown the attention to our sport to ensure that this venue would have unprecedented facilities for our athletes."</p> <p><i>-Jerome Reitenbach, Vice President/Delegate, 1988,1992,2000, U.S. Taekwondo Union</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Table Tennis	Moscone Convention Center–West	8,000	Existing
<p>SF 2012 has developed an innovative "stadium-court" concept to enhance the Table Tennis competition for the 2012 Olympic Games. In addition to the customary four competition courts, an 8,000-seat enclosed seating bowl will show-</p>		<p>case a single center court. This outstanding venue, which includes full support facilities for athletes, media, and Olympic Family, is located in the heart of the Host City, one block from the IOC Hotel and the Main Press Center.</p>	
<p>"The new wing of the Moscone Center is an excellent venue for the Table Tennis competition. The venue will be a first of its kind for Olympic Table Tennis. It puts the spectators as close to the athletes as the guidelines allow as well as creating a "stadium" surround effect that motivates the athletes because of the close proximity of the fans on all four sides of the court. The mild weather in San Francisco will keep the air conditioning units at a low level - this is ideal since strong breezes from air conditioning units affect the play of the ball. I have met many of the top players and coaches in the world and there is no doubt that the Bay Area is the top place in the United States they would want to compete in and visit."</p> <p><i>-Dennis Davis, Former USATT National Coaching Chairman</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Baseball-Primary	Pacific Bell Park	41,000	Existing
<p>The opening of Pacific Bell Park in San Francisco took the baseball world by storm, dazzling spectators and drawing superlatives from writers around the country. Playing to sold-out crowds for every game, the home of the San Francisco Giants offers perhaps the most stunning, breath-taking views in all of professional sports—the Bay Bridge and San Francisco Bay—in a stadium that combines ultra-</p>		<p>modern amenities with a nostalgic design and atmosphere. To capture the thrills and excitement of Olympic Baseball preliminaries and finals, while providing the athletes with a world-class venue in which to compete, Pacific Bell Park offers the ideal setting. Pacific Bell Park is located five minutes from the IOC Hotel near the heart of downtown San Francisco.</p>	
<p>"I cannot think of a better place to host an Olympic Games than San Francisco."</p> <p><i>-Willie Mays, San Francisco Giants Hall of Fame Outfielder</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Boxing	Cow Palace	14,200	Existing
<p>San Francisco's Cow Palace has played host to generations of boxing events. It still possesses an allure and a boxing history that only the classic venues can offer, attracting fans from around the globe to enjoy Olympic Boxing. Of equal importance, the Cow Palace provides vast support facilities in which to create an ideal environment for the</p>		<p>Olympic boxers. With ample training facilities and custom-designed individual athlete cabins surrounding the saunas and weigh-in area, each athlete will have a private space in which to prepare for their match. It is fitting that a venue so rich in history should play a role in setting new standards for Olympic Boxing competition.</p>	
<p>"The Cow Palace is the ideal boxing venue. It has great sight lines, large facilities with plenty of space for equipment, and it is a boxing hot bed."</p> <p>-Candelario Lopez, United States Boxing Assistant Coach, 2000</p>			

The Oakland - U.C. Berkeley Venue Cluster

The East Bay is a dynamic and diverse community, nestled between the Bay and the coastal foothills. Oakland, an emerging urban center and world-class arts and entertainment center, is drawing more and more leading



corporations to headquarter there. With two state-of-the-art professional facilities, Oakland will host both Basketball and Football competitions. The magnificent University of California at Berkeley campus will play host to both the Indoor Volleyball and the Beach Volleyball competitions, as well as preliminary Football competitions.



SPORT	VENUE	CAPACITY	STATUS
Volleyball-Beach	Edwards Stadium-U.C. Berkeley	15,000	Existing
<p>Beach Volleyball will be featured at the renowned Edwards Stadium, site of many great competitions, including the 1952 Olympic Trials. The field will be transformed into a beach site with two competition courts and training courts. Using existing grandstands with added temporary seating,</p>		<p>SF 2012 has created a unique, intimate and exciting venue that will be ideal for the athletes, the Olympic Family and spectators. Volleyball enthusiasts and spectators will be able to enjoy both disciplines in venues only a short, five-minute walk apart.</p>	
<p>"The selection of Haas Pavilion and Edwards Stadium to host the 2012 Olympic Volleyball and Beach Volleyball competitions will provide a central location for spectators to enjoy the world's best athletes performing against the historical backdrop of the University of California at Berkeley. The strength of the volleyball community in the San Francisco Bay Area will provide a very solid fan base. The tradition of the venues, their presence on the campus and the Bay Area connection to superb Olympic volleyball talent will provide a unique setting for the Olympics."</p> <p>-Christopher St. John "Sinjin" Smith, 1980 Olympian, Indoor Volleyball; 1996 Olympian, Beach Volleyball, President FIVB Beach Volleyball World Council</p>			



SPORT	VENUE	CAPACITY	STATUS
Volleyball-Primary	Haas Pavilion U.C. Berkeley	12,200	Existing
Volleyball-Secondary	Recreation Center, U.C. Berkeley	8,000	Existing

Haas Pavilion, the site of Indoor Volleyball, has just completed an extensive renovation that expanded its capacity to 12,200 seats and provided for new team facilities, new club facilities that will offer the Olympic Family an outstanding lounge, and many other amenities for the media and spectators. However, despite its increased capacity, Haas Pavilion

remains an intimate-feeling facility that engenders a brilliant atmosphere for athletes and spectators. The Haas Pavilion is supported by the adjacent Student Recreation Center, which will serve as the secondary venue for indoor Volleyball with a temporary seating capacity of 8,000 seats, and will provide warm-up courts for the competition.

"When I was first asked where the best venue would be for the volleyball competition, my immediate reply was 'Haas Pavilion.' The size is ideal, the proximity of the fans to the competition court is great and the support facilities (practice area, medical and dressing facilities) are capable of handling an event of this nature. I was a volunteer at the '84 Games in L.A. and I truly believe San Francisco would be a great choice by the IOC."

Don Shaw, Stanford Women's Volleyball Head Coach, 1980 - 2000



SPORT	VENUE	CAPACITY	STATUS
Football-Main Stadium	Network Associates Coliseum	70,000	Existing

The explosion in attendance at Football matches in the United States began at Stanford Stadium in 1984 when a then-record crowd of over 86,000 spectators attended the USA vs. Costa Rica match to open the 1984 Olympic Games. California is a hotbed of Football, and SF 2012 has designated six facilities, all within the state, for the tournament in 2012.

The Network Associates Coliseum in Oakland home to the Oakland Raiders and Oakland Athletics, will host both the Finals and several preliminary matches.

In addition to the Coliseum, Football matches will be played in Candlestick Park in San Francisco, Memorial Stadium at the University of California, Berkeley, the Rose Bowl in Pasadena, Qualcomm Park in San Diego, and the Los Angeles Coliseum. With six stadiums, all proven successful in staging Football matches, the Football Tournament for the 2012 Olympic Games will establish new standards for the event.

SF 2012 would also welcome the opportunity to include venues in the finalist cities in the U.S. Candidate City competition.

SPORT	VENUE	CAPACITY	STATUS
Football-Regional 1	Candlestick Park	65,000	Existing
Football-Regional 2	Memorial Stadium, U.C. Berkeley	75,000	Existing
Football-Regional 3	Rose Bowl, Pasadena	90,000	Existing
Football-Regional 4	Los Angeles Coliseum	80,000	Existing
Football Regional 5	Qualcomm Stadium	70,500	Existing

"I can still remember the incredible excitement of the 1984 Olympic Games soccer competition at Stanford Stadium. Little did I know then that only fifteen years later I would be returning as an Olympic gold-medallist with my U.S. teammates to play in the groundbreaking 1999 World Cup Competition. At both competitions, as well as for the 1994 men's World Cup, the Bay Area embraced the soccer competition with sell-out crowds and frenzied fans. The vast mix of cultures and ethnic groups that make up the Bay Area, with so many residents growing up worshipping soccer as their national sport, and its sports-minded culture make huge crowds customary for both amateur and professional athletic events."

-Brandi Chastain, 1996 & 2000 Olympian, Football



SPORT	VENUE	CAPACITY	STATUS
Weightlifting	Kaiser Auditorium	6,000	Existing
<p>The theater-like shape of Oakland's Kaiser Auditorium provides ideal seating for 6,000 spectators for the Weightlifting competition in the 2012 Olympic Games. While Kaiser has been extensively renovated and modernized, it still possesses the style of a bygone era in public assembly architecture. Bounded on one side by the beauty of Lake Merritt and on the other by the Oakland Museum, Kaiser</p>		<p>Auditorium will provide a setting equal to the energy and excitement of Olympic Weightlifting. Custom designed, individual cabins will surround the training facilities to create an ideal environment as the athletes prepare to lift. The Olympic Family and the media will enjoy the use of ball-rooms built in a time when beauty was as important as functionality.</p>	
<p>"Kaiser Auditorium is a perfect place for weightlifting competition. The facilities are great for the athletes and the crowd will really be able to get into it with the theater-style venue."</p> <p><i>-James "Butch" Curry, President, Pacific Weightlifting Association</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Basketball-Primary	Oakland Coliseum Arena	20,000	Existing
<p>As the site of the 2000 NBA All-Star Game and the home of the Golden State Warriors professional basketball team, the Oakland Coliseum Arena ensures a first-class venue for both preliminary and final basketball competitions. The Arena was completely renovated in 1998 to significantly upgrade its athlete, media, club and spectator facilities.</p>		<p>New locker rooms, a new VIP lounge at court level, and new club facilities that will serve as media sub-center and lounge represent only some of the major improvements. The Arena shares its complex with the Network Associates Coliseum, which will host Football competition.</p>	
<p>"I feel that the Arena in Oakland would be a wonderful venue for the 2012 Olympic Games. Having played in dozens of NBA facilities, as well as two previous Olympic Games, it is obvious to me that everything about the facility -- from the locker rooms to the lighting on the court -- is first rate."</p> <p><i>-Chris Mullin, Olympian 1984 & 1992, Basketball</i></p>			

The **Ring of Gold** emerges as an ideal set of venues for Olympic competitions. The **Ring of Gold** offers venues that are incredibly exciting, spectacularly beautiful, eminently functional, and fiscally responsible—the best of Sydney and Los Angeles in one package. With this plan, we feature extraordinary Olympic celebration in each cluster, but at the right human and economic scale.

San Jose-Santa Clara Cluster



Silicon Valley, with San Jose and Santa Clara at its heart, has transformed the world through the technology revolution and will provide a world-class setting for this tremendous cluster of sports. With Gymnastics, Judo, Wrestling, Tennis, Track Cycling, Hockey, Baseball, Basketball, Shooting and Water Polo, all centered around *The Olympic Way* celebration in San Jose's Plaza de Cesar Chavez, this cluster will provide an extraordinary setting for athletes, Olympic Family and spectators.

	SPORT	VENUE	CAPACITY	STATUS
<p>The San Francisco Bay Area has needed a major tennis center for many years, and many players and officials have dreamed that one might be built some day. Leading that drive, former tennis greats Rosie Casals and Barry MacKay have developed a public/private partnership involving Mission College and a coalition of financial contributors. Working with HOK Sport, they have designed a facility by tennis players for tennis players. The design includes close-in seating at center court unlike any other tennis stadium. Two additional showcase courts will seat 5,000 and 3,000, as well as 10 other competition courts. From expansive changing rooms with private lounges and treatment rooms, to administrative offices and athletes' dining area, every detail combines to create an ideal environment for the athletes. The center will also feature permanent offices for the Northern California Tennis Association (member of the USTA) and its tennis program.</p>	Tennis	Mission College, Santa Clara	15,000	New Construction
<p>"I've played in most major arenas, Wimbledon, Roland Garros, U.S. Open, Madison Square Garden to name a few. We've taken the best of all the Grand Slams and new tennis centers like Indian Wells, Miami and Charleston and input state of the art technology and design, while maintaining the all-important sense of atmosphere and intimacy that connect the players to the crowds. Our design will give the players, the media and the tens of thousands of tennis fans the best there is in a tennis facility."</p> <p><i>-Rosie Casals, Five-Time Wimbledon Champion</i></p>				
	SPORT	VENUE	CAPACITY	STATUS
<p>The Cycling Track venue is set in a parklands area in the City of Santa Clara, only 8 kilometers from the Olympic Village at Moffett Field. The venue will include a fabric-structure roof to improve competition conditions. Ralph Schuermann Architects of Germany, third-generation velodrome designers with more than 100 indoor and outdoor velodrome facilities including Olympic tracks in Mexico City, Munich, Barcelona, and Seoul, will design the track. Because the Northern California/Nevada district has more licensed bike racers than any other district in the U.S., with approximately 3000 licensed road and track racers, the Velodrome will provide an immediate legacy of tremendous value to the local and national cycling community.</p>	Cycling-Track	Santa Clara	6,000	New Construction
<p>"With a superb climate and state-of-the-art track, this Velodrome will set the stage for an incredible cycling competition. As a legacy facility, it will build a great future for our sport in one of the world's greatest cycling communities."</p> <p><i>-Eric Heiden, 1976 & 1980 Olympian</i></p>				



SPORT	VENUE	CAPACITY	STATUS
Judo	San Jose Convention Center	13,000	Existing
<p>Because Judo is so popular and has such strong infrastructure in San Jose, the Convention Center will provide a fitting venue for the competition. The plans include the largest seating ever for Judo, a 13,000-seat venue in an enclosed bowl to promote a sense of intimacy and excitement. Athletes will enjoy custom-designed individual cabins, situated around warm-up tatamis and other training facilities.</p> <p>These superb conditions will assist the athletes in achieving maximum preparation for their bouts. At the heart of Silicon Valley, the Olympic Family members and spectators will enjoy excellent facilities, adjacent to Plaza de Cesar Chavez, an <i>Olympic Way</i> Festival to ensure that their experience will be totally memorable.</p>			
<p>"The San Francisco Bay Area 2012 Bid has had the athletes foremost in their mind from the beginning of this process. With the beauty and amenities that the Bay Area has to offer, no other city can come close to creating the wonderful Olympic memories for athletes and spectators. I have experienced the Olympic Games many times since coaching the Olympic Judo Team in 1964, and I look forward to seeing yet another great Olympics when they come to San Francisco in 2012."</p> <p>- <i>Yosh Uchida</i>, President Emeritus, USA Judo, Olympic Judo Coach 1964</p>			



SPORT	VENUE	CAPACITY	STATUS
Water Polo-Primary	George Haines International, Santa Clara	7,000	New Construction
Water Polo-Secondary	George Haines International, Santa Clara	6,000	Existing
<p>The Water Polo competition will be held at the George Haines International Swim Center, using a new facility that the City of Santa Clara is developing independently of the SF 2012 bid. The pools will be designed to FINA's strictest specifications to create the best competition conditions possible. The existing pools at the George Haines International Swim Center will serve as secondary competition pools and warm-up facilities. The support facilities at GHISC are also undergoing renovation to provide new locker rooms and training areas, new offices, and new rooms for officials. Olympic Family facilities, timing/scoring/results and space for the Water Polo Technical Committee will be provided in the existing recreational building next to the pool. The tradition of excellence established at the George Haines Swim Center, and by the man for whom it was named, will be carried forward to a new standard for the Olympic Games in 2012.</p>			
<p>"The George Haines International Swim Center (named for the coach selected by the International Swimming Hall of Fame as the outstanding swim coach of the 20th Century) is entirely appropriate as the area is a hub for water polo activities in this area. The amount of water polo activity in the area affords a built-in spectator base for the event, assuring a sellout for all competitions. The weather will be ideal for both the athletes and the spectators. The venue will also continue the legacy for aquatic sports."</p> <p>- <i>Andy Burke</i>, 1964 Olympian, Water Polo</p>			
<p>"The San Francisco Bay Area public rallies around Water Polo like no other community. Both the men's and women's Olympic teams are heavily reliant on Bay Area athletes who have grown up in our athletics-minded community, with its abundance of aquatic facilities and the ability to train year-around under the ever-present California sunshine. You have the potential at George Haines International for the greatest Olympic Water Polo spectacle in history."</p> <p>- <i>Maureen O'Toole</i>, Olympian Water Polo, 2000</p>			

	SPORT	VENUE	CAPACITY	STATUS
	Shooting	Santa Clara County Shooting Center	7,500	New Construction
<p>To design a new center that would provide a lasting legacy for Shooting in America, SF 2012 assembled a team of experts from previous Olympic Games. The resulting venue can meet the needs of both the Olympic Games and world championship competition, but will also serve the local community for training and recreation. The San Jose Shooting Center will be established on a site with existing</p>		<p>ranges at the Santa Clara County Sheriff's Shooting Facilities. The Finals Hall will extend from the 50m Range and provide seating for 2,500, while the Finals Range for Skeet and Trap will provide seating for 5,000. Space for all the necessary technical facilities, meeting rooms, and offices is provided, and a club house/restaurant area will serve as the Olympic Family Lounge.</p>		
<p>"The San Jose shooting venue will be a world-class venue, designed to meet all the needs of the Olympic Games but also World Championship competitions. It will leave an invaluable legacy for the sport. The weather is fantastic for the athlete."</p> <p><i>-Rod Jenniahan, USA Shooting, Official, Atlanta 1996 Olympic Games</i></p>				
	SPORT	VENUE	CAPACITY	STATUS
	Hockey-Primary Hockey-Secondary	Spartan Stadium 1 Spartan Stadium 2	27,000 5,000	Existing Existing, temporary construction
<p>Spartan Stadium at San Jose State University will provide a world-class venue for Hockey in 2012. Spartan, which seats approximately 27,000 spectators, has proven itself in nearly 100 international sporting events, including the FIFA Women's World Cup in 1999. For the Hockey competition, the field of play will be selected by the FIH. In addition, a</p>		<p>5000-seat stadium will be established at the Bud Winter Field, immediately adjacent to Spartan Stadium. With its experience in hosting international events, Spartan Stadium already has facilities in place for all constituencies, from officials to media and Olympic Family.</p>		
<p>"San Jose is a hot area for field hockey. It has a strong high school league and a number of club players and great support in the international communities in the Bay Area."</p> <p><i>-Shellie Onstead, Head Coach, University of California, Berkeley</i></p>				
	SPORT	VENUE	CAPACITY	STATUS
	Baseball-Secondary	Buck Shaw Stadium, Santa Clara University	10,000	Existing
<p>Preliminary Baseball will be played at Buck Shaw Stadium at Santa Clara University, within 14 kilometers of the Olympic Village. Buck Shaw serves as an intercollegiate baseball facility with a permanent seating capacity of 6,000 seats.</p>		<p>An additional 4,000 temporary seats will be added to bring the venue capacity to 10,000. Buck Shaw is adjacent to the Leavey Center, site of the preliminary basketball venue.</p>		
	SPORT	VENUE	CAPACITY	STATUS
	Basketball-Secondary	Leavey Center, Santa Clara University	5,000	Existing
<p>Leavey Center at Santa Clara University has just completed an extensive renovation that expanded its capacity to 5,000 seats and provided for new team facilities, new club facilities, luxury suites, and many other amenities for the media</p>		<p>and spectators. Both the men's and women's preliminary basketball tournaments can look forward to outstanding competitions in this excellent arena.</p>		



SPORT	VENUE	CAPACITY	STATUS
Wrestling-Freestyle	San Jose Convention Center	13,000	Existing
Wrestling-Greco-Roman	San Jose Convention Center	13,000	Existing

The great tradition of Olympic Wrestling in the United States deserves a major venue to enable more spectators to attend the competition than ever before. The 13,000-seat venue in the San Jose Convention Center, an enclosed bowl to promote a sense of intimacy and intensity, will create an unprecedented atmosphere for the Wrestling competition.

