
THEME 1 – OLYMPIC GAMES CONCEPT AND LEGACY

1.1 Confirm your proposed dates to host the Games of the XXXI Olympiad and specify your reasons.

We propose to host the Games of the XXXI Olympiad from Friday, July 22 to Sunday, August 7, 2016. These dates are consistent with the current planning model for Olympic Games in the Northern Hemisphere and are optimal for the availability of the facilities offered for the Athletes Village (Olympic Village) and the Media/Family Village, as well as being optimal for the extraordinarily favorable weather in Los Angeles during this period.

1.2 Describe your vision of the Olympic Games, should your city become the Host City of the Games of the XXXI Olympiad.

Our vision of the 2016 Olympic Games is to shift the focus to be on the athletes and competition rather than on construction, by staging the Games in existing, recently built venues located in six compact clusters. Additionally, preliminary football matches will be played in outstanding regional venues. This will allow us to leave as a legacy a new enchantment with the pageantry and nobility of the Olympic Games, along with a legacy of sustained support for athletes, around the world, prior to and after the Games.

Los Angeles is uniquely suited to host the Olympic Games. It is a modern, cosmopolitan city, the second largest urban region in the United States. Its stunning setting features 76 miles of coastline, beautiful beaches, the islands of San Clemente and Santa Catalina, all surrounded by several mountain ranges. Outdoor life and sports have characterized the California lifestyle and defined Los Angeles. The weather is nearly perfect year round and especially in the summer months when the Games will be held. We can expect moderately warm temperatures without uncomfortable humidity. Los Angeles, home of the entertainment industry, is glamorous, with a certain magic, rich with the possibilities of a better life which will inspire the Olympians to live up to the Olympic motto: swifter, higher, stronger.

Los Angeles' vision for the Games and its legacy—a “Living Legacy”—are one. Our preparation and staging of the Games will re-imagine the Olympic Games, and be a model for subsequent Games. How we perform and the excitement that will surround the 2016 Olympic Games will be part of our Living Legacy. The impact of the 2016 Olympic Games will affect people in our city, our region, and around the world. Therefore, we answer questions 1.2, 1.3 and 1.4 here together.

The Games are not something the Olympic Committee does for a city; they are something a city does for the Olympic Movement and for the athletes of the world. We aim to deliver to the Olympic Movement enduring and sustainable benefits, before, during, and after the 2016 Olympic Games. Los Angeles, as the city where the whole world comes together, thrives on the opportunity to engage the world's fascination with the Olympic Games and to enlarge and extend that fascination. Los Angeles is a trendsetter in culture, sports and the environment, the three principles of the IOC. The youth of the world relate to Los Angeles and will want to follow the Games in Los Angeles as well as to compete in them.

Our sports vision is for Games played in our existing, state-of-the-art permanent venues. The vast majority of these facilities have been built in the last 20 years or are under construction now. We plan a compact series of six groupings of venues, linked by rail and freeway access. This fits perfectly into the Los Angeles area's regional master plan for centers of mixed-use urban density linked by public transit. These stadiums exist because the devotion to sport of Southern Californians demands and supports their existence. Their continued use after the Games is assured.



With our venues in place, the Bid Committee and OCOG will be able to devote their efforts to planning the events and maximizing the interest in the Games and the Olympic Movement.

Our vision is for a Games managed expertly to yield a financial legacy that will support local, regional, national, and international programs that advance the Olympic Movement and Olympic ideals. If appropriate, we can agree now on the percentage division of prospective legacy funds among the IOC, USOC, and local causes. Immediately after we are chosen by the USOC as the United States Applicant City for 2016, we will form a new bid organization and we will reorganize the Southern California Committee for the Olympic Games (SCCOG) to be our Living Legacy delivery organization. We will plan and administer the funding and other elements of our Living Legacy in Southern California. As a well-established charitable organization, founded in 1939 and directed by a capable, broad-based board of directors, SCCOG will assure the impact of the Games is preserved and enhanced. Our Living Legacy has begun with the bidding process and will continue through the Games and beyond.

