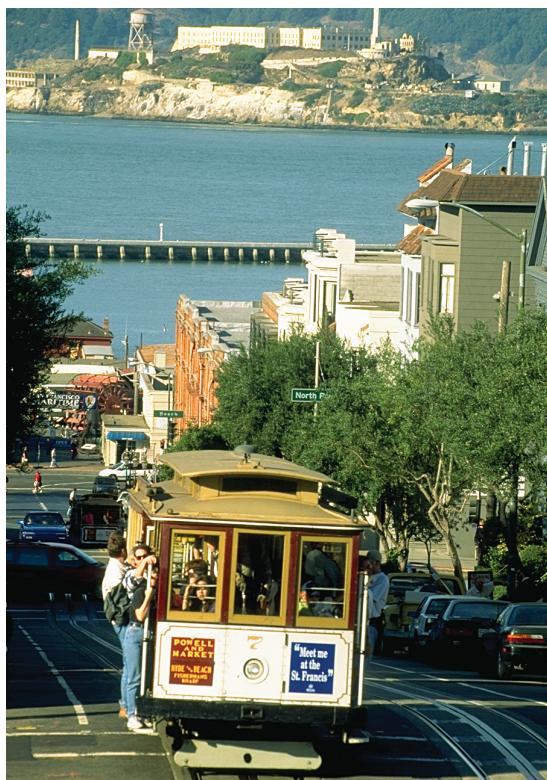


INTRODUCTION

The San Francisco Bay Area is blessed with extraordinary sports facilities, including two professional arenas, two professional stadiums and two major convention centers, along with numerous smaller arenas, stadiums and convention centers. These facilities are regularly renovated and improved to maintain their state-of-the-art readiness to host major sporting events. In fact, the San Francisco Bay Area currently has more than enough indoor facilities to host the Olympic Games in 2012 with several fine facilities in reserve, in addition to some major projects under consideration (and not included in this bid), such as a new professional arena and a new professional stadium, both in San Francisco.

With this infrastructure already in place, the Bay Area Sports Organizing Committee (BASOC) has worked with its team of Olympians and other sports experts to identify venues that will deliver world-class conditions for the competitions and positive environments for the athletes of the 2012 Olympic Games. These facilities will also provide all the support facilities and spectator seating needed to make the Olympic Games in the San Francisco Bay Area a functional success.



With this infrastructure already in place, BASOC can also focus on providing new venues for those Olympic sports that have specialized needs that are not yet met in the region. Therefore, BASOC is developing partnerships throughout the San Francisco Bay Area to establish facilities for equestrian, track cycling, tennis, shooting and a year-round slalom course for canoeing and kayaking. Working on the principle of "Legacy Now," BASOC is proving to be a catalyst to get these much-needed facilities developed so that these sports can enjoy world-class competition venues, now and for the Olympic Games.

With this infrastructure in place, BASOC can assure the Olympic Movement that environmental impacts involved in delivering the venues for the 2012 Olympic Games will be minimal. Further, all venues for which BASOC or the future OCOG

contributes to the development will be built to the extraordinary environmental and sustainable building standards of our Environmental Management System described in **Theme 4 – Environmental Protection**.

Finally, with this infrastructure in place, BASOC will not face the level of capital investment that has strained the financial resources of recent Olympic Games Organizing Committees and their communities. The Olympic Games budget can be directed at providing outstanding conditions for the competitions and first-class service from each of

the operational departments, such as Transportation and Technology. The only substantial capital investment foreseen is the cost of the Olympic Stadium, which BASOC will share with Stanford University.

The Olympic Stadium

BASOC believes that an Olympic Stadium must be an extraordinary venue, one that offers dramatic form but also flawless functionality. It must provide state-of-the-art facilities for athletes, media, officials, dignitaries, Ceremonies staff and performers, and Olympic staff and volunteers, and it must provide great sightlines, comfort and convenience for all its guests.

Such a stadium, one that can excite awe in spectators and inspire world-class athletic performances, is offered to host the Athletics competition and the Opening and Closing Ceremonies for the San Francisco Bay Area 2012 Olympic Games.



Designed to the highest standards by the world's foremost sports architects – architects with experience in designing other Olympic Stadiums – the Olympic Stadium at Stanford University will blend the classic lines of the university campus with the dramatic lines of modern sports architecture. This Olympic Stadium will create an exhilarating, vibrant atmosphere. This Olympic Stadium will evoke emotion and awe. And this Olympic Stadium will work, because it has been organized by venue planners who have actually operated and designed Olympic Stadiums for the two most recent Olympic Games.

BASOC chose Stanford as the location for the Olympic Stadium for several reasons. First, it is centrally located within the region and only seven miles from the Olympic Village. It is also situated along major public transportation routes, served by Caltrain, bus transit from two counties and the two major north-south freeways. Secondly, the Olympic Activity Center at Stanford will offer several other sports, including Badminton,

Softball, Water Polo and Modern Pentathlon. Additional land is available to create a tremendous Sponsor Hospitality Village and an Expo Mall for spectators and other visitors. Finally, this location offers the ideal summer weather of the San Francisco Peninsula so that the athletes will enjoy perfect conditions in which to compete and everyone attending the Olympic Ceremonies and Athletics events will enjoy them in comfort.

Stanford University can number scores of Olympians in the ranks of its alumni, and its student body consists of outstanding young people from all over the world, who come together in this beautiful and peaceful place to learn and to share their cultures. It is a site with Olympic characteristics, a suitable site for the Olympic Stadium.