The athletes will enjoy a superb environment that includes custom-designed individual cabins situated around the saunas and the weigh-in area, adjacent to the training mats—optimum conditions in which to prepare for their matches.

"California, with 15,000 USA Wrestling members, is the largest 'wrestling' state in the union and the largest membership in the world of wrestling participants and volunteers. The awarding of the bid would make the bond with the Bay Area and wrestling even stronger and build stronger community support for this wonderful sport for decades to come. The volunteers would rally to make a success a given." -Duane Morgan, 2nd Vice President of USA Wrestling



SPORT	VENUE	CAPACITY	STATUS
Gymnastics-Artistic	Hewlett Packard Pavilion at San Jose	17,000	Existing
Gymnastics-Rhythmic	Hewlett Packard Pavilion at San Jose	17,000	Existing
Gymnastics-Trampoline	Hewlett Packard Pavilion at San Jose	17,000	Existing

From its soaring entry foyer to its changing rooms, from its lounges and restaurants to its luxury suites, the Hewlett Packard Pavilion at San Jose shows pride and excellence in every detail, qualities that make it a perfect choice to host the Gymnastics competitions. Home to the San Jose Sharks NHL hockey team, its competition area is ideally suited for the podium and corral, and the athletes will enjoy modern changing rooms and lounges, while the Olympic Family and media will have spacious facilities for their requirements. SF 2012 has designed a temporary warm-up hall adjoining the arena, featuring hard walls, conditioned space, a 40-foot ceiling height, and approximately 20,000 square feet for the various apparatuses. The Gymnastics competition, which engenders such enthusiastic and passionate support, will be properly showcased in this beautiful facility in 2012.

"The gymnastics community, working closely with SF 2012, will make this the most outstanding Olympic Games for gymnastics that history has ever seen."
-Dave Peterson, Northern California Gymnastics Association

"On a strictly gymnastics level, the San Jose Arena will provide ideal facilities for the Olympians of 2012. With almost unlimited ceiling height, modern and spacious locker rooms to be used for preparation, and spectator seating to welcome almost 20,000 gymnastics fans from around the world, San Francisco 2012 will provide perfect training and competition conditions for what is always a highlight of the Olympic programme."
-Kerri Strug, 1992 & 1996 Olympian, Gymnastics

Stanford University Venue Cluster

The Olympic Park at Stanford University—one of America’s greatest sports centers—is set in one of the most scenic and splendid natural parkland environments in the world, a perfect focal point for the Games. With Athletics, Swimming, Badminton, Softball, Archery, Modern Pentathlon, and Opening and Closing Ceremonies at Stanford, supported by a Spectator Expo and an Olympic Sponsor Village, this venue will set the tone for an outstanding Olympic Games. The natural beauty of the Olympic Park is enhanced by superb sports facilities and weather conditions that have been called "an extraordinary micro-climate in the midst of one of the best climates in the world." A Media Village and a Judge’s Village are also located at Stanford.



	SPORT	VENUE	CAPACITY	STATUS
	<p>Swimming, Synchronized Swimming and Diving</p> <p>The Swimming, Diving and Synchronized Swimming events will create a truly dynamic and vibrant center for the Games at the Olympic Park at Stanford. The existing, world-class Avery Swim Center will be expanded with a temporary 15,000-seat competition "arena." The resulting venue will feature:</p> <ul style="list-style-type: none"> • State-of-the-art pool, meeting highest FINA standards and diving well with platforms for all events • A minimum of 15,000 seats with seatbacks 	<p>Stanford</p> <ul style="list-style-type: none"> • Fully covered, using state-of-the-art fabric structure roof • Two world-class 50m pools for warm-up at Avery • One 40m pool for warm-up at Avery • A full diving facility for training and warm-up at Avery <p>This venue will also provide a dramatic backdrop to an extraordinary competition facility, and the pool will be relocated following the Games to create a lasting legacy in San Francisco.</p>	<p>15,000</p>	<p>Temporary Construction</p>
<p>"From Claudia Kolb to Mark Spitz, Matt Biondi to Jenny Thompson, many of the United States' most decorated Olympians have honed their skills while training in the Bay Area. From the unmatched traditions of George Haines and the Santa Clara Swim Club to the always national-caliber programs at Cal and Stanford, the Bay Area has produced more swimming champions than any other location in the world. The perfect climate, abundance of training facilities, and the energy and motivation pervasive throughout this region combine to provide the best competitive conditions for athletes to achieve peak performance. San Francisco 2012 will provide swimming conditions unmatched at any Olympic Games."</p> <p><i>—Richard Quick, USA Olympic Swimming Head Coach, 1988, 1996 & 2000</i></p>				

	SPORT	VENUE	CAPACITY	STATUS
	<p>Archery</p> <p>The Archery Venue at Stanford University provides an excellent location, close to the Olympic Village, within easy walking distance of the Olympic Stadium and Swimming Center, as well as within easy walking distance from CalTrain. The</p>	<p>Stanford West Campus Field</p> <p>beautiful site offers calm breezes and beautiful surroundings, with facilities designed to create ideal conditions for the competition.</p>	<p>8,000</p>	<p>Existing</p>



SPORT	VENUE	CAPACITY	STATUS
Badminton	Maples Pavilion-Stanford University	7,000	Existing
<p>Badminton is a complex sport with demanding conditions-- conditions available at Maples Pavilion on the campus of Stanford University. Maples Pavilion features the necessary ceiling height, and air-handling equipment that can be turned off so as not to disturb the flight of the shuttlecock, yet because of its below-grade design, Maples will still maintain comfortable temperatures, even in the summer. And, as anyone who has ever attended a collegiate basketball game in Maples will tell you, its intimate seating for 7,000 spectators creates one of the most electrifying atmospheres in the nation. Finally, Maples Pavilion offers excellent support facilities in the immediately adjacent Arrillaga Family Sports Center, including warm-up courts, athletes' facilities, media facilities and Olympic Family Lounge.</p> <p>"The superior suspension floor will minimize injuries and reduce fatigue for the athletes. The excellent air handling eliminates the movement of air, a very critical problem for badminton. The close proximity of practice/warm-up courts to the competition courts is another advantage, and Maples is an excellent arena from a spectator's standpoint."</p> <p><i>-Bill Pickthorn, Badminton Coach, Stanford University; Sport Manager, Atlanta 1996</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Softball-Primary	Sunken Diamond, Stanford	10,000	Existing
Softball-Secondary	Stanford Softball Field	2,500	Existing
<p>The Softball competition will be staged in Stanford University's Sunken Diamond, home to Stanford's baseball team, a regular venue for NCAA Regional Championships. Sunken Diamond offers a fabulous setting and an exhilarating atmosphere, easily modified for softball with additional seating so that 10,000 spectators can enjoy the competition. The existing Stanford Softball facilities will provide a second competition venue and a practice field.</p>			



SPORT	VENUE	CAPACITY	STATUS
Modern Pentathlon	Sunken Diamond, Maples Pavilion, Olympic Swimming Complex	10,000	Existing
<p>Modern Pentathlon will be staged in an ideal situation for athletes, officials, media and spectators, all in the midst of the Olympic Park at Stanford University. The 2002 World Championships at Stanford received rave reviews from athletes and coaches because of the excellent facilities in such close proximity to one another. The Fencing and Shooting competitions will be staged in Maples Pavilion, with the Swimming competition in the Olympic pool, and the Riding and Running competitions in Sunken Diamond. The sport invented by Baron Pierre de Coubertin to tie the ancient Games to the modern Games will have a fitting home in the 2012 Olympic Games in San Francisco.</p> <p>"Stanford offered the best visuals of any Modern Pentathlon competition ever held."</p> <p><i>-John Helmick, Vice President, Union Internationale de Pentathlon Moderne</i></p> <p>"We held our Senior World Championships at Stanford University from 15-22 July, 2002. A very successful competition, a particular bonus for us was the consistency of perfect weather enjoyed by participants and spectators alike. Every day we had clear skies, warm temperatures without any humidity and no rain. The athletes could not have asked for better conditions. Knowing in advance that the weather was going to be consistently good gave the athletes one less thing to worry about and they could concentrate on giving the best performances they could."</p> <p><i>-Joel Bouzou, UIPM Secretary General</i></p>			



SPORT	VENUE	CAPACITY	STATUS
Athletics Opening and Closing Ceremonies	Stanford Stadium	100,000	Existing, Renovation

An Olympic Stadium must inspire greatness. It must lift athletes and spectators alike and fill them with energy. As the stage upon which the Opening and Closing Ceremonies will entertain the world, it must also provide a dramatic, breathtaking, wonderful setting. But form is not enough—an Olympic Stadium must also function flawlessly. It must provide state-of-the-art facilities for athletes, media, officials, dignitaries, ceremonies staff and performers, Olympic staff and volunteers, and it must provide great sightlines, comfort, and convenience for all its guests. Finally, an Olympic Stadium should leave a legacy for Athletics, a venue for World Championships and other great meets in years to come.

Such a stadium, one that can deliver both Olympian form and function and leave a legacy, will host the Athletics competition at Stanford in 2012. Designed to the highest standards by the world's foremost sports architects to blend the classic lines of the university campus with the excitement of stunning modern geometries, the Olympic Stadium will create an exhilarating, vibrant atmosphere. Against a truly magnificent visual backdrop, surrounded by groves of

eucalyptus, oak, and palm, with rolling foothills and the San Francisco Bay in view, this Olympic Stadium will evoke emotion and awe.

Bathed in the ideal weather conditions of the San Francisco Peninsula in summer, the Olympic Stadium will present the athletes with perfect conditions and the right facilities in the right configuration for Athletics and Ceremonies. The plans have been prepared by a foremost expert on Olympic Stadium design and endorsed by Olympian, Michael Johnson. SF 2012 will work with the IAAF and USA Track and Field to ensure that all of the competition facilities meet the highest international standards. Angell Field, which hosted this year's National Championships, will serve as the warm-up track for the competition.

Once the site of the historic USA-USSR Track Meet, the Olympic Stadium at Stanford will write the newest, greatest chapter in Athletics history, and the world will be united through Ceremonies that celebrate and elevate the Olympic Spirit.

"Stanford Stadium promises to be a spectacular site for the track & field competition. The perfect weather, proximity of the practice track (literally right next door), and state-of-the-art competition surface will give the world's best athletes the opportunity to compete in the world's best venue. Similarly, the fans and media will be treated to a facility specially constructed for comfort and great site lines. Finally, and perhaps most importantly, Stanford Stadium's track will remain as a monument to the Games and an inspiration and asset for future generations of track & field competitors."

-Nancy Ditz, 1988 Olympian, Track & Field

"Stanford University has been the site of memorable moments in sport. It's a great venue for athletes to compete and to train. There's no doubt in my mind that Olympians from all over the world will appreciate the opportunity to experience all that the Bay Area has to offer in 2012 as San Francisco builds its Bridge to the Future."

- Michael Johnson, Olympian, 1992, 1996, 2000

The **Ring of Gold** will prove to be a **Bridge to the Future** of the Olympic Games, consistent with the emerging concepts of the Olympic Games Study Commission while delivering an unprecedented experience for athletes, Olympic Family, spectators and viewers around the world.

Outlying Venues—Sacramento, Monterey and Napa

Our three outlying venues beyond *The Ring of Gold* have been chosen because they offered the *best competition conditions for the athletes* in world-class venues. They also offer unmatched natural beauty and settings that will profoundly affect the enjoyment of the Games for all.



SPORT

VENUE

CAPACITY

STATUS

Canoeing/Kayak-Sprint

Lake Natoma

13,000

Existing

Rowing

Lake Natoma

13,000

Existing

Canoeing/Kayak-Slalom

Lake Natoma Slalom Course

4,000

New
Construction

Rowing, Canoeing and Kayaking, as well as Slalom events will take place on Lake Natoma, a FISA approved course in Sacramento, staged against the dramatic backdrop of the Sierra Nevada in the California gold country. Lake Natoma is a proven venue that has hosted numerous championships. The California State University Sacramento (CSUS) Aquatics Center, which operates the venue with the California State Parks, is expanding and upgrading the facilities throughout the site, adding new boathouses, docks and spectator facilities. These renovations will create perhaps the finest rowing venue in the country. Superb weather conditions for competition promise virtually no chance of rain, low humidity and steady sunshine.

For years, whitewater enthusiasts have dreamed of a slalom course at Lake Natoma to complement the existing flatwater facilities and to provide a year-round venue in

which to train and compete. SF 2012 has joined with this group and is working with the California State Parks, the Bureau of Land Management and several other agencies to help bring this dream into reality. Expert course designer John Anderson has designed the course to emerge from above the Nimbus Dam and curve along its side. As a legacy the Lake Natoma Slalom Course will provide the region and the entire country with a much-needed year-round course and a superb venue for the 2012 Olympic Games.

Lake Natoma is close to the City of Sacramento, hotels, and other amenities and easily accessed via the adjacent freeway. It is a ten-mile drive from the CSUS campus, where a sub-Olympic Village will be established for competitors and officials.

"For the past 15 years, Lake Natoma has proved to be the best rowing venue for all paddle activities in the Western U.S. Lake Natoma is used all year long in both competitions and recreational activities that include rowing, canoe/kayak, outriggers and sailing. The area is a forerunner for many Olympic qualifying events for an obvious reason - the San Francisco Bay Area is the best city to host to the 2012 Olympic Games."

-Andy Toro, 1960 1964, 1972 & 1976 Olympian, Canoe/Kayak

"Clean cool water, wonderful spectator viewing, easy access and the finest venues for all weather racing and training in the Western Hemisphere, there is no better place than Lake Natoma for slalom, sprint canoe/kayak and rowing."

-John Holland, 1972 Olympian, Slalom



SPORT	VENUE	CAPACITY	STATUS
Equestrian-Dressage	Monterey Horse Park	30,000	New Construction
Equestrian-Jumping	Monterey Horse Park	30,000	New Construction
Equestrian-Three-Day	Monterey Horse Park	50,000	Existing

Equestrian events will be held at the Monterey Horse Park in the magnificent environs of Monterey Peninsula and Carmel. SF 2012's expert equestrian group, including representatives from all disciplines and two FEI course designers, determined that locating an Olympic Equestrian competition at the former Ft.Ord Army Base in Monterey County would be the best solution for the sport on several levels. First,the land provides superb footing and varied terrain for endurance competitions in rolling coastal foothills. Second,

the weather is excellent year-round,with moderate temperatures and cooling sea breezes in the summer months. Further, with fewer and fewer facilities available for eventing,establishing a world-class facility on the West Coast would provide an important legacy for the sport.The Monterey Horse Park Foundation is developing a facility that will be a win for the local equestrian community, Monterey County, regional and national equestrian enthusiasts, and ultimately for the 2012 Olympic Games.

"The Monterey Peninsula is not only an appealing destination for visitors, the terrain is perfect, and, together with the cool coastal climate, the ideal conditions will assure the comfort and welfare of the equine as well as the human athletes. Plus, the legacy of the Monterey Horse Park will provide both training and inspiration to equestrian athletes for decades to come."