From Opening Ceremony to Closing Ceremony, we will connect the Games to Olympic tradition in a unique way. All 10,000+ athletes at the 2016 Olympic Games will enter onto hallowed Olympic ground as they celebrate the Ceremonies in one of the world's most renowned monuments to sport—the Los Angeles Memorial Coliseum. They will be on a brand new field in the updated and renovated stadium in which Babe Didrikson, Carl Lewis, and their Olympian contemporaries performed in their days. By law, this great structure will continue to be preserved as a physical legacy of the 2016 Olympic Games as well as of those that came before.

The readiness of our venues, and our myriad practice fields, as well as the two Southern California Olympic Training Centers at Chula Vista and Home Depot Center, offer the unique opportunity to invite the international sports federations to come to Los Angeles to train and compete for years before and after the 2016 Olympic Games. We propose to make coaching clinics available, to sponsor competitions in minor sports that otherwise lack sponsors and to subsidize athletes from developing countries and other athletes who need financial assistance. This program will yield a legacy of international goodwill and of improvement in sports performance by athletes of developing nations.

Throughout bidding, planning and staging, Los Angeles' approach to the Games will serve as a demonstration to the world of how a city of diverse cultures can live together in a pluralistic, tolerant society. Los Angeles does this by respecting the things that are different among people while emphasizing what its people have in common. The Olympic effort unites Angelenos in a common effort (with 89% local approval). It is a launching pad for us to work together now and long after the Games have ended. The minimal need to build venues and the avoidance of taxpayer burdens preserve the community's near unanimous support. Los Angeles is thus united by the Olympic Games even now, while we bid. The benefits will continue throughout the years of this project. For the rest of the world, we contribute a vision of a living laboratory for 21st Century urban life.

Los Angeles is a world model for grass-roots democracy. Since our City Charter amendments of the 1990's, Neighborhood Councils have become involved in government throughout the City. We will utilize those Councils to help celebrate the Games in every corner of Los Angeles, and to involve people with or without Games tickets. Individual communities will prepare their own festivals, run by their Neighborhood Councils, coordinated by the OCOG for consistency, appropriateness and security.

Los Angeles is a young city, with a disproportionate population of children. In this, too, it is a model for the 21st Century. All efforts of the bid committee, the OCOG and SCCOG will be geared to engage our children. The Ready, Set, Gold! Program pairing Olympians with public schools to encourage nutrition and fitness is the first community effort of which we know by any



bid committee anywhere. We will expand that program and urge its replication elsewhere. We will also raise charitable funds to bring children to the Games in large numbers. The athletes will not experience the dispiriting effects of half-empty stands at the Olympic Games. Our stadiums will be full, and a legacy of Olympic enthusiasm will be instilled in young minds.

Our deep well of creative resources will bring a new “look” to the Games, and will create the Olympic Cultural Program and the Ceremonies. In re-inventing these important cultural aspects of the Games we will trigger a Living Legacy for future imitation. We envision a cultural legacy from the Games that will exceed any prior Games in extent or importance. Our proposed Games Operations Budget includes an unprecedented \$50 million for our Olympic Cultural Program, entitled “Peak Performance.” It will celebrate the Olympic Ideal in cultural, artistic, musical, and intellectual pursuits *throughout the state of California* with the greatest talents and greatest minds. It will coalesce the pursuit of excellence in athletics with that in all other fields, as in the Olympic Ideal. The program will receive permanent funding from SCCOG for future commissioning of work and for future performances. (See response to Question 17.1). Similarly, we will engage the greatest geniuses of our unsurpassed creative community in a new approach to the Ceremonies that observes all the requirements of the IOC, while renewing athlete and viewer interest.

The attention of young people world-wide is critical for the future of the Olympic Movement. Los Angeles, because of its cultural aura, attracts the attention of young people. Events that occur here occur in the spotlight of the global media based in Los Angeles. They attract elevated interest everywhere. We plan to maximize this attention and reignite the interest of young people by using our creative community for the benefit of the Olympic Movement. While bidding for the Games we will demonstrate the kind of talent that understands contemporary thinking of young audiences and can reach them. We already have the assistance of film and television producer Jerry Bruckheimer and of music and video producer David Stewart. The single biggest contribution we can make to the future of the Olympic Movement is to connect it with the youth of the world. We are uniquely positioned and completely determined to do so.

Environmentally, the vision and legacy of the Los Angeles 2016 Olympic Games will be to set a new standard for pollution-free, sustainable Games. California is the “gold standard” for internationally recognized environmental regulation, including rules that exceed the Kyoto Accord requirements. California has the world’s respect. Also, without building, we avoid the destruction, resource consumption and pollution that characterize large construction projects. We will produce carbon-neutral Games and be a demonstration project for environmental innovation.

In addition to the above, the Games will have a major impact on the physical landscape of Los Angeles by serving as a catalyst to complete its new Downtown, its major airport renovation and its subway from Mid-Wilshire to the Pacific Ocean—all of which are in the works. The Games will become a critical lever to reopen Americans’ welcome to visitors by giving us the basis to request legislation and regulations that re-direct the nation’s visa process toward favoring foreign visitors.

There is an abundance of additional ideas that we can bring to bear as we proceed over the next nine years. That is one of the key differences between Los Angeles’ bid and the typical bid based on an extensive plan for construction. In the typical bid, the early plan is far-reaching and grand. It is constantly trimmed as the overwhelming reality of construction costs set in. Our plan for the games allows continuous growth as ideas come into better focus. Ours is a living vision for a Living Legacy.



Describe your motivation behind the choice of location of key Olympic infrastructure.

We have selected the Los Angeles Memorial Coliseum for the Opening and Closing Ceremonies and Athletics. This signature venue, which will be transformed for the Games (See Theme 8.3), is a first-rate competition venue which also serves as a world-renowned icon of the Olympic Movement. The Los Angeles Memorial Coliseum will honor Olympic tradition as the only stadium to ever host three Olympic Games. As a national landmark, it will shine forever as a lasting legacy of the Games.

We have selected UCLA as the Athletes Village, where the athletes of the world will all come together and socialize. This location has state-of-the-art living and varied dining facilities for the athletes that cannot be matched by a newly built development created with an eye toward resale as multi-family housing. It is a self-contained, easily secured community of residence suites in a park-like setting with established amenities such as plentiful lounges and superb athletic exercise facilities. Mature specimen trees overhang its meandering paths. A renowned sculpture garden adjoins the housing. The campus abuts the exciting youth-centered concentration of shops and entertainment facilities in Westwood.

The location of the remainder of our key Olympic infrastructure was motivated by functionality, easy accessibility by public transportation, and a desire to take advantage of the finest existing facilities. This led, for example, to the placement of the Main Media Center as a combined print and electronic press facility at the Los Angeles Convention Center. These facilities, as well as the many others included in our bid, are well suited to the Olympic purposes we have assigned to each of them.

Provide Map A (no larger than A3 - folded or double page - and giving the graphic scale used): a map of your city/region on which your project is superimposed thus giving a complete visual overview of your project.

Please see Map A.

1.3 Explain how your vision of the Olympic Games fits into your city/region's long-term planning strategy.

Please see our answer to 1.2.

1.4 What would be the impact and legacy for your city/region of hosting the Olympic Games?

Please see our answer to 1.2.

1.5 Describe your plans for the sustainable development of any new permanent infrastructure included in your project.

The only permanent infrastructure project necessary for the Los Angeles 2016 Olympic Games is the shooting range complex, which will be designed to meet Leadership in Energy and Environmental Design (LEED) certification. This certification addresses five major areas: Sustainable Sites, Water Efficiency, Energy and Atmosphere, Materials & Resources, and Indoor Environmental Quality. Developing the shooting arena as a LEED-certified facility will ensure its lasting legacy as an example of the role of sustainable development in sport. Following the conclusion of the 2016 Olympic Games, the facility will be used as a law enforcement training center.



1.6 Describe how you would build and promote your image and reputation.

Describe the challenges and opportunities you foresee for an OCOG in terms of communications. How do you intend to cultivate local support and interest within your country and community? How do you intend to do so internationally?

We will re-imagine the Olympic Games. The image and reputation of the bid committee, the OCOG and the Olympic Games will be inseparable from our messages to Los Angeles, to California, to the United States and to the world. We are employing the deep and broad talents of our creative community to help us convey our message. We are creating the content and utilizing new media delivery devices that will help make the Olympic Games relevant to the lives of young people in 2007 as well as in 2016. With the active participation of such renowned talents as Jerry Bruckheimer and the support of the major studios, we will re-ignite excitement among young audiences. The Los Angeles creative community reaches the world. We will turn its power to our bid, the 2016 Olympic Games, and the Olympic Ideals.