-Linda Allen, FEI Course Designer



SPORT	VENUE	CAPACITY	STATUS
Cycling-Mountain Bike	Domaine Chandon	20,000	Existing

Napa Valley evokes images of one of the great wine-growing regions in the world,of rolling hills and lush vineyards. But one of these vineyards evokes a different image for Mountain Bike enthusiasts. At Domaine Chandon, a well-proven course snakes through oak-studded Napa mountainsides, up and down its canyons and along tracks that border the vines of this world-renowned winery. The start/finish area is set at the Welcome Center of the winery, so that the media, officials and spectators will enjoy excellent infrastructure. In fact,the award-winning

Domaine Chandon restaurant will serve as the Olympic Family Lounge, where phenomenal culinary creations are served every day. With its fantastic summer weather, Napa Valley offers optimum conditions for the competitors and all those who will attend the races. Before and after the races, fans and officials alike may enjoy a visit to other famous wineries and cultural attractions in the area,completing a perfect visit to one of the world's most notable regions.

"Add a proven race course that has challenged the world's best riders, the award-winning Domaine Chandon restaurant and winery to play host to the Olympic Family, and the surrounding lush vineyards and the other famous wineries of Napa Valley, stir well and you have all the ingredients for the perfect venue for the Olympic Mountain Bike Race. It has played host to the most successfully promoted and attended mountain and road bike races in the nation, including the World Cups at Domaine Chandon.Additionally, riders will have access to rides at the birthplace of mountain biking on the slopes of Mt. Tamalpais."

-Rick Sutton, Race Director, Sea Otter Classic

The San Francisco 2012 **PARALYMPIC VISION**

The 2012 Paralympic Games in San Francisco will celebrate the incomparable achievements of Paralympians, inspiring and teaching the world with the power of the Paralympic motto, "Mind, Body, Spirit." These Games will build on the San Francisco Bay Area's great traditions of respect for individual freedom and human dignity, and continue its pioneering role in disability rights, starting with the birth of the independent living movement in Berkeley in the 1960s. Added to these traditions, the strength of the San Francisco 2012 Paralympic plan will give the USOC a distinct competitive advantage in the international campaign for 2012.

As a region, the San Francisco Bay Area offers public facilities and public transportation that are the most accessible in the nation. People with disabilities and their families come to the San Francisco Bay Area from throughout the nation and the world because it is among the best places to live and work accessibly.

With the goal to increase awareness of Paralympic sport, recruit more athletes into the ranks of Paralympians and, ultimately, redefine perceptions of people with disabilities to the world, there is no better place in the world for the 2012 Paralympic Games than San Francisco.



San Francisco Paralympic Principles

In February 2000, with San Francisco 2012 Board member Jan Elix, Therapeutic Supervisor for the City of San Jose Office of Therapeutic Services, providing leadership, San Francisco 2012 created its Paralympic Advisory Committee.

This committee's membership includes Paralympians, officials, organizers and supporters of the disabled sports community of the greater San Francisco Bay Area. Committee members also serve on all of the "Theme Teams" detailed in the San Francisco 2012 Olympic Bid.

The Paralympic Advisory Committee created a set of principles for the San Francisco 2012 Paralympic Games. These guiding principles have informed all of the Paralympic Games planning since their adoption in June 2000:

1. As a strategic position and concept to advance, opportunities will be maximized to integrate Paralympic Games competition with Olympic Games competition.
2. Olympic venues will be used for Paralympic competition.
3. Universal design will be used in construction projects, going beyond the Americans with Disabilities Act (ADA).
4. The Olympic village will be used as the Paralympic village.
5. Venues will be organized in such a manner that transportation times are minimal, and transportation solutions will be state of the art with special attention to accessible vehicles and dedicated lanes on freeways.
6. Paralympic athletes will be promoted as "athletes," focusing on their athletic achievement.
7. The SF 2012 Organizing Committee will include the SF 2012 Paralympic Organizing Committee.
8. The Paralympic Games will be funded to world-class level using the same sponsors as the Olympic Games.
9. The schedule of the Paralympic Games will be integrated with the schedule of the Olympic Games to maximize exposure of Paralympic athletes.
10. A Paralympic Sport-Scientific Congress will be organized focusing on performance, research, and development.
11. Paralympic stories will be told alongside Olympic stories.

SF 2012 PARALYMPIC ADVISORY COMMITTEE

Jan Elix, Chairperson

Jay Brown, Paralympian, Archery

Andy Kerr, BASOC Executive Committee, Finance

Jennifer Howitt, Paralympian, Basketball

Anne Cribbs, BASOC, CEO, Olympian

Jerry Deets, Paralympian, Athletics

Berta Lim, BASOC, Administrator

Joe Quigg, Finance

Bonnie Lewkowicz, Access No. Cal

Larry "Trooper" Johnson, Paralympian, Basketball

Charles Sheppard, Athletics

Liz DeFrancesco, Paralympic Coach, Swimming

Chris Cook, Olympian, W/C Rugby

Nathan Perkins, Paralympian, Athletics

Chuck Gill, Paralympian, Basketball

Phil Winters, BASOC Board, FWWS Board

David Lightfoot, Technology

Rebecca Dishotsky, BASOC Rep,

City of SJ Mayor's Office

Deborah Dillon Lightfoot, Paralympian, Basketball

Rick Spittler, E.D. BOP

Dr. Doug Ota, VA Medical Center

Sesbastian DeFrancesco, Paralympian, Table Tennis

Dr. Nancy Megginson, Prof. SJSU, Adapted Sport

Sharon Clark, Paralympian, Tennis

Ed Olsen, Attorney, W/C Rugby

Steve Davis, W/C Rugby

Jacque Mox, Paralympian, Swimming

Tony Winnicker, BASOC, Dir. Of Communications

Helen Mendel, CMD, BASOC Director of Marketing

The San Francisco 2012 **PARALYMPIC COMMITMENTS**

The integration of resources and management for both the Olympics and Paralympics will deliver a unified stage for the world’s greatest athletes to compete upon and deliver Games worthy of the Paralympians and their achievements. The 2012 Paralympic Games in San Francisco will:

PROVIDE the best conditions for Paralympians, from the accessible Paralympic Village and Olympic/Paralympic competition venues, to the most accessible regional public transportation and paratransit system in the nation. The San Francisco Bay Area’s ideal weather and climate—including lack of high summer humidity which can adversely affect the performance of Paralympians—will benefit athletic performance and the enjoyment of spectators alike.

CELEBRATE Paralympians before the Bay Area and the world. With a history of respect for human rights and dignity, San Francisco Bay Area residents already celebrate and honor the achievements of people with disabilities. The

San Francisco 2012 Paralympic Games will leave a legacy of Paralympic education long after the Closing Ceremony. The 2012 Paralympic Games in San Francisco will reflect the Bay Area’s historic role as a pioneer in disability education and promote the values of inclusion, accessibility and respect for all people.

INCREASE the ranks of disabled sports and new Paralympic athletes. As a national leader in accessibility and with a population among the most active and health-conscious in the nation, a 2012 Paralympic Games in San Francisco will inspire the next generation of Paralympians and deliver a wealth of new disabled athletes into Paralympic sport.



“After working on the San Francisco 2012 Paralympic plans, I am thinking about starting to train again. I would love to compete in these Games, because we are providing everything the athletes need to have a great competition and a great experience.”

—Larry “Trooper” Johnson, Paralympian-Wheelchair Basketball, 1992, 1996, 2000

San Francisco 2012 Paralympic Plan

The San Francisco Bay Area is a world leader in hosting disabled events. In the last 10 years, the Bay Area has hosted major events and championships in virtually every Paralympic sport. Hosting Test Events in Paralympic Sports during the years leading up to the Paralympic Games will extend this experience.

Along with these events, many competitions in the San Francisco Bay Area integrate disabled and able-bodied athletes. Among these are the San Francisco Marathon, San Francisco Half Marathon, Escape from Alcatraz Triathlon, a variety of 5K and 10K races, and other events.

San Francisco 2012 Proposed Paralympics Competition Schedule	AUG.											SEPT.	
	DAYS	22	23	24	25	26	27	28	29	30	31	1	2
	W	Th	F	S	Su	M	T	W	Th	F	S	Su	
Opening Ceremonies													
Archery													
Athletics - Track & Field													
Athletics - Marathon													
Basketball - ID													
Basketball - Wheelchair													
Boccia													
Cycling - Road & Time Trial													
Cycling - Track													
Equestrian													
Fencing													
Football													
Goalball													
Judo													
Powerlifting													
Sailing													
Shooting													
Swimming													
Table Tennis													
Volleyball - Sitting													
Wheelchair Rugby													
Wheelchair Tennis													
Closing Ceremonies													

■ Non-ticketed Event
■ Practice Day

Paralympic Venues

San Francisco 2012 has proposed the use of 20 venues as competition sites for the 2012 Paralympic Games: 12 Olympic venues will host the same sport; 5 Olympic venues will host a different sport, and 3 new venues will host Paralympic-specific sports. This venue plan focuses on the parallel theme, with 17 Olympic venues used for Paralympic competition, 40% of which are within 10 kilometers of the Paralympic Village. All venues comply with the ADA standards and are moving toward the Universal Access Standard.

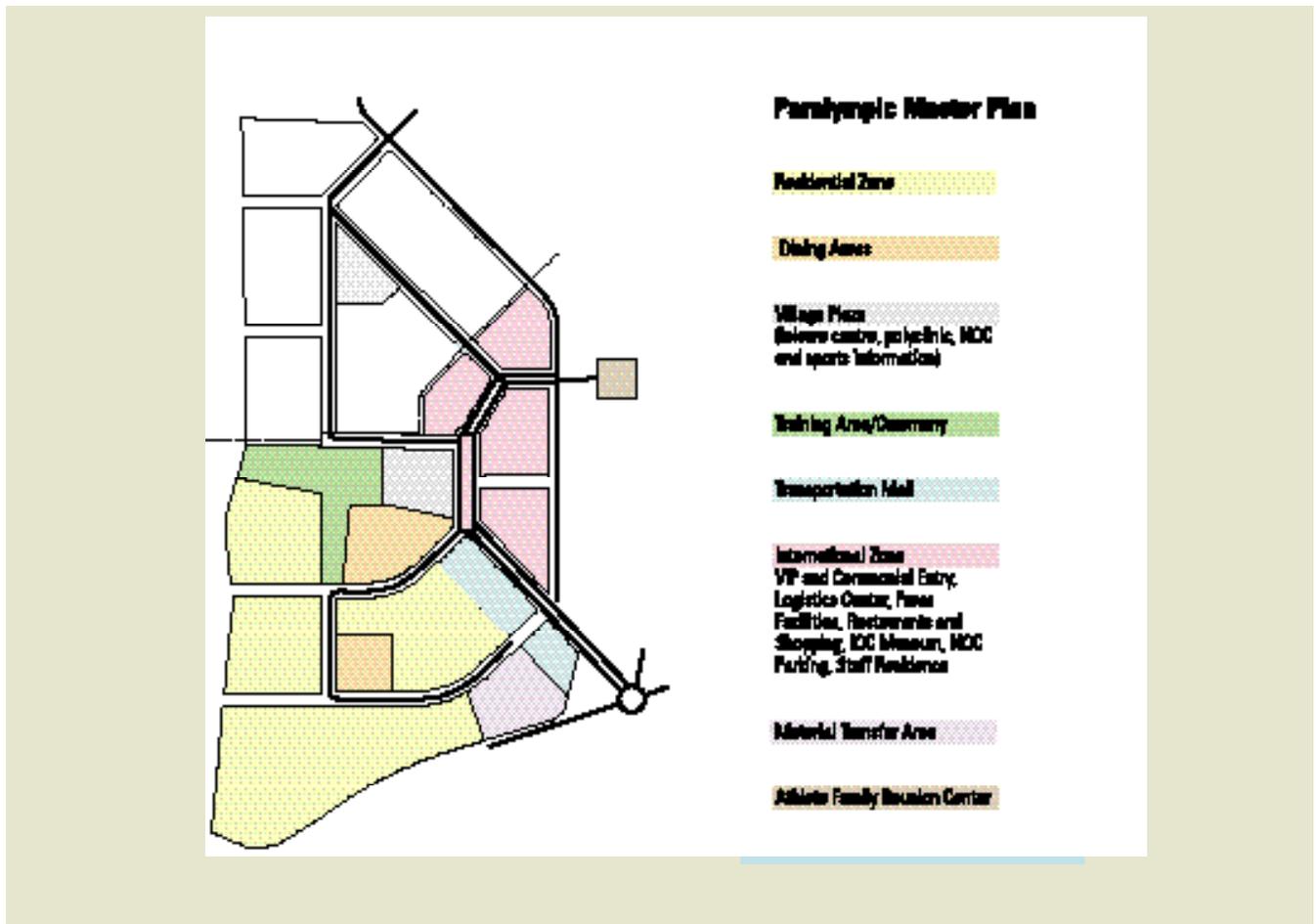
SPORT/DISCIPLINE	VENUE
Archery	Olympic Archery Center - Stanford University **
Athletics	Olympic Stadium - Stanford University **
Basketball ID - Preliminaries	Santa Clara University Leavey Center - Santa Clara**
Basketball ID - Preliminaries & Finals	Oakland Coliseum Arena - Oakland**
Basketball Wheelchair - Preliminaries	Santa Clara University Leavey Center - Santa Clara**
Basketball Wheelchair - Preliminaries & Finals	Oakland Coliseum Arena - Oakland**
Boccia	DeAnza College Gymnasium - Cupertino
Cycling - Road	Marina Green - San Francisco**
Cycling - Track	Olympic Velodrome - Santa Clara**
Equestrian - Dressage	Monterey Horse Park - Monterey**
Equestrian - Freestyle	Monterey Horse Park - Monterey**
Fencing	San Jose Convention Center - San Jose*
Football	San Jose Spartan Stadium - San Jose*
Goalball	San Jose State Events Center - San Jose
Judo	San Jose Convention Center - San Jose**
Powerlifting	Shoreline Amphitheater - Mountain View
Sailing	Treasure Island - San Francisco**
Shooting	Shooting Center - San Jose**
Swimming	Olympic Swimming Complex - Stanford University **
Table Tennis	Moscone Convention Center West - San Francisco **
Volleyball - Sitting	Maples Pavilion - Stanford University*
Wheelchair Rugby	San Jose Arena - San Jose*
Wheelchair Tennis	Mission College Tennis Center - Santa Clara**
*Olympic Venue **Olympic Venue for same sport	

San Francisco 2012 recognizes the opportunities that integration of Olympic and Paralympic planning creates and looks forward to capitalizing on the strengths of each event while continuing to enhance the combined power of the Olympic and Paralympic Movements.

Paralympic Village

The design of the Olympic/Paralympic Village allows for more than enough capacity to house the 4000 athletes and 2000 team officials that will be part of the Paralympic Village experience. The Village design calls for 2500 units (apartments and assisted-living facilities are emphasized in the Paralympic Village) and 50% of these will have elevator service. All units will have accessible bathrooms.

Mobility throughout the Paralympic Village will be ensured. All curbs and sidewalks are designed to exceed current ADA regulations. The Village itself will be on flat ground and all entrances and exits to common facilities will be ramped and/or accessible. The San Francisco 2012 Paralympic Village promises to be the most accessible village ever built.



READY TO GO

The San Francisco Bay Area has one of the most extensive transportation networks of any metropolitan region in the U.S.—a well-developed infrastructure system of highways, transit systems, rail networks, airports and harbors that is ready today to handle the demands of all participants and spectators at the 2012 Olympic Games. The San Francisco Bay Area currently has a greater public transportation capacity than all the recent host cities.

Equally critical, the San Francisco Bay Area also has the necessary planning and management organization and infrastructure in place today to stage successful Olympic transportation operations. The Metropolitan Transportation Commission (MTC), supported by the Bay Area Partnership, has served as the principal agency coordinating transportation planning for the San Francisco 2012 Olympic Bid. The Bay Area Partnership Board consists of top managers from the State Department of Transportation, transit operators and other transportation planning and funding organizations. This level of cooperation between all departments of transportation and the region's agencies sets the San Francisco 2012 Bid apart, as does the leadership of the MTC. This bid is endorsed by all participating agencies and represents the best thinking on the part of these agencies, guided by Olympic transportation experts who have assisted in our plan every step of the way.





Existing Infrastructure

All necessary transportation infrastructure is already in place to serve the needs of the 2012 Olympic Games in the San Francisco Bay Area. One additional project that will enhance the spectator transportation system is the extension of BART along the East Bay to San Jose. This project has already received approval from the voters and 80% of the costs of the project are funded locally. In fact, the vast majority of over \$90 billion slated for transportation in the region in the next two decades will be spent to improve and maintain existing infrastructure.

State-of-the-art traffic management centers are also already in place to provide critical management and response throughout *The Ring of Gold*.

Sporting Transportation

We estimate that 2% of all spectators will use a bicycle to reach the venues, an environmental and healthful approach consistent with experience in events such as the 1994 World Cup and baseball games at Pacific Bell Park. Walking also plays a significant role in the San Francisco 2012 plan. Public transit serves all the venues in *The Ring of Gold*, with all but two venues within an easy half-mile walk of the transit station. Additionally, we will provide bicycles at all park-n-ride locations to give spectators the opportunity to ride to the venue rather than board a shuttle bus. The venues will feature secure bicycle parking, a system that has proven very successful at most major venues in *The Ring of Gold*.

World-Class Systems

San Francisco 2012 aligns perfectly with the direction of the IOC for future Games, relying on existing public transportation infrastructure for spectators in a compact but distributed venue plan that does not overload the systems. The Olympic Family Transportation Systems will work effectively because experts in Olympic transportation, based on proven systems, have designed them.

RELIABLE and Multi-Modal

With the Olympic Lane 'ringing the Bay' and a multi-modal public transit system fully capable of carrying all Olympic spectators (with back-up options), San Francisco 2012 has created a double transportation ring to support *The Ring of Gold* venue plan.

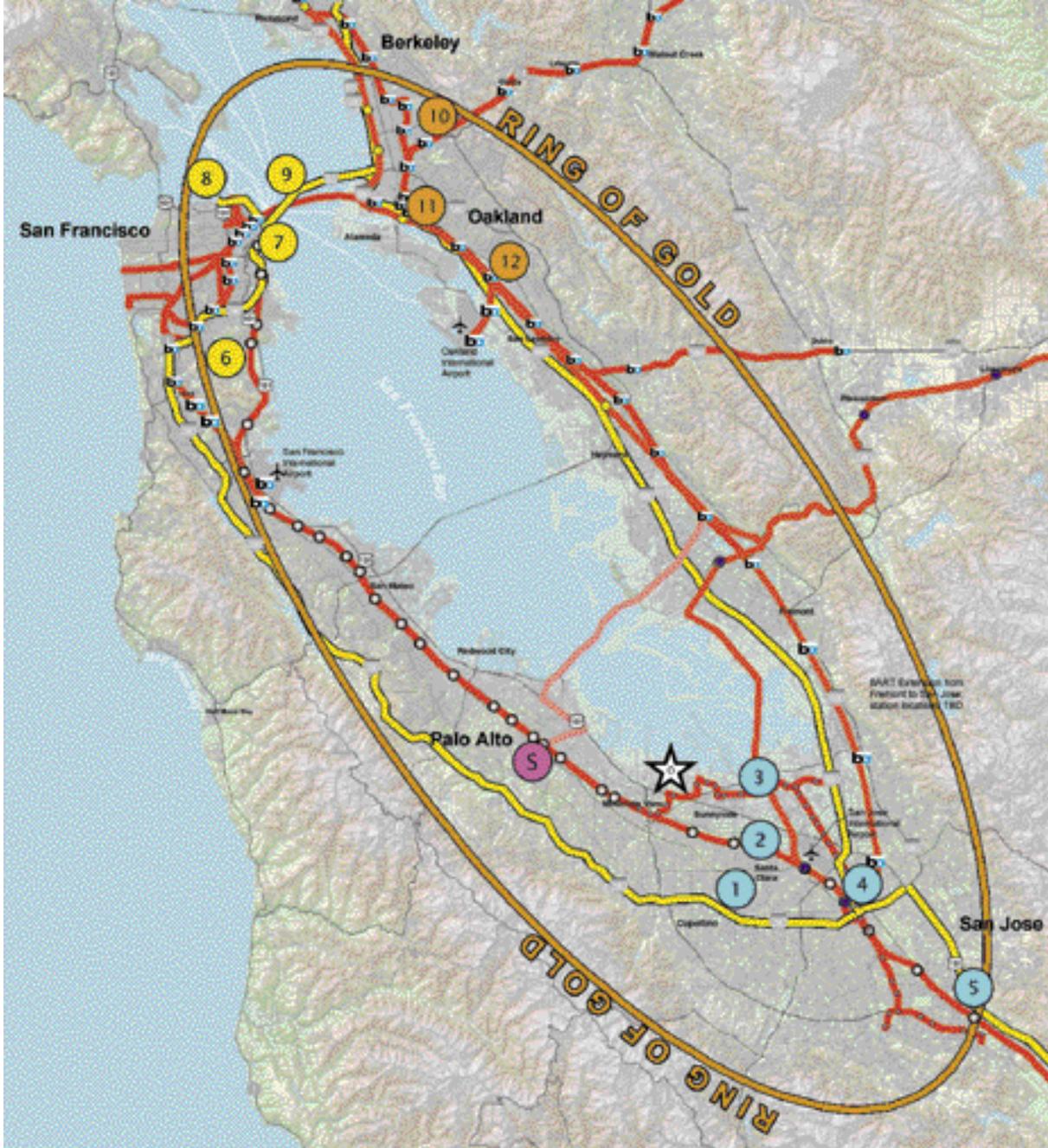
A dedicated Olympic Lane will be available on the region's highway system to allow free flowing, dependable movement of all Olympic traffic. The California Highway Patrol (CHP) will provide escorts for all athlete transportation and for other critical Olympic movements, as it did so successfully in 1984. All Olympic Family transportation is backed up by a support system of 300 additional buses strategically placed along the transportation corridors, ready to respond within 10 minutes to any needs.

The spectator transportation plan is focused on the public transit system, which is capable of carrying 100% of the forecasted spectators on the busiest day of the Games – Day 10 – and still of carrying all passengers who regularly use these transit networks. This network consists of commuter rail and heavy and light rail. The region's vast public bus system is reserved as a backup to the rail network. As part of their ticket purchase, all spectators will receive a TransLink® smart card, developed by the MTC, that will enable them to ride any public transit to their events. Spectators will be able to plan and schedule their travel interactively, using the *MyOlympicGames* Internet portal.

The San Francisco Bay Area is more than able to transport the forecasted spectator demand and offers significantly more rail service and rail capacity than what was available for previous Olympic Games.

Maximum Hourly Rail Capacity: San Francisco Region and Recent Summer Olympic Games Host Regions

Host Region	Type of Rail Transit serving venues	Maximum Hourly Capacity serving venues
Barcelona	One terminal line and one through urban line	59,000, 2 lines
Atlanta	Heavy rail throughout core metro area	64,000 per line, 2 lines
Sydney	Commuter rail	24,000
San Francisco	Heavy rail, commuter rail, and light rail	193,112 total hourly capacity serving all Olympic venues



The Ring of Gold

Venues and Venue Clusters

☆ OLYMPIC VILLAGE

Ⓢ STANFORD VENUE CLUSTER

Opening and Closing Ceremonies
Stanford Stadium, Swimming and Diving
Complex, Intramural West, Maples
Pavilion,
Sunken Diamond

SOUTH BAY VENUE CLUSTER

1) George Haines International Swim
Center, Mission College

2) Santa Clara University

3) Santa Clara Velodrome

4) Downtown San Jose (Arena,
Convention Center, San Jose State
University)

5) San Jose Shooting Center

SAN FRANCISCO VENUE CENTER

6) Bayshore (Candlestick Park, Cow
Palace)

7) Downtown (Pacific Bell Park,
Moscone Center, IOC and USOC Hotels)

8) Marina Green and Aquatic Park

9) Treasure Island

EAST BAY VENUE CLUSTER

10) U.C. Berkeley (Edwards Field, Haas
Pavilion, Memorial Stadium)

11) Downtown Oakland (Kaiser
Auditorium)

12) Network Associates Coliseum and
Oakland Arena

Olympic Family Transportation

PROVEN, FLEXIBLE, SECURE

SF 2012 has developed Olympic Family Transportation around the proven systems and methods of previous organizing committees.

Most importantly, the Athlete Transportation system relies on buses and vans to ensure seamless, trouble-free delivery of athletes to training and competition. Once on the bus at the conveniently located Transportation Mall in the Olympic Village, athletes can focus total attention on their competition, arriving via Olympic Lanes directly at their venue's dedicated athlete entrance. Unanimously, Olympians strongly urged the transportation planners to use the more direct, reliable and less intrusive bus system, rather than a ferry or rail system.

The Media Transportation System will provide 24-hour service from hotels to the Main Press Center and International Broadcast Center and then to all venues, as well as express services from specified hotels directly to each of the four Venue Clusters in *The Ring of Gold*.

Airports and Ports

Three international airports serve the San Francisco Bay Area. The region is already investing over \$6 billion in the regional airport system prior to the Olympic Games in 2012. In addition, the FAA is upgrading their air traffic control center in Sacramento to provide state-of-the-art air traffic control systems for Northern California.

San Francisco International Airport (SFO) will be the hub for international and Olympic Family access to the region with Oakland Airport and San Jose Airport providing support for international flights as needed. Oakland and San Jose can also absorb much of the incremental domestic travel coming to the region for the Olympic Games.

SFO, the main international airport serving the region, is the eighth busiest airport in the world, serving over 40 million passengers annually. The new International Terminal added 26 new gates and is the largest in North America. SFO is ready today with a greater capacity in its International Terminal than Atlanta or Sydney had at the height of their Games. San Jose International Airport (SJC) will serve

18.2 million by the year 2012, and Oakland International Airport (OAK) will serve 23 new domestic markets and 16 new international markets. The Port of Oakland is the fourth largest port in the U.S. and offers all the required capacity and services to meet Olympic freight shipping needs.



Day 10 Transportation Study

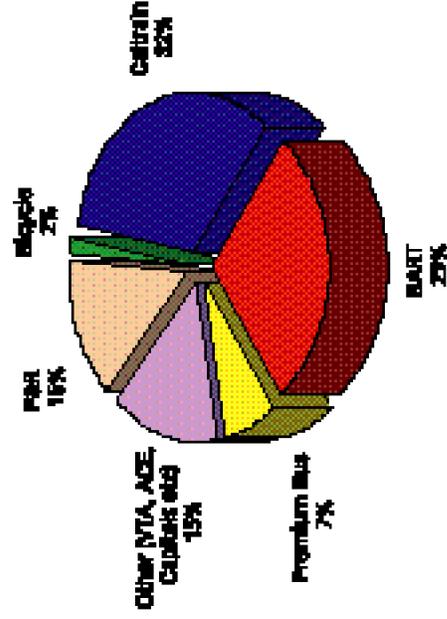
SF 2012 undertook an intensive study of the Spectator Transportation System, focusing on the busiest day of the Games, Day 10. This study accounted for every spectator for every event. The results of this 80-page study: the San Francisco Rail Network has the capacity to transport 100% of spectators, more than twice the total spectators transported on the busiest day in Sydney 2000. The complete story is available at www.basoc2012.org.

To & From Venue Cluster

	Total Spectators	Caltrain	%	BART	%	Premium Bus	%	Other	%	Park & Ride	%	Bicycle	%
STANFORD CLUSTER	457,600	313,343	68%	0	0%	28,860	6%	37,987	8%	68,640	15%	9,152	2%
SAN JOSE CLUSTER	240,000	97,560	41%	38,718	16%	14,760	6%	38,806	16%	44,002	18%	2,398	1%
BERKELEY/OAKLAND CLUSTER	267,200	0	0%	209,063	78%	15,360	6%	0	0%	40,079	15%	2,669	1%
SAN FRANCISCO CLUSTER	289,600	0	0%	116,476	40%	32,760	11%	106,018	37%	28,960	10%	5,793	2%
TOTALS	1,254,400	410,903	33%	364,257	29%	91,740	7%	182,811	15%	181,681	14%	20,012	2%

NOTE: Multiple Sessions Double-Counted

Regional Transit Mode Share - Day 10



Regional Spectator Movements

Description	Amount
Total Movements	1,254,400
Caltrain	410,903
BART	364,257
Premium Bus	91,740
Other (VTA, ACE, Capitols etc)	182,811
Park & Ride	181,681
Bicycle	20,012

Designed by Olympians FOR OLYMPIANS

The experience of every Olympic and Paralympic athlete at the Games is determined, to a large extent, by the quality of life in the Olympic Village. To ensure the best possible experience, San Francisco 2012 assembled a team of Village experts from Sydney and Atlanta, together with Olympians, Bay Area architects, residential developers and environmentalists. The result: an Olympic Village custom-designed to serve the needs of the athlete and team administrator while creating an ideal environment for preparing for competition.

Located at the heart of *The Ring of Gold*, the Olympic Village at Moffett Field offers an extraordinary living environment that blends the best features of past villages with additional state-of-the-art amenities and support systems to make life easy—and enjoyable—for every Olympian, Paralympian and NOC resident in 2012. Designed to exceed The IOC Village Guidelines, the San Francisco 2012 Village embodies the highest standards of the U.S. Green Building Council's LEED Platinum Program*—creating a benchmark of sustainable residential innovation that translates directly into quality-of-life benefits for every Olympian and Paralympian.

In scope and detail, the Village plan has been created to embody the concept that San Francisco 2012 offers *The Best Bid for The Athlete*, designed with full support systems for 16,000+ Olympians and officials. Environmentally sustainable natural ventilation and great weather conditions will permit the many international athletes who prefer natural ventilation rather than air-conditioning to live comfortably, although each room will provide full air-conditioning.

Additional environmental measures will also enhance the athletes' lives and sustain the environment. All vehicles within the Village will be fossil-fuel free, solar and wind-driven energy will be utilized, and all building materials and systems will conform to U.S. Green Building Standards—even the street-level drainage system will have ecological filters. Based on the experience of Olympians in Sydney and Atlanta, the separation between the International Zone and the Residential Zone has been enhanced to ensure peace and quiet when and where it is desired. Nevertheless, the convenience of the Village plan is undeniable—all residences are within 2 km of the International Zone. The SF 2012 Olympic Village is designed to showcase environmentally sound, high-density in-fill housing to help address air pollution, traffic congestion, water and energy use. In fact, it is being designed to be a net contributor to the energy grid on an annualized basis and a net-zero consumer of water. This Village will set a new standard for the Olympic Movement, as well as for the industry.



Visitors to the Olympic Village in San Francisco in 2012 will arrive to a visually dramatic, functionally organized Grand Entrance, where AS accredited staff from the NOCs will be accommodated in the high-rise apartments just outside the International Zone.

"Speaking from experience, I can say that the San Francisco Olympic Village will provide an ideal environment for the Olympians of 2012—ideal for rest, recreation, and preparation for the performance of a lifetime. In its mix of apartments and plazas, stress-reducing amenities and essential support facilities—not to mention the inspiring California climate—this Village will provide a perfect platform for excellence for every resident. It will also provide a legacy of much-needed housing, both commercial and affordable, for the local community."

—Mike Bruner, 1976, 1980 Olympic Gold Medalist and real estate developer

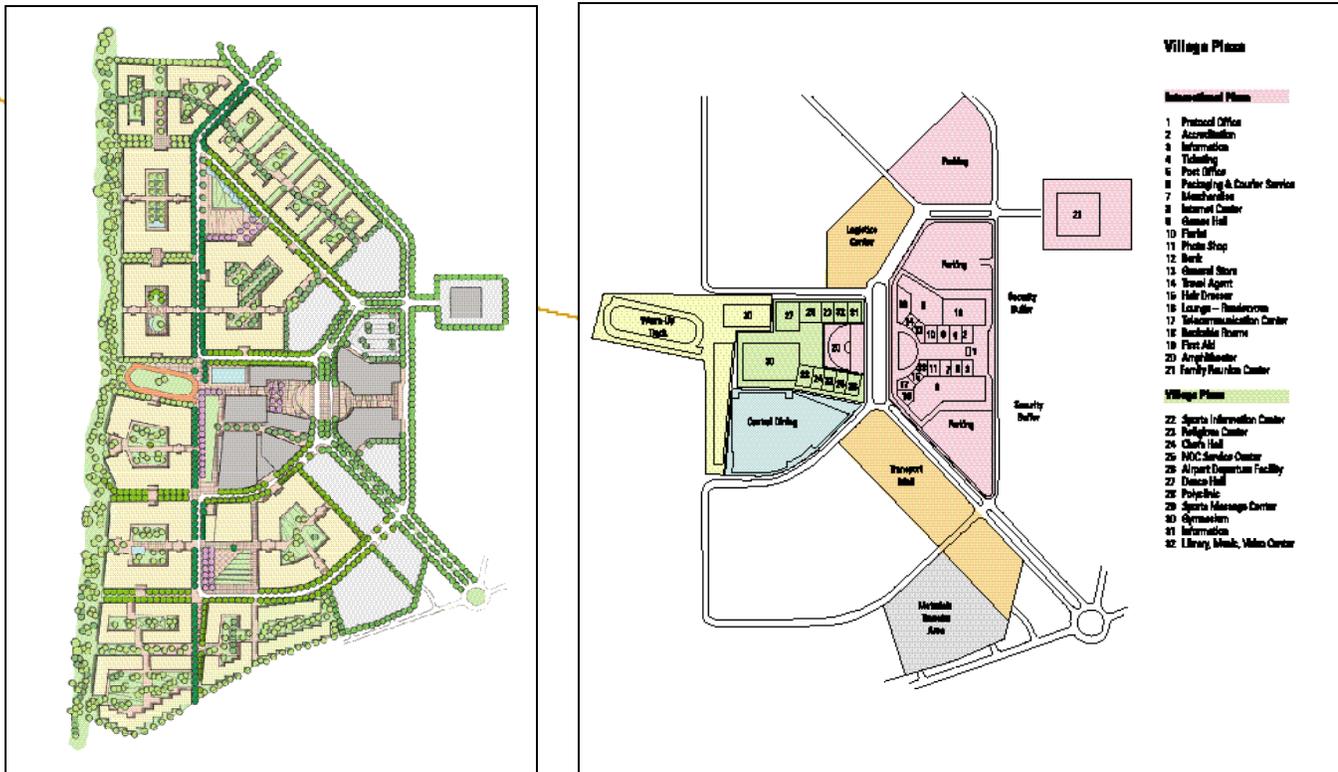
SF 2012
By The Numbers:

	Olympic Games	Paralympic Games
Number of beds:	16,142	7,500
Bed/bath ratio:	2:1 to 4:1	2:1 to 4:1
Floor space per resident average:	14.3 m ²	14.3 m ²
NOC office space:	10,000 m ²	6,500 m ²
NOC storage space:	12,000 m ²	8,000 m ²
Extra official housing (at entrance):	2598	2598
% of venues within <6 miles/10 minutes:	30.2%	40.1%
% of venues within <18 miles/25 minutes:	51.3%	77.3%
% of venues within <32 miles/50 minutes:	92.3%	95.5%

VILLAGE DESIGN

"After being involved in Olympic Village design and operations in Atlanta, Sydney and Athens, I am confident that the San Francisco Village will provide the athletes with a superior environment during their preparation and competition for the Games of 2012. The design of this Village—with its compact configuration, outstanding housing stock, training facilities, fabulous entryway and central location to all venues—hits all the right marks to produce an excellent home for the athletes."