We are mindful of the challenges in expanding Olympic Games audiences to new and younger constituencies. In our videos, films, music and other communications, we will win their trust. We will show how the Olympic Games change and surprise us. We will let the magic of the Olympic Games speak for itself. We will show that Olympians were once ordinary people, while at the same time focusing on what separates Olympians from the ordinary. We will show the Olympic Games' human side and the Olympic Games' superhuman scale. We will show what humanity can achieve together in peace without the Games losing the exhilarating tension of competition. We will draw people into the wonder and the amazement—a celebration of human creativity and purpose. We intend to make the world imagine it before they see it. In doing so, we will re-imagine the Olympic Games for a whole new audience. In answer to Question 1.7, we describe some of the specific initiatives we have conceived for these purposes.

As to local and international support, we already enjoy overwhelming local approval, with Harris Interactive polling showing an unprecedented 89% support for the bid. Our support from public officials on the local, state, and national scene is unanimous – another unique circumstance. In a newspaper story appearing on December 24, 2006, the head of the Howard Jarvis Taxpayer's Association said even his organization would support the expenditure of tax dollars to pursue this bid. This support is nothing short of astonishing—but does not lessen our determination to avoid the use of taxpayer funds in the bid of Games operations.

We will cement this local support with an ongoing program of local communications and community activity. In the following response to Question 1.7 we outline our successful Ready, Set, Gold! Program of Olympians in the schools and our new public service announcement program. These are just the beginnings. We are continuing to alert the public to the support of public figures and prominent private citizens and celebrities. We will announce to the public the January 15, 2007 Findings by the distinguished firm Economic Research Associates that the 2016 Olympic Games in Los Angeles would have at least \$5.7 billion dollars in positive economic impact on the Los Angeles region. We will promote the publicly disclosable outlines of our bid as described herein to engage citizen interest and excitement.

We also know, based on Harris Interactive polling which we have provided to the USOC, that we already enjoy considerable support from Olympic Games viewers in Western Europe. Over 70% of adults polled in five European countries with significant influence in the IOC (France, Italy, Germany, Switzerland, and the UK) listed Los Angeles as a very or somewhat desirable destination. Los Angeles consistently polled well above the similar polling by the Pew Survey for the United States as a whole in the "overall impression" held by these Europeans. As both a major Spanish heritage city and a major Pacific Rim city, with large Latino and Asian populations, we would expect even higher support if we were to poll in Latin America and Asia. As to IOC



members, we have determined that leaders of our bid committee maintain personal, first name basis friendships with almost half of the members of the IOC. (Of course, we will deal with such relationships only in coordination with the USOC and as permitted by IOC rules.)

To build on this base of existing support, upon the selection of Los Angeles as the United States Applicant City, we will propose for USOC approval an aggressive program of public communications in the nine years before the Games to promote both the 2016 Olympic Games and the Olympic Movement. The videos, print ads, and brochure we are developing at USOC request will give indications of the approaches we will suggest.

By being free of the work involved in major capital construction, both our bid committee and OCOG will have the time and resources to make such communications a more central part of their focus than in past Olympic Games. Our proposed budget allocates \$90 million to marketing and sales. This amount can be significantly augmented under our budget proposal. Whatever the funding, communicating the meaning of the Games will be a central occupation of our bid committee and our OCOG.

1.7 Briefly describe the communications programmes you intend to set up during the years leading up to the Olympic Games in order to promote the Olympic Ideal.

We look forward to partnering with the USOC to create and execute a compelling communications campaign that will generate enthusiasm and anticipation for the 2016 Olympic Games and convey the inspiration of the Olympic Ideal.

We already have activated programs to accomplish these goals. Public service radio announcements (PSAs) supporting the Los Angeles bid will begin airing soon across the Los Angeles area. The first group of these USOC-approved PSA's have been recorded by Janet Evans, Quincy Jones, Oscar de la Hoya, Peter Vidmar, Antonio Villaraigosa, and 10-year-old boxer "Mighty Mo" Orozco, who aspires to compete in the 2016 Olympic Games. We intend that, as the United States candidate City, this general promotional campaign will grow to include television, billboards, and other media. These same messages can be used nationally to build general support for the bid and the Olympic Ideal as we pursue the bid internationally. In addition, the SCCOG's "Ready, Set, Gold!" Program began pairing Olympians with local schools in September 2006. Each Olympian visits his or her adopted school five times during the academic year for the purpose of encouraging students to set goals and adopt healthy lifestyles, using their Olympic experience and the Olympic Ideal for inspiration. The program currently operates in 50 schools in the Los Angeles Unified School District, and, as we move toward 2016, the program will be continually expanded locally and nationally. The reach of the Ready, Set, Gold! Program is greatly enhanced by written material we have created for use in all schools, including those where no Olympian is yet paired. These materials can emphasize the Olympic Ideal to young people everywhere.