—Marc Klein, President, Village Planning Group, Inc.



As the Village site plan indicates, the design is driven by the daily routine of the residents—with facilities and service centers placed to ensure maximum convenience as athletes and officials flow from one task to another. The alignment of the Village Plaza and Welcoming Ceremonies Amphitheater with the International Zone help to shape the dramatic ceremonial entrance—a feature that should elevate the arrival experience of each Olympian and Paralympian as the entry corridor opens on the amphitheater. The placement of the Main Dining Hall in proximity to the Village Plaza and the Transport Mall is designed to increase the convenience for each resident. For NOC administrators, the locations of the Chef’s Meeting Hall, Sports Information Center and NOC Service Center—all adjacent to the Main Dining Hall—will enhance operational efficiency.

Designed for the specific requirements of the Paralympics with fewer residents—7,500 vs 16,000+—the Paralympic Village contains all the essential operational elements required for the Games—as the site plan indicates. Because the Village was designed with both Olympic and Paralympic functionality as core criteria, it will provide the best possible environment for the 2012 Paralympians. The selection of building types deployed for the Paralympics exceeds all accessibility requirements and ensures that the transition from the Olympics to Paralympics will flow smoothly in the period between the Games.

SF 2012
By The Numbers:

	Olympic Games	Paralympic Games
Main dining hall seating:	4,500 Seats	4,500 Seats
Main dining area in square meters:	12,000 m ²	12,000 m ²
Casual Dining North:	700 Seats	700 Seats
Casual Dining South:	700 Seats	700 Seats
Workout rooms per NOC housing unit:	1	1
Fitness center:	750m ²	750m ²
Swimming pool (50 meter, 8 lane pool):	1,500m ²	1,500m ²
Track:	9,500m ²	9,500m ²
Gymnasiums:	3	3
Sports Massage:	400m ²	400m ²



The Residential Zone will offer technologically state-of-the-art accommodations, designed to meet the highest environmental standards for sustainable development. The athlete rooms will be spacious, and each NOC will have offices and storage in the lower floor of the building, custom-designed to their specifications.

CALIFORNIA PLAZAS:

The Heart and Soul of The Residential Zone

The two California Plazas—North and South on the plan—were created by Olympians to give the athletes a setting not unlike a European café scene. The Plazas will feature indoor game rooms, cyber cafes and food courts for casual dining plus outdoor fountains and recreation areas dominated by big screen images of Olympic competition and highlights. The California Plazas will create the opportunity for forming the international friendships among athletes that the Olympics are meant to engender.

The Family Reunion Center is located immediately outside the Village's grand entrance. Created as a direct result of the suggestions made by Olympians, the Family Reunion Center offers the athletes trouble-free, easy-access meetings with family and friends. San Francisco believes this innovation will prove very attractive in the international arena and become a staple of future Villages.

The athletes also recommended two separate 24/7 shuttle services for Village residents: 1) to San Francisco so athletes can take advantage of the incredible cultural attractions of the cosmopolitan city and 2) to the multi-modal station at Moffett Field where BART and Caltrain provide easy connection to all the Olympic sites and cities surrounding the Bay Area. A third shuttle will deliver athletes to nightly entertainment at the Shoreline Amphitheater, a 15,000-seat facility located a short distance away and exclusive to Village residents.

The intense demand for new housing in the San Francisco Bay Area make the design and development of a state-of-the-art Olympic Village possible. Acknowledging the diverse economic and social needs of the area, the Village blends a variety of single family, townhomes, condos, apartments and senior living residences into the pleasant grid of neighborhoods. The plan features collaboration between Signature Properties, one of the Bay Area's largest residential developers, and Bridge Housing, an organization dedicated to ensuring a balanced mix of affordable housing in all San Francisco Bay Area developments.



SF 2012 has created two large California Plazas in the Residential Zone where athletes from around the world can gather and meet one another for coffee, juice, snacks and recreation, in a festive indoor-outdoor environment—a Euro-style café scene—away from the distractions of the International Zone.

Ready to Go Global — **NOW**

In the incredibly photogenic and telegenic San Francisco Bay Area, the world's leading broadcasters, print and interactive journalists will find state-of-the-art facilities and services awaiting them in 2012—all supported with an efficient transportation network linking the MPC, the IBC and the venues to conveniently located accommodations.

For 99% of the world's populace, the Olympic Games are essentially a media experience. The IOC reported that more than 3.7 billion people saw some of the broadcast from Sydney 2000. That number is projected to rise again for the next Games, which is why the IOC grants 20,000 accreditations to the media and why host cities provide the best facilities possible to the journalists who define the Games for the world. For the 2012 media plan, San Francisco pulled together a team of experienced Olympic broadcasters and print journalists to ensure that every detail of the operational plan was perfectly aligned with the needs of the host broadcaster, the television and radio rights holders and the print and interactive teams who cover the Games.



Main Press Center, Moscone Center

"The key to a successful IBC is early access to a massive space with adequate power. The NASA Hangars at Moffett Field exceed all requirements in a space that will be available four years before the Games." —James Oshust, Director of Broadcast Operations, Salt Lake 2002



International Broadcast Center, Moffett Field

IBC The International Broadcast Center (IBC) will occupy more than 600,000 square feet in the massive enclosures of Moffett Field’s historic dirigible hangars. Thought to be the largest freestanding structures in western North America, the hangars provide an ideal space for the host broadcaster and all rights holders. The key advantages of this plan are availability and power. They are available now, providing the host broadcaster the time advantage with early access—years out, not months. Close to the Olympic Village at the center of *The Ring of Gold*—and the Olympic Stadium at Stanford’s Olympic Park—the IBC offers convenient proximity to a wide array of media hotels—plus the media Village for 4,000 at Stanford. Surrounded by acres of parking and staging areas, the hangars will be renovated to IBC specs by 2008 and turned over to the broadcast operations four full years prior to the Games.

MPC The Main Press Center (MPC) which San Francisco designed in consultation with the Director of Press Operations from Salt Lake 2002, will occupy more than 400,000 square feet in the Moscone Center, a world-class convention center that will also host four sports and be served by a dedicated transportation system. It is located in downtown San Francisco, within blocks of a number of hotels that will serve the media. Its meeting halls are equipped with the best technology available today—a requirement of the numerous Silicon Valley hi-tech shows hosted here. Competition results will be delivered to any device a journalist requests from an adjustable menu—from wireless PDAs to cell phones or desktops—via 80-122 technology.

SF 2012
By The Numbers:

Number of workstations in MPC:	800+
Existing square feet in MPC:	400,000+
Existing square feet in IBC:	600,000+
Global television audience Sydney 2000:	3.7 billion

San Francisco 2012— **FIRST INTERACTIVE GAMES**

As the global technology leader, the San Francisco Bay Area will give the USOC a distinct and unchallenged competitive advantage in bringing the Olympic Games to the U.S. in 2012, and through its plan to stage the first truly interactive Olympic Games, it will unite the world in unprecedented, interactive scope.

Delivered through the innovative San Francisco 2012 *MyOlympicGames* portal, these interactive Olympic Games will create the most extraordinary and inclusive participatory experience in Olympic history and leave an enduring legacy of technology skills, experience and tools to benefit the Olympic Movement—for athletes, officials, the Olympic Family, media, future organizing committees and spectators around the globe.

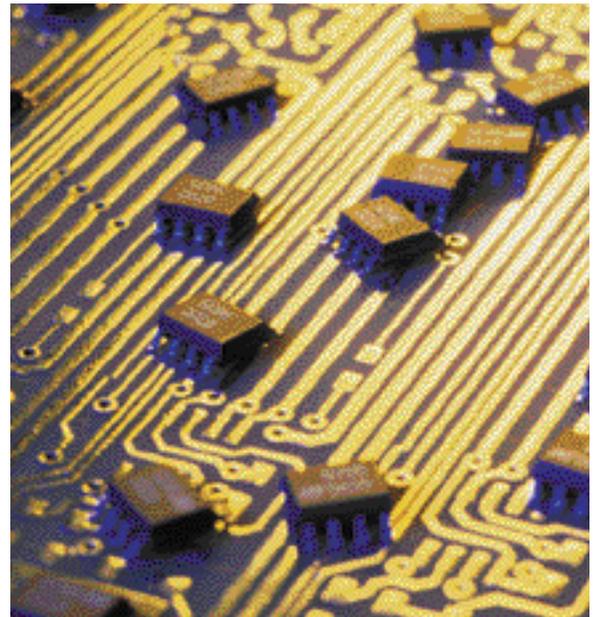
San Francisco 2012 will marshal the vast technical, managerial, entrepreneurial and financial resources of the San Francisco Bay Area to provide technological capabilities that today are envisioned only in the research labs and imaginations of Silicon Valley innovators.

Utilizing the existing communications infrastructure in the San Francisco Bay Area that thousands of organizations and millions of people rely on every day, San Francisco 2012 will provide personalized portable or stationary devices to members of the Olympic Family, devices that are channel-specific for each group, country, or organization. These devices, along with hundreds of millions of other computing devices around the world, will be used to interface with *MyOlympicGames*, through which all information related to the 2012 Olympic Games will be accessed, unique to each member's role.



"MyOlympicGames will provide unprecedented support and flexibility to Olympic athletes, organizers, media, volunteers and officials as they prepare for the 2012 Games. It will revolutionize Olympic technology systems and provide an enduring legacy for the Olympic Movement."

—Bill Schlough, Vice President and Chief Information Officer, San Francisco Giants,
BASOC Technology Theme Team Leder



The Tech Museum of Innovation in San Jose, Capitol of Silicon Valley

MyOlympicGames will make schedules of all kinds, results, maps, video and global communication instantly and easily accessible anywhere, any time. Information offered to all users of *MyOlympicGames* will be determined by pre-established preferences and security codes programmed into the system. *MyOlympicGames* will also serve as the gateway to the Olympic Games' management system, through which all of the diverse systems needed to operate the Games will be provided. Smart-card technology will drive a number of systems, from accreditation to ticketing to transportation management to security.

The San Francisco 2012 technological vision is anchored by three overriding, fundamental concepts.

1—Make It Interactive

The *MyOlympicGames* portal will provide a personalized, interactive and converged experience for all participants, including more than 3 billion worldwide spectators who will participate in the Games through technology.

2—Leverage and Leave a Legacy

San Francisco 2012 will build on the technology developed by Athens and Beijing to expose athletes, media, the Olympic Family and fans from all over the world to technology that they have never before seen and provide them with firsthand experience and training at the Olympic Village; at the IOC, IF and NOC hotels; and at the MPC and IBC.

3—"It's Gotta Work"

The technology implemented for the 2012 Olympic Games will be tested and proven by the best technology experts in the world in the years leading up to the Games.

TELECOMMUNICATIONS Infrastructure

The San Francisco Bay Area, with Silicon Valley at its heart, is home to the world’s most advanced telecommunications infrastructure, as well as a large number of the world’s leading companies in the fields of telecommunications research, development and manufacturing. Driven by economic opportunity and competition, current technology and planned improvements will vastly exceed the requirements of the 2012 Olympic Games. Communications providers will continue to move rapidly to deploy leading-edge platforms, capabilities and services.

Security is clearly a key requirement for the communications system that supports the Olympic Family and organizers. The identity, location, movement and plans of Olympic Family members are of paramount importance to the overall security of the Olympic Games. Leading-edge communications security, particularly for wireless communications, incorporates advanced techniques: data scrambling, frequency hopping, encryption and others. San Francisco Bay Area companies also lead the world in development of new security technologies, some already used in the Salt Lake 2002 Olympic Winter Games. The San Francisco 2012 plan incorporates the use of these technologies, in their most cutting-edge implementations, to ensure the safety and privacy of Olympic Family members.

San Francisco will break new ground in the use of technology, including a pervasive, high-speed network—a true communications utility, comparable to current utilities for electricity and water. Users of *MyOlympicGames* will be able to retrieve exactly the data they require or desire, customized to their individual needs. Systems and content will be provided in English and French, with the ability to translate as needed into all major world languages.

SF 2012
By The Numbers:

Percent of U.S. Internet traffic originating/terminating in Bay Area:	40%
Percent of world Internet traffic originating or terminating in Bay Area:	30%
Pacific Bell fiber-optic cable in the Bay Area/miles	250,000
Pacific Bell fiber-optic cable in the Bay Area/sheath miles	5,000
Telephone switching centers in the Bay Area:	171 (100% digital)
DSL coverage area:	80%



Graduates of Stanford University, at the center of Silicon Valley, have created and led some of the world's leading technology companies, such as Hewlett-Packard, Sun Microsystems, Cisco Systems and Yahoo.

The San Francisco Bay Area is the global leader and focal point of the communications revolution that is profoundly transforming how people live and work. By making communications faster, easier and much more powerful, this revolution is connecting people around the world. SF 2012 will advance the Olympic ideal of unity and the San Francisco 2012 theme of *Communitas* across national borders through technology.

AN AMERICAN SHOWCASE

for the IOC

From the beginning, San Francisco 2012 has made a commitment to place environmental excellence at the center of its bid and to demonstrate that the Olympic Games can have a lasting positive environmental impact on a region. San Francisco 2012's groundbreaking environmental plans will provide the USOC with a strong competitive advantage in bringing the Games to America in 2012.

San Francisco 2012 has adopted a unique approach to organizing the management of the Olympic Games minimizing the environmental risk by placing environmental management at the core of the management philosophy and operations plan. While it is easy to make pledges to be green, San Francisco 2012 will establish a management structure that ensures it will happen. The position of Chief Environmental Officer (CEo) is part of the executive management team together with the CEO, CFO and COO. Community participation will also be extensive, with direct input into the Olympic Games through the Sustainability Council, which will be comprised of the CEO and CEo, together with representatives of labor, industry, environmental and social NGOs, and the community.

In 1996, former IOC President Samaranch challenged Olympians to become stewards of the environment when the IOC created a Sports and Environment Commission to advise on environment-related policy. In 1999, the IOC adopted the Olympic Movement's Agenda 21, Sport for Sustainable Development. Recognizing the importance of the environment to the Olympic Movement and the world, San Francisco 2012 has assembled a team of environmentalists, planners and leading experts on water management, energy use, environmentally sensitive master planning, and *Environmental Management System* (EMS) design.

"The depth of the environmental commitment in San Francisco 2012's plan will be recognized as a new standard of sustainable excellence for global multi-sport events within the worldwide community of experts who understand the impact of sports on the environment. The bid's rigorous standards will serve to enhance the chances of the U.S. Candidate in the race for 2012." —*Jacinta McCann*, Managing Principal, EDAW, Sydney 2000 Olympic Village Design Team



San Francisco 2012's EMS plan will create a legacy of best practices in sustainability and sport for the nation and the world.

SF 2012 Environmental Theme Team (partial list)

Mark Jordan, Theme Team leader and Chairman of the Board of Waterkeepers of Northern California

Malcolm Lewis, current member and past chair of the United States Green Building Council (USGBC)

Lynn Simon, board member USGBC The Rocky Mountain Institute

Edward L. Quevedo, U.S. Representative in the drafting of the ISO 14001 Environmental Management Standard

Jacinta McCann, EDAW, managing member of the environmentally award-winning design team for the Sydney Olympic Village

Meg Caldwell, Director and Lecturer on Law, Environmental and Natural Resources Law & Policy Program, Stanford Law School

Bill Wilson, one of the top water systems designers in the United States

Ray Anderson, Chairman of the Board, Interface Corporation

A BREAKTHROUGH

Environmental Management System

San Francisco 2012 has made the unprecedented commitment to register the entirety of the 2012 Olympic Games to the International Organization of Standardization (ISO) 14001 Environmental Management Standard (EMS), including the commitment to undergo and pass third-party and community-based audits and publish the results on our web site.

The *Environmental Management System* for the 2012 Olympic Games will be the most comprehensive of any large sporting event ever staged (building on and surpassing the considerable achievements of the 2000 Olympic Games in Sydney). The EMS will incorporate all requirements of the ISO 14001 Standard, the U.S. Green Building Council (USGBC) LEED Platinum Level Guidelines (the most stringent environmental construction and development standard in the United States), and elements of Agenda 21 from the RIO conference (the international model for Sustainable Development, addressing social, cultural, and economic aspects of sustainability, which includes all aspects of the IOC's Agenda 21). Every facet of the Games will be examined and registered through the EMS ISO 14001 process.



With San Francisco 2012 as USOC's Candidate, the third pillar of Olympism—the environment—will become one of the USOC's critical competitive advantages in the international arena. The selection of 80% existing venues—which will give San Francisco 2012 a competitive edge internationally—significantly reduces the environmental impact of the Games and is inherently more environmentally friendly than new construction.

In the summer of 2002, Governor Gray Davis signed legislation that advances California's world-leading auto-emissions standards. This has given the state international credibility—particularly in Europe where U.S. environmental critics are harshest—in the global fight to reduce emissions and curtail global warming. No other U.S. state has followed California's lead to date.

Finally, using web-based programs and internship programs, SF 2012 will share the knowledge and information globally to ensure that environmental protection and education continues in future events.



COMMUNITAS—

Bringing People Together to Celebrate Our Common Spirit

San Francisco's vision for the 2012 Cultural Olympiad is rooted in the concept of *Communitas*—the Latin word for community. It is a vision that seeks to unify humanity through the power of the Olympic Ideal and the celebration of our common spirit. It is a vision that seeks to produce innovative programs—such as *The Olympic Way*, *The Academic Olympiad* and *Training for 2012*—to bring the Olympic Family together in new ways and to create community with the world beyond the Games through technology.

Like all previous Olympic host cities, San Francisco 2012 proposes to conduct a four-year Cultural Olympiad that will culminate in the Olympic Arts Festival during the Games. Uniting all the arts—photography, dance, theatre, music, film, pottery and poetry to name but a few—the Cultural Olympiad will engage the world's artistic community in a spectacular quadrennial celebration of global creativity.

Through its cultural program, San Francisco will grant 50 cultural commissions a year for four years to individuals and groups to create works celebrating and expressing *Communitas*. It will leave—as part of *Legacy 2012*—a cultural endowment to ensure the heritage of the Games lives on. But unlike its predecessors, San Francisco's Cultural Olympiad features two unique and innovative initiatives designed to strengthen the ties that bind the Olympic Family together—and to draw the world into a more interactive experience of the Games.

The Academic Olympiad:

Hosted by a group of the world's leading educators at Stanford University and the University of California at Berkeley, *The Academic Olympiad* will feature a series of interdisciplinary symposia for the entire Olympic Family in the years leading up to the Games. Designed to create a broader understanding of the impact of the Modern Olympic Movement on our global society, *The Academic Olympiad* will assess everything from elite athletic performance to the influence of world sport on art and culture. Part and parcel of this program will be an effort to enhance the USOC's international partnerships with NOCs around the world by sending teams of students to assist in the development of *Academic Olympiad* programs of interest to each major geographic region.

"San Francisco itself is art, above all literary art. Every block is a short story, every hill a novel. Every home a poem, every dweller within immortal. That is the whole truth." —William Saroyan, author



The Olympic Way:

Like a world expo, *The Olympic Way* will be a six-month global festival along San Francisco's dynamic waterfront and along major thoroughfares in San Jose and Oakland featuring interactive cultural exhibits from all the nations participating in the Games, giving families and fans an opportunity to take a tour of the Olympic world and visit their favorite countries in the months before the Games begin. Taking a page from the NOCs, who traditionally hold open houses during the Games—Italian House, Brazil House, the House of China—San Francisco 2012 will provide the structure and environment for each country to celebrate its unique culture and Olympic traditions—each with technology links back to the home country. As a festival center for the Games, multiple entertainment stages and big-screen broadcasts of Olympic and Paralympic events will be incorporated into the innovative concept—which distinguish San Francisco in the international competition.

SF 2012
By The Numbers:

Major performing art venues in the Bay Area:	49
Museums and galleries in the Bay Area:	104
Annual cultural celebrations in the city of SF:	1014
Average number of weekly performances:	30+
Nobel laureates from Stanford University and University of California at Berkeley:	41

TRAINING FOR 2012 IN 2002:

The First Wave of San Francisco's Cultural Olympiad

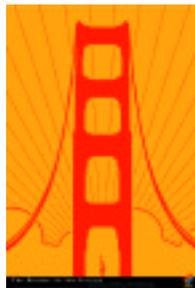
In its desire to promote the ultimate Olympic Ideal of "Peace through Sport," San Francisco launched *Training for 2012* in 2001, a program designed to encourage the young people of the Bay Area to be involved, educated and excited about the Olympic Games and its values. *Training for 2012* is currently providing Olympic-based educational and motivational materials and arranging for Olympians to make public appearances at community centers and schools throughout the San Francisco Bay Area.

"The principal reason my collection was given to the City of San Francisco was that San Francisco seems to be the gateway to Asia. This project, therefore, presents a wonderful opportunity for San Francisco and its people to become leaders in a search for the new understanding so desperately needed, for a bridge of international knowledge and respect. This bridge can be as important as those over the Bay and the Golden Gate, and even more significant internationally."

—Avery Brundage, IOC President 1952–1972, who in 1959 donated his Asian Art Collection, one of the best in the world, to the City of San Francisco.



Already active throughout the Bay Area, *Training for 2012* has developed relationships with 30 active youth organizations, such as the Boys and Girls Clubs, Sports for Kids, Team Up for Youth, YMCAs, Bay Area Scores, and the San Francisco Recreation and Parks Department.



As part of its effort to involve a broad range of creative people in its bid, San Francisco invited 12 of the Bay Area's leading graphic designers to create a series of posters expressing *The Bridge to the Future* theme. This highly visible program is on display throughout the Bay Area in store windows and public spaces, galleries and restaurants. The posters have already become popular collectibles and signed editions have been auctioned to raise funds in support of the bid.

"We have reached thousands of children already with a clear and compelling message of the power of the Olympic Ideals to change lives and build a better future. Our work will endure well beyond the Games. Our quest is to get the Olympic Ideals into the lives of children, to reach them with the positive force of the Olympic Spirit."

—Marilyn King, 1972, 1976 Olympian and *Training for 2012* Leader

A City Built on **HOSPITALITY**

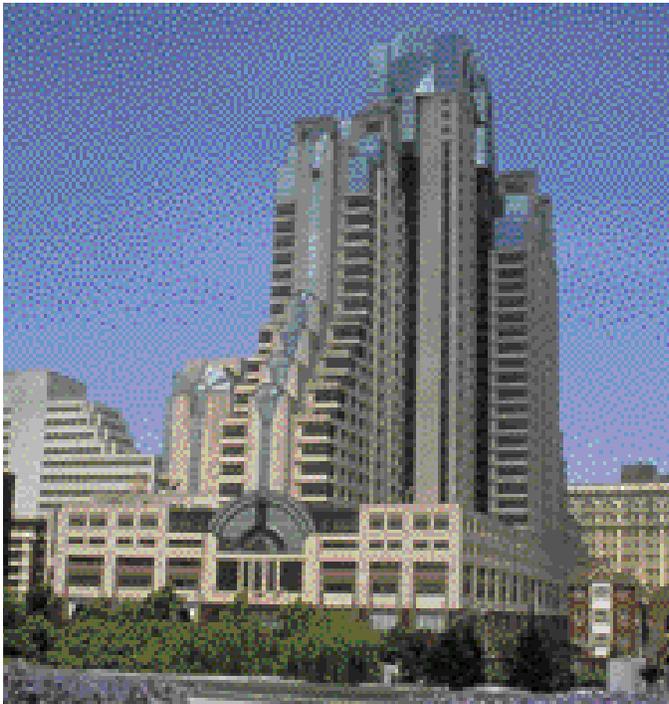
World-class hospitality is San Francisco's oldest tradition. Founded as the launching pad for the Gold Rush of 1849, the city's beautiful natural setting made it a memorable destination and an ideal site for hospitality. With a hotel capacity that vastly exceeds the requirements of the 2012 Olympic Games, San Francisco is ready to leverage its considerable charms to create one of the most breathtakingly beautiful—and comfortable—Olympic experiences ever.

San Francisco's wide array of world-class hotels has helped the city hold onto its designation as "the world's favorite U.S. city" for 13 of the last 14 years in *Condé Nast's* global survey. With more than 30,000 hotel rooms in San Francisco today, the City clearly exceeds the requirements for hosting the Games. An additional 54,000 rooms serve guests in the other *Ring of Gold* cities, and more than 20,000 rooms are available near the venues in Napa, Sacramento and Monterey. For the IOC, that advantage translates into multiple four and five-star hotel options within a short walk of the Moscone Center, where six sports are clustered. For the media, it translates into 12,000 dedicated hotel rooms plus a Media Village with up to 4,000 beds at Stanford University. For the IFs, the benefits are equally strong, with designated four-star hotels within ten minutes of each venue. For judges and officials, accommodations close to the competition sites extend the advantage of the bid's world-class accommodations infrastructure. For those who prefer to stay at the waterfront, San Francisco can accommodate 11,400 additional beds in cruise ships at its new terminals.

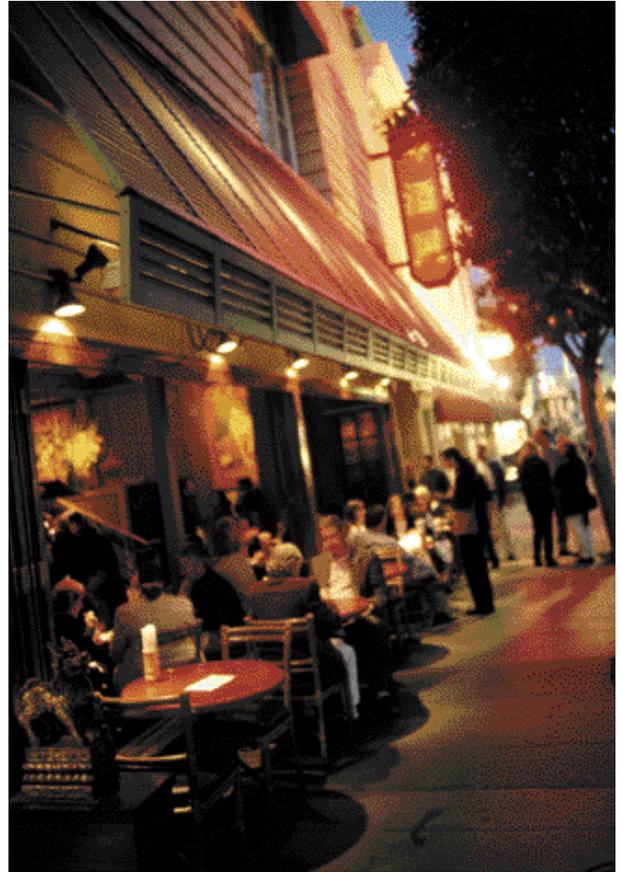
Beyond accommodations, the charming hospitality of the international City by the Bay is served up in the quality and diversity of its cuisine, its wonderful tapestry of neighborhoods and its immense menu of attractions. Driven by its multicultural and sophisticated populace, San Francisco's restaurants typically rank among the best, most diverse and inventive in the United States and the world. As the birthplace of the organic foods movement, bolstered by its proximity to California's Central Valley—the most fertile and productive agricultural region in the world—San Francisco contains more restaurants per capita in its 49 square miles than any other city in the United States. From Golden Gate Park to Fisherman's Wharf, from North Beach to the Mission District, from Haight Ashbury to Union Square, from the Castro to hip SOMA, from Chinatown to Ocean Beach, San Francisco is an endless parade of delicious tastes, changing scenes and vibrant atmospheres.



Historic Fairmont Hotel atop Nob Hill



San Francisco Marriott, proposed IOC Hotel



The diversity and quality of the cuisine found in San Francisco mirror the highly competitive pursuit of consumers who demand and expect the best—consumers whose tastes reflect the city's diverse population.

All the world's leading hotel marquees can be found in San Francisco and throughout the Bay Area. The array of world-class accommodations provides more than sufficient capacity to host the Olympic Family in 2012. More than 10,000 new rooms are currently under construction in the area.

"In all my travels, I have never seen the hospitality of San Francisco equaled anywhere in the world."

—Conrad Hilton, Founder, Hilton Hotels

SF 2012
By The Numbers:

Number of hotel rooms in SF Bay Area:	100,000+
Additional cruise ship capacity:	11,400
Number of hotel rooms dedicated to media:	12,000
Number of restaurants in SF:	3600

Experienced, Prepared and Integrated **SECURITY PLANNING**

San Francisco 2012 is extraordinarily well prepared for and has the specific experience to deliver all required security services for the 2012 Olympic Games. Additionally, San Francisco 2012, through its *Security Academy*, offers the Olympic Movement innovative solutions to the greatest challenges involved in staging the Olympic Games that will provide immediate competitive advantages to the USOC in the international competition and a legacy to the Olympic Movement, both immediate and long term.

By presidential directive, the United States Secret Service (USSS) provides leadership for security at major events in America. The USSS demonstrated its organizational and operational excellence in the Olympic Winter Games in Salt Lake City, and has been intimately involved in the San Francisco 2012 three-year security planning effort.

However, much of the actual delivery of security rests with local law enforcement agencies and OCOG security. Integration and coordination that result in a single point of command is thus critical to conducting successful security operations. The San Francisco 2012 Security Theme Team recognized this crucial fact from the beginning of its planning efforts, since it reflects the integration and spirit of cooperation that law enforcement agencies have practiced in the San Francisco Bay Area for many years.

From the beginning of the international bidding phase, San Francisco 2012 will invite international experts to join in the planning of the curriculum and training for the *Security Academy* and develop conferences to bring experts to the U.S. to work together on global event security and to prepare future security teams for the Games. *The Security Academy* will train candidates from throughout the U.S. and the world in all aspects of event security, and its graduates will form the core management and leadership of the Olympic security staff and leave a legacy of international cooperation and trained event security specialists.

"With the vast law enforcement resources and experience of California in full support, San Francisco 2012 offers a unified, experienced team to provide security planning and operations for the 2012 Olympic Games. The worldwide outreach provided by *The Security Academy* will further enhance the USOC's image as a positive leader in the Olympic Movement, contributing value to all the NOCs of the world."

-Earl Sanders, Chief of Police, San Francisco

SF 2012
By The Numbers:

Law Enforcement Agencies in Security Theme Team:	44
Law Enforcement Personnel in the SF Bay Area:	20,000
California Highway Patrol Officers	9,000

The San Francisco 2012 Security Theme Team includes representatives from all federal, state, county, and local and university law enforcement agencies, as well as representatives of leading security companies in the region. The Security Theme Team has prepared a framework for the detailed planning that will provide safety and security for all the participants in the 2012 Olympic Games, including staffing, concept of operations, command and control, and budgeting. This planning is based on observation of Salt Lake 2002 security operations and detailed debriefing of security management in Salt Lake and Sydney.



The Governor's Office of Emergency Services also provides key, experienced leadership in the security plan, along with the California Highway Patrol. Both have extensive experience in major international sports events, including the 1985 NFL Super Bowl, 1994 World Cup Soccer matches, 1998 U.S. Open Golf Championship, 1999 Women's World Cup Soccer and most importantly, the 1984 Olympic Games. Officers who served on the 1984 Olympic Security Team are now leaders in their respective organizations and members of the San Francisco 2012 Security Theme Team.

A WORLD LEADER

in Medical Care

San Francisco is a healthcare destination for people from around the U.S. and the world. Patients arrive daily to be treated by physicians consistently ranked among the best in the nation. Students vie to study with professors who continue to advance the frontiers of medical treatment and research, conducted most notably at Stanford University, the University of California, San Francisco, and the University of California, Davis.

Because of the extraordinary quality of medical care and medical research in the San Francisco Bay Area, everyone attending the San Francisco 2012 Olympic Games will enjoy unparalleled medical care, starting with a special focus on the athletes and sports medicine, but also including all members of the Olympic Family, the staff and spectators.

Athlete Care

The focus on athletes begins with the commitment of leading researchers and practitioners at Stanford University, many with long experience in the Olympic Movement, who will conduct special courses on athlete performance and health. Yearly conferences will bring together the finest minds from throughout the world, to discuss athletic performance and care. Other courses will prepare for the needs of the Olympic Village Polyclinic, which, along with the venues, will be staffed by outstanding sports medicine practitioners, many of whom practice already in the San Francisco Bay Area.

Olympic Family Care

The Olympic Family care system will be managed via two (existing) trauma centers within 10 minutes of the designated Olympic Family Hotel, and outstanding hospitals in close proximity to each of the competition venues. Olympic Family medical stations will be provided at each venue.

"San Francisco's world-class medical facilities ring the Bay. The region has already demonstrated that it can deliver outstanding, integrated medical services in staging events and meeting emergencies over the years. They are ready today to meet the challenges of hosting an Olympic Games."

—The Honorable Ricardo Martinez, M.D., Administrator, National Highway Traffic Safety Administration, 1994-1999, and Senior Medical Consultant to the NFL Super Bowl

Spectator Care

Other guests and spectators can look forward to unprecedented care at the venues. The development of spectator care as a specialization emerged from the work of Dr. Ricardo Martinez while practicing at Stanford Hospital. The San Francisco Bay Area has applied his work to all its major sports facilities, which have hosted the 1984 Olympic Football Tournament, the 1994 World Cup and 1999 Women's World Cup, the NFL Super Bowl and MLB's World Series, among numerous other championships.