In addition we are now developing sample print ads and videos for presentation to the USOC in February, 2007 in accordance with the USOC's request. These will demonstrate concepts that we propose to utilize in our international campaign.

If we are selected as the USOC's 2016 candidate we plan to launch other new, specific programs. Subject to the approval of the USOC, we will initiate a multi-media campaign to promote membership in a new association called "LA2016." We will use newspapers, billboards, radio, television and buses, cell phones, videos and the Internet to reach the broadest possible audience. Each "LA 2016" member will join by making an annual contribution of \$20.16 to the bid committee. Members will receive information about Olympic history and the Olympic Ideals, news of the bid's progress and special offers for low-cost attendance at competitions in Olympic sports of the kind that occur regularly in Southern California. Those who join the program early and



remain members through 2016 will be offered the opportunity to purchase at least two tickets to the 2016 Olympic event of their choice on a priority basis (excluding certain premium events such as Ceremonies and finals). "LA2016" will help assure full stadiums at the Games and will help finance the bid's communications initiatives, will sustain public support and boost eventual ticket sales. Most important, it will give us direct links to a self-identified audience who will be receptive to the message of the Olympic Ideal. This community can become a permanent constituency of the USOC.

We also intend to set up a program of "Ambassadors": luminaries from the worlds of sports, entertainment, fashion, culture, business and science who will represent our bid and the Olympic Ideal publicly both in the United States and globally. We have a wealth of renowned people in Los Angeles who are qualified and willing to play such a role. As the United States candidate City, we will also be able to use additional "Ambassadors" from elsewhere in the nation. The Ambassadors can convey our message to members of the IOC, in coordination with the USOC, and in conformity with IOC rules.

Our overarching theme will remain, "Los Angeles, Where the Whole World Comes Together." This phrase speaks to the nature of the Olympic Ideal while conveying some of Los Angeles' best qualities: Los Angeles as a cosmopolitan, diverse world city; Los Angeles as a place the world loves to visit; and Los Angeles as the center for the creation of worldwide contemporary and youth culture. Hollywood's most creative minds will be at our disposal in crafting our messages.

We will use the latest technologies to reach contemporary global audiences efficiently and in ways that are relevant to modern lifestyles. We are the home of high technology media. In contemporary communication, the medium chosen is critical to conveying any message. Pursuant to work we have already begun with industry leaders, we will utilize media ranging from video games to blogs, from print ads to comic books, from interactive websites to targeted cable channels, and from cell phones, PDA's and MP3 players to whatever new and emerging technology will be next on the horizon.

Athletes will be at the center of attention in all our creative material. By placing them in our communications materials years in advance of the Games we will prevent the historical pattern in which athletes have been given attention for only one or two months before the Games—a counterproductive strategy. Athletes will play a starring role in our promotional efforts, thereby benefiting the Games, the Olympic Movement and the athletes themselves.

Further, our existing venues permit us to host events in Los Angeles in most Olympic sports in the three years leading up to the Games. These pre-Olympic events can be broadcast to worldwide television and Internet audiences. In showcasing pre-Olympic competitions from Los Angeles we will build interest in the sports, the athletes and the Olympic Ideal for years in a timed build-up to the main event in 2016. The Olympic Ideal will not leave the public mind between 2012 and 2016.

Los Angeles is one of the world's leading communications and media hubs. Events happen here on an elevated stage. They get more attention world-wide than similar events that occur elsewhere. This truth was clear to Wayne Gretzky and David Beckham as well as to every hopeful who has ever arrived in Hollywood on a bus. That special spotlight will shine on all that we do in preparing for and staging the 2016 Olympic Games in Los Angeles and give the Bid Committee, the OCOG, the USOC and the IOC the opportunity to promote the Olympic Ideal to the largest and most attentive audience across the globe.





Map A