SF 2012
By The Numbers:

Hospitals providing state-of-the-art care:	100
Number of licensed beds in region:	53,000
Designated trauma centers:	10
Nobel laureates from University of California at San Francisco:	3
Nobel laureates from University of California at Berkeley:	18
Nobel laureates from Stanford University:	23
Percentage of U.S. biotechnology companies in area:	33%
Percentage of U.S. biotechnology employees in area:	50%



Not only the human athletes will receive world-class care in 2012. The University of California at Davis School of Veterinary Medicine is the largest and most diverse school of veterinary medicine in the world, with 230 faculty and more than 700 staff. Approximately 4900 horses are treated there every year, including as many as 1200 major and 600 minor large animal surgeries. The UC Davis School of Veterinary Medicine will provide the leadership for the most advanced care and treatment of equine athletes ever offered at an Olympic Games.

"The SF Bay Area has long been a hotbed for the development of great athletes, and along with them, a body of knowledge that has supplemented and aided their training and development. The many universities and colleges in the Bay area have long promoted athletic endeavors at all levels. This includes a large amount of research in the fields of biomechanics, physiology, and psychology. The sport medicine research and science that goes into developing the athletes in the SF Bay area is really the matrix of which great performances are imposed. So many Olympians, and their coaches have had success training here in the Bay area and it is apparent that the relationship between athletic performance and sports medicine is a very close one." —Donald A. Chu Ph.D., PT, ATC, CSCS, Director, Athletic Training & Rehabilitation, Stanford University

LOW-RISK CONSERVATIVE BUDGET

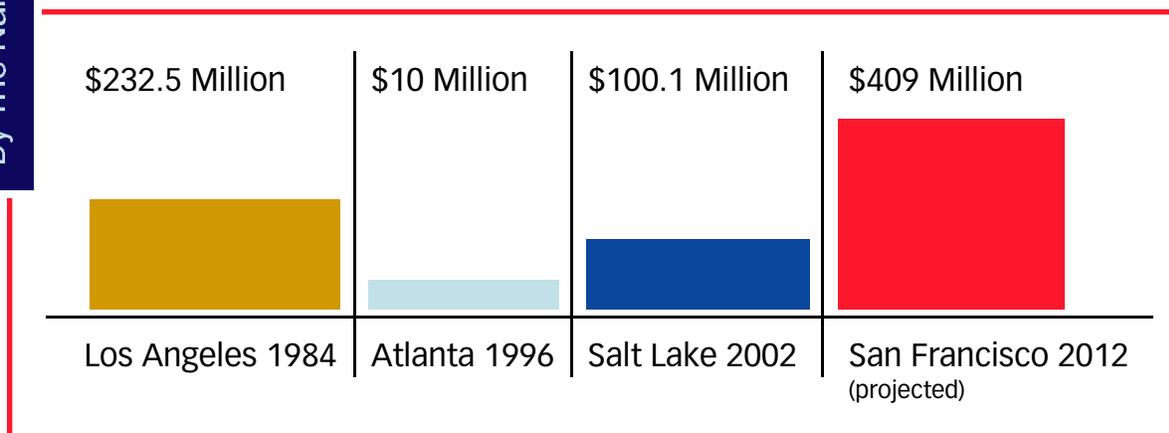
to Stage the Best Possible Olympic Games and Leave a Financial Legacy for American Sport

San Francisco 2012 has taken an extremely conservative approach to financial planning for the 2012 Olympic Games in the San Francisco Bay Area. In simple terms, revenue projections have been discounted and expense estimates have been liberally treated to develop a realistic, achievable plan.

Determined to learn from the past, the San Francisco 2012 Finance Theme Team (whose two co-chairs have over 60 years of experience in the financial industry) has incorporated lessons and utilized the hard-won experience of experts from the Los Angeles 1984 Olympic Games, the Atlanta 1996 Olympic Games, and the Sydney 2000 Olympic Games.

SF 2012
By The Numbers:

REVENUE SURPLUS for U.S. Olympic Games 1984-2012



Source: Los Angeles Times, 4/18/02

Starting with critical lessons learned from Los Angeles, San Francisco 2012 designed a venue plan around existing venues and dependable partnerships for the few new facilities needed, in order to keep capital construction costs at a minimum. The objective of this approach was to spend money on staging the Games, not on buildings and infrastructure.

Working with a team of experts from the Atlanta 1996 Finance and Planning departments that included the director of planning, the budget director, and an operations expert, the Finance Theme Team built a comprehensive line-item expense budget, down to general ledger detail. This budget included historical input from Atlanta, allocations for all of the additional costs unique to the San Francisco 2012 game plan, and increased expenditures in critical areas such as sports, transportation, technology and security. For capital construction costs and venue development, each project was evaluated with HOK Sport+Venue+Event, the world's largest and most successful sports architecture practice.

To develop revenue forecasts, San Francisco worked with the revenue budget analyst from Atlanta 1996, who has also consulted with Sydney 2000, Salt Lake 2002, and the IOC. This team examined the pattern of revenue growth in broadcast rights fees and TOP Sponsorships, local, regional and national sponsorships, partnerships and supplier agreements and the impact of OPUS as a joint venture vehicle for the USOC and OCOGs. A detailed ticket sales model was developed. The team then examined historical revenue for other income sources, including Coin Program, Licensing, Retail Sales, Disposal of Assets, Village revenue, License Plate programs, and others. Finally, the budget team adopted a conservative approach to each of the potential revenue areas, assuming minimum growth levels in some cases and reduced revenue in some cases.

Following the development of this preliminary budget, the team reviewed it with the Budget Director for Sydney 2000, comparing actual outcomes from Sydney 2000 with the SF 2012 projections. Further adjustments were made based on the Sydney experience.

Lastly, a 15% contingency for both expenses and for construction was added, over \$300 million, to prepare for unforeseen changes and unexpected developments.

This is:

- **A conservative budget that has withstood the most detailed scrutiny;**
- **A budget that is based on the most successful model in modern times, LA84;**
- **A budget that is based on detailed planning by experienced Olympic operations budgeting experts;**
- **A budget that will deliver all promised services at levels that will exceed expectations;**
- **A fiscally responsible approach to delivering the most successful Olympic Games in history.**

A BRIDGE

to the Financial Future of the USOC

San Francisco 2012's conservative, low-risk financial plan still projects a surplus of over \$400 million. By keeping capital investment costs low, the San Francisco 2012 plan ensures that precious income is directed towards athlete services and sports, the Olympic Family, and other critical programs. This approach ensures that San Francisco 2012 can provide the USOC with greater revenues from the joint marketing program. This team-centric, rather than city-centric, approach ultimately will create a stronger future for the Olympic Movement in the United States, a *Bridge to the Future* of the USOC. Further, San Francisco 2012 has pledged \$170 million of the OCOG share of the surplus to support Olympic athletes and athlete development in the United States to ensure that in the future no elite American athlete will ever have to choose between training and earning a living.

OCOG 2012 Games Budget

(All in 2002 \$US Millions)

Revenues	
Description	Amount
Broadcast Rights	\$844
TOP Sponsorship	\$226
Domestic Sponsorship	\$566
Licensing	\$62
Official Suppliers	\$98
Olympic Coin/Stamp	\$8
Lotteries	none
Ticket Sales	\$721
Donations	\$64
Disposal of Assets	\$17
Subsidies	none
Paralympics	\$44
Other	\$185
Total Revenues	\$2,835
Date of Budget Submission	April 3, 2002

Facilities Budget	
Description	Amount
Sports Facilities	\$287
Olympic Village	\$13
MPC & IBC	\$26
Contingency	\$31

Operations Costs	
Description	Amount
Sport Events	\$507
Olympic Village	\$44
MPC & IBC	\$153
Ceremonies and Programs	\$142
Medical Services	\$14
Catering	\$43
Transportation	\$218
Security	\$93
Paralympics	\$82
Advertising & Promotion	\$110
Administration	\$240
Pre-Olympic Events & Coordination	\$27
Legacy	\$1,228 ¹
Contingency	\$269
Facilities Rental Costs	\$30
Additional Financial Guarantee Costs	\$44
Other	\$48
Total Expenses	\$2,426
Surplus	\$409

¹ The cash portion of the legacy expense is counted towards the Total Expense amount. The cash portion is budgeted as (\$US Mil):\$5

STRONG PUBLIC & PRIVATE FINANCIAL GUARANTEES

to Protect the USOC and IOC

Even though San Francisco 2012's conservative budget makes the likelihood of a financial deficit extremely remote, SF 2012 has developed a \$500 million financial guarantee package to address the City's, State's, and OCOG's general indemnity and financial deficit obligations under the USOC's "Joinder Agreement" (double the amount sought by the USOC Site Evaluation Team). This guarantee package consists of both private and public components.

Simply stated San Francisco 2012 offers a "belt and suspenders" approach, a \$250 million private guarantee in the form of a "Guaranteed Investment Contract" and a \$250 million financial guarantee from the State of California. Together, they provide the strongest possible financial guarantee to guard against revenue loss and to protect the IOC and USOC from liability.

The private component can be viewed as a prudent investment for the future, like a retirement account or a college fund, only better because the Guaranteed Investment Contract provides for a guaranteed, predetermined positive result. The Guaranteed Investment Contract is also consistent with the financial deficit section of the Joinder Agreement (which allows for use of a third party). This \$250 million Guaranteed Investment Contract is an investment vehicle, or self-insurance, that San Francisco 2012 will purchase either through a lump sum payment or installment payments beginning in 2007. Using fixed rates of interest, the fund will contain \$250 million at the end of the funding period.

Although San Francisco 2012 will ultimately deposit \$150-170 million or so in the Guaranteed Investment Contract (depending on prevailing interest rates), the net cost will be roughly \$44 million, which is the amount of the debt service incurred, as these funds will be borrowed under a line of credit secured by broadcast rights. This is well-accepted, conventional financing fully provided for in San Francisco 2012's budget and reflected in its cash-flow projections.

In the very unlikely event that this \$250 million proves insufficient, though, San Francisco 2012 has also secured an additional and totally separate \$250 million pledge from the State of California. In March 2002, following overwhelming passage in the California Assembly and Senate, Governor Gray Davis signed the "The 2012 Olympic Games Act," which among other things establishes an "Olympic Games Trust Fund."

As expressly stated in the Act, the Trust Fund is designed to "demonstrate the state's ability to fulfill its obligations under a Games support contract, or any other agreement, to indemnify and insure up to \$250 million of any financial deficit and general liability resulting from the conduct of the Games." Funding of the Trust Fund will commence in 2005 after San Francisco is chosen by the IOC as the Host City for the Games.

The Act also authorizes the Governor to sign the Joinder Agreement on November 3, 2002, if San Francisco is chosen as the U.S. Candidate City. The Governor formally agreed to do so in August 2002, and the Mayor of San Francisco agreed to sign the agreement in November 2001. Thus, both the City and State are prepared to proceed on November 3.

"California Governor Gray Davis assured the USOC the state would assume financial responsibility—up to \$250 million—should San Francisco win the Games and the organizing committee suffer a fiscal shortfall. That prospect seems highly unlikely, since the San Francisco plan projects a budget surplus of roughly \$400 million and, as well, calls for a \$250-million private investment fund." —Los Angeles Times, 8/28/02

Winning It All FOR AMERICA

From San Francisco 2012's point of view, the *Bridge to the Future* starts with one fundamental strategy: To win internationally, San Francisco must start by creating an effective bidding partnership with the USOC. The critical connections the USOC can leverage through its international relations—with IOC members, NOCs, IFs, the IOC staff and other international Olympic gatekeepers—will be major factors in the city's ability to win the 2012 race.

The starting point of San Francisco's international strategies will be to engage USOC President Marty Mankamyer, CEO Lloyd Ward and the USOC's leadership, as well as the three U.S. IOC members, Anita DeFrantz, Jim Easton and Bob Ctvrtlik, in the process that defines the strategic direction of the bid. While SF 2012 is well informed on the nature of the international race—and has no shortage of ideas on which to implement effective strategies internationally (see introduction)—the evolving relationship between the USOC and the international Olympic Movement creates the context in which the 2012 international bidding strategies should be defined.



The International City for the International Competition

As a global brand, San Francisco represents deep-seated, universally positive impressions among people all over the world, feelings that the USOC and San Francisco 2012 will leverage in compelling terms. In 13 of the last 14 years, San Francisco has ranked as "the world's favorite U.S. city" in *Condé Nast's Traveler* international poll.* The starting point of San Francisco's popularity is its natural beauty and its impressive icons. The Golden Gate Bridge and the cable cars provide iconic symbols of American beauty, well known to people on every continent and in every city. Beyond that beauty, the international tapestry of San Francisco's neighborhoods provides a welcome mat for the world. Often called the Paris of the United States, San Francisco is considered by many Europeans as the most European American city, especially in view of its intimate scale, incomparable vistas, international cuisine** and surrounding landscape. Just as often, San Francisco is called the most Asian of American cities, with a 31% Asian population and an unrivaled Chinatown.

The Bay Area also reflects the ever-growing influence of Latin America—there are now more than 10.9 million Latino residents in California, making up 32.4% of the state's total population.

In international terms, particularly in the Olympic race, San Francisco benefits from its west-coast location, a distance that separates it—in the minds of many—from the political baggage that breeds anti-Americanism in so many places. On September 7, 2002, the German Olympic writer Jurgen Padberg noted this quality in the *Berliner Zeitung* as a distinct advantage for SF: "The U.S. west coast enjoys world-wide an almost mystical reputation as an open-minded, tolerant and peace-loving place of full freethinkers and pioneers." It is this perception—coupled with the global brand power of the City by the Bay—that will form the foundation of the San Francisco international strategies.

Working closely with the USOC's international relations team, San Francisco will marry the appeal of its image with the forceful logic of its game plan to present a series of compelling value propositions to each constituency within the Olympic Family. Because San Francisco's bid is based on existing capabilities and capacities—80% of the venues and a fully redundant transportation system are now in place—it is a low-risk plan that aligns with the future direction of the IOC. This distinction is especially clear in contrast to the construction delays and high infrastructure costs in Athens that are forming the backdrop for the 2012 race. Designed to be *The Best Bid for The Athlete*, the San Francisco plan offers equally compelling advantages to the NOCs, the IFs, the media and the commercial partners of the Olympic Movement.

**"San Francisco would be tough to beat. It is a real international city.
They are a city known and loved worldwide."**

—Richard Pound, Canadian IOC Member & Chair, Olympic Games Study Commission, in the *Toronto Star*, July 13, 2002

* In fact, *Condé Nast's Traveler* magazine readers voted San Francisco as the #1 travel destination in the United States in the annual 2001 Readers' Choice Awards (November 2001), a recognition they have given to San Francisco for the 13th time in the last 14 years. *Travel+Leisure Magazine* readers have named San Francisco as #1 in the world in 2001 and on two other occasions and as one of the top five "World Best Cities" in each of the last five years.

** Indeed, San Francisco is a city abounding in superb restaurants, designated the highest scoring city in the world in this category by the *Condé Nast's Traveler* magazine's Readers' Choice Awards for the fourth time in 2000 (#1 in the U.S. for 12 of the last 13 years), the "Favorite American City for Dining Out" by *Bon Appetit* magazine in 2001, and the "Best American City for Dining Out" by *Gourmet Magazine* in 2002.

A BRIDGE

to the Future for the IOC

Few, if any, other international candidates for 2012 will be able to match the powerful combination of international appeal and low-cost organizational effort San Francisco offers, in the first host-city decision under Jacques Rogge, given the IOC program to control the size of the Games and contain costs. In terms of international strategies, San Francisco 2012 has a number of powerful and innovative value propositions for each constituency within the Olympic Family. With breakthrough programs like *The Olympic Way*, *The Academic Olympiad*, *Training for 2012*, *The Security Academy*, *MyOlympicGames*, and the SF 2012 *Environmental Management System* layered on top of its low-risk, fiscally conservative *Ring of Gold* venue plan, San Francisco 2012 will give the USOC a clear competitive advantage in almost every category of evaluation. There is no doubt that against the international competition that the USOC candidate will face—London, Paris, Rome, Moscow, Istanbul, Rio, Capetown, Osaka, etc—San Francisco offers compelling strengths and few weaknesses the competition could exploit.

While not looking beyond the U.S. competition, San Francisco has invested considerable energy in evaluating the potential international competition and determining in advance of the USOC's selection how to best position against Paris and Rome among others. San Francisco believes that by positioning effectively out of the gate, the USOC can proactively frame the global conversation about the 2012 race.

"San Francisco's largest trump card in any case sits in Switzerland, in Lausanne, and is named Jacques Rogge. The Summer Games in 2012 are the first that will be awarded under the new IOC president. Rogge has often indicated that he wants to move away from "Olympic gigantism," from sinfully expensive construction projects and deficits in the millions in the Host City. While many candidates want to build new stadiums, arenas, train lines and streets if they win, the necessary infrastructure is in place in the San Francisco Bay Area or under construction."

—Jurgen Padberg, Olympic Journalist, *Berliner Zeitung* September 7, 2002

The Five Keys to Victory

Essential Strategies for Winning Internationally

- Bid Brand Positioning
- Global Media Relations
- Third Party Endorsement Strategy
- An Effective Outreach Program
- Excellence at Each Bid Milestone
 - Bid application, Bid books, evaluation
commission presentation, final presentation,
press conferences, etc.

As a fundamental strategic priority, San Francisco 2012, in partnership with the USOC, will ensure that each of these five keys become strengths of the international bid campaign. A description of San Francisco's initial thinking on each of these areas is presented in the Bid Addendum on-line at www.basoc2012.org.

The Three Pillars of Olympism: Sport, Culture and the Environment

Throughout its planning process, San Francisco 2012 has ensured that its plan delivers value against the three pillars of Olympism in scope and detail. In the SF 2012 plan, these pillars also stand on the firmest of foundations: conservative and prudent financial planning, world-class existing infrastructure, and the world's leading technological community. By providing the *best competitive conditions for the athletes*—and the best venue selection possible—SF2012 will provide a great foundation for the First Pillar—Sport. *Communitas*, the SF 2012 cultural program, which embraces *The Olympic Way* and *The Academic Olympiad*, provides innovative and unprecedented support for the Second Pillar—Culture. For the Third Pillar—Environment—the San Francisco Bay Area and the State of California are simply world-class, leading the nation and the world toward a new vision of sustainability in sport.

SF 2012's VALUE PROPOSITIONS

While leveraging the positive brand image and creative cachet the City by the Bay enjoys around the world, San Francisco will present to the IOC and the Olympic Family a series of value propositions that any rival will find hard to match:

- **FOR THE IOC:** A *Ring of Gold* game plan that aligns almost perfectly with Jacques Rogge's emphasis on cost containment—80% existing venues, low \$211 million capital investment, fully advanced state-of-the-art infrastructure in place in transportation, accommodations and technology—all translate into a highly reliable, easy to implement, logistically reasonable game plan.
- **FOR THE ATHLETES:** The unchallenged advantage of San Francisco's incredible climate, the best weather for training, preparation and competition; a great Olympic Village with air-conditioning you won't have to use; an athlete-driven bid led by an Olympian with venues designed and selected by Olympians for optimum athlete performance.
- **FOR THE NOCS:** *The Olympic Way*—a breakthrough six-month expo giving millions of Olympic fans and families a new experience of the culture and sporting traditions of 200 countries—with direct links back to those countries to unify the world in *Communitas* (see Olympism and Culture). *The Academic Olympiad*—annual symposia at Stanford University and the University of California at Berkeley to address the most pressing issues facing the world's Olympic family, from biomechanics to economics, elite athlete performance to spreading Olympism to the young. Plus an Olympic Village with a superb NOC services package in place. The bid has specific strategic plans to reach out to each geographic region of the world—Asia, Africa and the Middle East, the Americas, Europe and Oceania.
- **FOR THE IFS:** Four distinct venue clusters in *The Ring of Gold*, creating four celebration centers in which more individual sports will receive the recognition they deserve from spectators and fans.
- **FOR THE MEDIA:** Aside from the incredible photogenic/telegenic setting, a world-class existing 600,000 s/f IBC will be ready to go by the end of 2008, giving the broadcasters of the world the critical advantages of time, access and power years before the Games. For the MPC, there is the state-of-the-art convenience of Moscone Center, a facility that plays host to the world's leading technology trade shows for Silicon Valley, plus a new wireless results reporting system that delivers instantaneous results to any device chosen from an online menu.



- **FOR THE COMMERCIAL PARTNERS:** *The Bridge to China*—a concept of youth, sport and cultural exchanges between 2005 and 2012 that leverages San Francisco’s unique and historic relationship with China, providing a platform for extending the value of the investment made in both Olympiads. *The Olympic Way* and the Four Celebration Centers in *Ring of Gold* Venue Clusters will deliver tremendous value-added presence platforms for TOP and National Partners.

- **A HIGHLY-COMPETITIVE ADVANTAGE AGAINST ANY INTERNATIONAL CANDIDATE:** A low-risk, fiscally conservative, easy-to-deliver game plan that focuses spending on providing an extraordinary Olympic Games, not on building venues and infrastructure.

There is no doubt that San Francisco’s value propositions will play well in the international arena. This candidate gives the USOC the best chance of winning it all for America—and offering the IOC a unique organizational model based on the future criteria it has just started to articulate.

A BRIDGE

to the Future for the USOC

San Francisco 2012's goal through its bid and in staging the Games is to create a *Bridge to the Future* with the USOC, to secure its long-term financial viability, and to create *Legacy 2012* to fund training for American athletes long after 2012. San Francisco 2012 is committed to being the best partner with whom the USOC has ever worked. To achieve this goal, SF 2012 has created a "team-centric," rather than exclusively "city-centric" approach.

San Francisco 2012's roots are in the Olympic Movement. The CEO and President is an Olympian. The Bid Director has worked on four Olympic Games in sports, operations, and planning. Many of San Francisco 2012's directors are veterans of the LAOOC 1984, served on the bid committee for the 1996 Olympic Games and remain committed to bringing the Games to the U.S. and San Francisco. Every SF 2012 Theme Team includes Olympians and Paralympians.

San Francisco's team recognizes that a National Olympic Committee's (NOC) long-term vision and mission to strengthen the Olympic Movement in the country is typically at odds with the short-term demands facing bid cities and OCOGs. The resulting conflict often manifests most intensively in the financial arena. The greater the financial needs of the OCOG, the greater the potential for strain in the partnership with the NOC.

San Francisco 2012 understands the importance of integrated efforts with the USOC on all fronts of the bid campaign and in staging the Games and therefore commits to:

- Welcoming the opportunity to include USOC staff in the bid team
- Valuing highly the experience in operations, international relations and many other areas represented by the USOC board and staff
- Encouraging and supporting the USOC's participation in preparing strategies and tactics for the international campaign, as well as their input in planning for and delivering the Olympic Games.
- Recognizing the importance of integrating ethics programs with the USOC so that mutual efforts to win the bid and stage the Olympic Games meet with the highest ethical standards.

Programs and Initiatives

San Francisco 2012 looks forward to working with the USOC and the NGBs to create programs that ensure the success of American athletes in the short and long term, developing several programs to achieve this objective:

Legacy 2012

As detailed in the bid submission of December 15, 2000, San Francisco 2012 has created the *Legacy 2012 Foundation* to develop a program to fund sports development following the 2012 Olympic and Paralympic Games. The *Legacy 2012 Foundation* will serve athletes all across America, in all of the sports comprising the Olympic and Paralympic programs.

SF 2012 will fund \$170 million from its own share of the surplus from the 2012 Games to create *Legacy 2012 Foundation's Athlete Endowment*. This \$170 million endowment will be funded directly from the OCOG as part of its budgetary and legacy commitments.

San Francisco 2012 proposes that the *Legacy 2012 Athlete Endowment* be directed by a board composed of USOC appointees, representatives of the NGB council, U.S. Paralympics, and San Francisco 2012 and by Olympians and Paralympians, elected by their peers. Through support provided by the concerted efforts of this diverse board, athletes will have long-term training opportunities to achieve their fullest potential rather than being forced to leave their sport early due to financial pressures.

As it builds a *Bridge to the Future* with sustainable and sustained excellence in training and competition for U.S. athletes, *Legacy 2012* will ensure that the benefits of the 2012 Olympic Games extend across the country and the decades that follow.

Workforce 2012

San Francisco 2012 recognizes that many U.S. athletes would want to train in the Bay Area in preparation for the 2012 Olympic Games, particularly as indicated by the more than 400 Olympians already living here, naturally attracted to train in the superb year-round weather conditions and excellent facilities.

Therefore, as part of its commitment to the Olympic Movement in the U.S. and to the USOC and its goals, SF 2012 has determined to establish a jobs program called *Workforce 2012*.

Developed in cooperation with regional (and national) business organizations, *Workforce 2012* will assist athletes in training by identifying suitable jobs beginning after the 2008 Olympic Games and continuing beyond the 2012 Olympic and Paralympic Games. Significant business organizations, such as the San Francisco Convention and Visitors Bureau, have already been identified to lead this effort. The Northern California Olympians will also support this program, mentoring athletes throughout their stay. Details of this program are available in San Francisco's Bid Addendum on the SF2012 website: www.basoc2012.org.

Team Training and Processing

The USOC needs the best possible conditions to prepare its team for the 2008 and 2012 Olympic Games, as well as a processing center from which to "launch" the team, fully uniformed and prepared for the Olympic Games. San Francisco 2012 and the Sacramento region offer the USOC a turnkey solution for its team training and processing for both 2008 and 2012.

The Sacramento region provides an ideal solution for both the Olympic and Paralympic Teams in 2008 with the Games to be staged in Beijing:

- Complete world-class training facilities for every sport;
- An excellent solution for team processing;
- Accommodations ranging from hotels to dormitories;
- A city that is a proven host to major United States teams and events;
- The support of the Northern California Olympians, more than 400 strong and growing, to offer guidance, counseling and other assistance to the staff and athletes preparing for the Olympic and Paralympic Games.

Together with Sacramento and the Sacramento Sports Authority in both 2008 and 2012, San Francisco 2012 will provide room and board for the teams, training venues, and local transportation. Details of this program are available in San Francisco's Bid Addendum on the SF2012 website: www.basoc2012.org

Air Travel for Athletes

San Francisco 2012 is fully committed to funding any programs required by the IOC or that the USOC deems necessary to win the 2012 bid at the international level. San Francisco 2012 has allocated funding in its budget for air travel for all official delegations (athletes and officials residing in the Village) for both Olympic and Paralympic Games.

Family Ticket Program and Hosting

Family Tickets: In line with its commitment to create *the best competitive conditions for all athletes*, San Francisco 2012 proposes to offer two tickets through the NOCs to each athlete for each event in which the athlete competes. This program will require approximately 66,000 tickets for the Olympic Games. SF 2012 will make the same offer to all Paralympic athletes through the NPCs.

Athlete-Family Reunion Center: SF 2012 has discussed Athlete Family Programs with several Olympians from various Olympic Games, and with representatives of AT&T, who have sponsored this program for American athletes and their families in recent years. SF 2012 has included an Athlete-Family Reunion Center near the entrance to the Olympic Village, exclusively dedicated to athletes and their families. Located outside the official Village, this facility will provide a "hassle-free" alternative for the athletes and their families.



Housing: SF 2012 will identify and assist with suitable housing alternatives for any athlete families that want to attend the Olympic and Paralympic Games, either individually or through their respective NOCs.

Team Trials, Championships and Test Events

San Francisco 2012 is committed to providing the maximum number of NGBs with the opportunity to conduct their trials in facilities that will be used for the Olympic Games in 2012.

Joint Marketing Agreement: Platform for Successful Partnership

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. Because San Francisco 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 through the marketing joint venture that has the potential of generating a great upside in revenues for the USOC through the 2012 sponsorship program.

San Francisco will enter into a partnership that either 1) allows the USOC to provide a set revenue guarantee and control the upside potential through its own sales effort or 2) provides an OCOG-led sales team/effort and then shares the surplus revenues above the "guaranteed" threshold with the USOC on an equitable risk/reward basis.

San Francisco 2012 can extend this offer and opportunity to the USOC—and clarify the financial picture for the future—because its plan is so fiscally conservative and because the entire operational plan is based on the principles of sustainable development. The limited capital investments of the San Francisco 2012 plan ensure that the legacy of the 2012 Olympic Games will be "team-centric"—and accrue to the USOC and America's future Olympians—and not exclusively "city-centric," prioritizing the needs of a single metropolitan area.



San Francisco 2012 will work with each NGB to maximize the opportunities for national and world championship events in their sports throughout the international bid competition and in the years leading up to the Olympic Games in 2008 and 2012.



WHERE

the Bridge to the Future Leads

With its physical beauty and undeniable international charm, with its positive American iconography and its west-coast location, with its noted generosity, openness and creativity, with its extraordinary weather and environmental leadership, with its *Ring of Gold*, its existing infrastructure and its global leadership in technology, San Francisco is, by every measure, a powerhouse candidate for the USOC.

Perhaps best of all, it is a candidate whose selection sends a specific signal to the IOC about the USOC. It says "we've listened, we know where you're going, and we want to line up with your future direction by putting forth a bid that features dramatic cost-containment and superb conditions for the athletes of 2012."

As we have stated before, San Francisco 2012 offers the USOC three primary value propositions:

- San Francisco's international strategies offer the USOC a clear path to victory—and the best chance to win it all for America. With innovative programs like *The Olympic Way*, *The Academic Olympiad* and *Training for 2012*, *The Security Academy*, and *The Environmental Management System*, San Francisco offers a unique set of benefits to the IOC, the NOCs and the commercial partners of the Olympic Movement.
- San Francisco has developed *The Best Bid for the Athlete*—combining the ideal weather and training conditions of the Bay Area with venues, an Olympic Village and a game plan designed by Olympians and Paralympians to maximize the quality of the 2012 experience. Endorsed by many leading U.S. Olympic coaches, the San Francisco plan will find great appeal among the IFs, whose individual sports will get more attention and better facilities than ever in the four celebration centers of *The Ring of Gold*.
- San Francisco's fiscally conservative game plan—which aligns perfectly with the IOC's evolving emphasis on existing venues (80%) and low capital investment (\$211 million)—is designed to produce a financial windfall for the USOC that will leave a legacy of \$400 million for the development of Olympic sports.

Beyond these three key points—which summarize years of effort—the bid put together by San Francisco 2012 offers the USOC a unique opportunity to strengthen its future while aligning with the IOC in the kind of partnership that will ultimately serve to strengthen the Olympic Movement globally.

Strengthening the USOC—and American Sport

San Francisco entered the competition to become the U.S. Candidate for 2012 with a clear focus on developing a bid and an organizational plan that would give America the best chance to win internationally—and at the same time serve the long-term objectives of the USOC. SF 2012 has kept the USOC's long-term goals at the forefront of its thinking—attempting to reverse the traditional conflicts that develop as bids and then OCOG's focus purely on the short-term objectives of staging the Games.

San Francisco started from the premise of asking not just what its bid could do for the city, but also what the city could do for the country. The net result is a team-centric bid that ultimately delivers unprecedented benefits to the USOC and offers multiple and powerful competitive advantages for the international competition, enhancing the USOC's chances to win it all for America.

As San Francisco 2012 sees it, one of the key goals of the international campaign for 2012 should be to enhance the image of the USOC in the process—both overtly and indirectly. Because of the dramatic financial/construction contrasts in the two bids before it, choosing San Francisco will send an immediate signal about the USOC's approach to the campaign. Given the IOC's emerging emphasis on controlling the size of the Games, the modest capital investment demands of the San Francisco Bay Area's bid will give the USOC a chance to align effectively with Jacques Rogge and take a leadership role in voicing support for the new President's agenda. The USOC will establish a cooperative tone that should help enhance its image abroad. In fact, part of the brand personality that the San Francisco bid projects internationally will be of moderation and cooperation, a deliberate and direct contrast to many of the current perceptions of the United States. San Francisco's west coast location, its historic reputation for independence, acceptance and tolerance, and its distance from traditional U.S. power centers, will legitimize that moderate positioning.

A Winning Choice by Every Measure

Once again: 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 the San Francisco Bay Area 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 natural beauty and charm with the power of the Olympics will create an atmosphere of rare and magical enchantment. 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.

The City by the Bay—with its sweeping hilltop vistas, its mosaic of diverse neighborhoods, its world-class cuisine, the iconic beauty of its Golden Gate Bridge and the cable cars, and its technological leadership in Silicon Valley—will provide an unforgettable small-town, big-city setting for the world’s greatest event—an intimate experience that also delivers Olympic magnitude and pageantry in four dramatic Celebration Centers spread around *The Ring of Gold*. The San Francisco Bay Area 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 through the first truly interactive Olympic Games in a new Olympic experience we call *Communitas*, a cultural program infused with the most innovative and imaginative technology of Silicon Valley.





With California’s extraordinary Olympic heritage, with athlete-driven planning shaped by Olympians and Paralympians from the ground up, with its visionary concepts and its fiscally responsible budget, San Francisco 2012 offers the USOC an unrivaled package of 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 and the Olympic Movement better than ever before. It is a winning choice by every measure.

San Francisco 2012 is composed of many people who believe in the spirit of Olympism and who want to share their ideals and the magnificence of the Olympic Games with the people of the San Francisco Bay Area, the United States and the world. At the same time, they also want to share the beauty and many other special qualities of this region with the athletes, officials, members of the Olympic Family, the media and spectators who will come here for the Olympic Games or who will participate in the Games interactively through technology.

The individual volunteers who comprise San Francisco 2012 are formed in "Theme Teams" based on their expertise in the various subjects discussed in this bid for the 2012 Olympic Games. Every one of these teams includes Olympians and Paralympians representing teams from 1936 to 2002, technology experts, transportation officials, financial advisors, athletes, sports officials and administrators, developers, lawyers, city officials, meteorologists, environmental experts, marketing specialists, and committed individuals from many other walks of life. Together, the San Francisco 2012 Theme Teams have committed to creating not just this Olympic Bid, but also to delivering the best Olympic Games ever staged, in an ethically and fiscally responsible manner, and meeting or exceeding the expectations of all participants.

SF 2012 wishes to honor its "teams" and thousands of volunteers who have contributed to the development and production of this bid, as well as those individuals and companies who produced this Executive Summary. San Francisco 2012 believes that the San Francisco Bay Area is the best place to host the 2012 Olympic Games, but that it will be the people who make the 2012 Olympic Games great.

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