The Venue Plan

BASOC has clustered the venues in Olympic Activity Centers, including Stanford University, San Francisco, San Jose, Oakland and Sacramento. BASOC believes that with clustered venues, officials and Olympic Family members, media and spectators can enjoy attending multiple events in close proximity to one another but, at the same time, eliminate the problems that often arise with transportation systems and overcrowding. Also, BASOC has partnered with its anchor cities so that each of these great metropolises and their residents can participate in the organization and staging of the Olympic Games and provide an Olympic Celebration that the largest possible audience can enjoy. The Host City of San Francisco will have the highest number of competition venues, but each of the anchor cities has major events to “call its own.”

All of the venue plans proposed for the 2012 Olympic Games in the San Francisco Bay Area have received approval from the National Governing Bodies (NGBs) of their respective sports.

What Are These SMEs?

SMEs (pronounced like “knees”) are actually subject matter experts, which in the case of BASOC’s sports planning has included Olympians, athletes, coaches and administrators from all over the region. Each sport has a group of SMEs that has overseen the venue selection and planning process as well as the scheduling process. These SMEs represent the beginning of the sports competition management teams for the Olympic Games. They all live and work in the San Francisco Bay Area, are immersed in their sport and can identify many other experts and leaders to join the team as the planning for 2012 progresses. The SMEs will contribute not only their expertise and network of colleagues, but also a sense



of continuity. Because they have been involved from the beginning, they have ensured, and will continue to ensure, that the right decisions are being made for their sport.

Official Program of the Games

The great summer weather in the San Francisco Bay Area corresponds with the International Olympic Committee's (IOC) most recent requirement for Candidate Cities – that the Olympic Games be organized in the last week of July and the first week of August.

Therefore, BASOC proposes to organize the 2012 Olympic Games from July 27 to August 12, 2012.

BASOC has developed an Official Program based on the requirements of each of the International Federations (IFs) and on the actual schedules implemented in Atlanta and Sydney for the 1996 and 2000 Olympic Games, respectively.

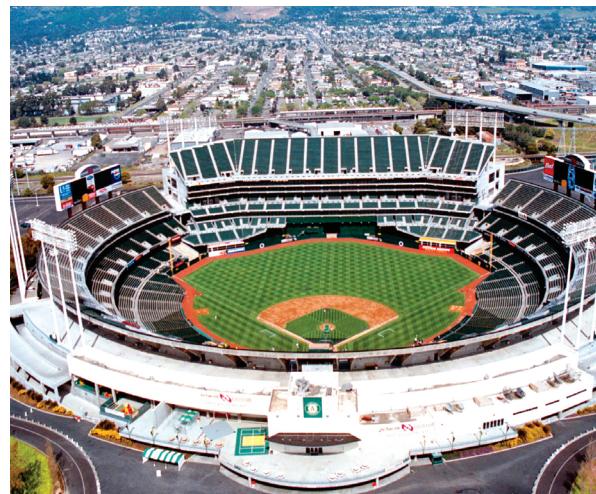


In addition, BASOC has developed detailed session schedules for each sport, each discipline and each event to ensure that the NGBs can see exactly how their programs would be presented. As with the venue plans, all the NGBs have provided BASOC with a letter approving the proposed schedule. BASOC has also acknowledged and confirmed that the USOC and the IOC will determine the ultimate schedule for the Olympic Games in consultation with IFs and with the OCOG.

Venue Agreements

One of the most important steps taken by BASOC's Legal Committee and executive management was the development of a Memorandum of Understanding (MOU) to obtain agreements with the venue owners and authorities for use of facilities for the 2012 Olympic Games. The MOU has provided a mechanism to address such issues as "clean venues," exclusive use and use of sponsor products. The majority of the venues have

already signed the MOU, but in those cases where the venue owner or authority could not sign the MOU at this time, a Letter of Intent has been executed that provides for assurance of use and acknowledges the terms and conditions required for a facility to be an Olympic venue. Because of this process, the framework for successful relationships with, and commitments from, all the venues already exists, so that problems that traditionally arise during the preparation for the Olympic Games will be avoided.



A Wealth of Venues

In addition to the superb facilities described in the Sports themes, the San Francisco Bay Area possesses a wealth of other facilities that will offer alternatives, options and venues for many of the noncompetition facilities required to stage the Olympic Games successfully. Such facilities include convention centers in Santa Clara, Oakland and Sacramento, intercollegiate arenas with more than 4,000 seats at San Jose State University, Santa Clara



University, Hayward State University and the University of San Francisco, as well as professional facilities such as the Bill Graham Auditorium in San Francisco and the Arco Arena in Sacramento. These facilities will provide flexibility for sports planning and the resources to meet such needs as the Main Accreditation Center, the Uniform Distribution Center, media accreditation and athlete accreditation, and any other contingency.

The Sum Is Greater Than Its Parts

The San Francisco Bay Area is a fabulous place to live and visit and a wonderful region for sports, whether participating or watching. Taken as a whole, the San Francisco Bay Area may be without peer for sport and enjoyment:

- The incredible Monterey area, with its rugged coastline, renowned aquarium and famed golf courses that will soon be joined by a world-class equestrian center;
- The Napa Valley, with its extraordinary wineries, including one that regularly hosts world-class mountain-bike competitions;



- The Sierra foothills, where the great Gold Rush began and where the race for gold will continue at Lake Natoma and Mather Regional Park;
- The East Bay, where the City of Oakland is enjoying a tremendous revitalization, where the University of California at Berkeley is educating future leaders from all over the world, where the newly renovated Coliseum and Arena provide state-of-the-art facilities;
- The Silicon Valley and Stanford University, where the information age renaissance is transforming life as we know it, where Olympians train, where great stadiums, swim centers and arenas host world-class events;
- The city of San Francisco, one of the greatest cities in the world and perhaps the most popular tourist destination of all, with its diverse and esteemed cultural and dining institutions, its Golden Gate and remarkable San Francisco Bay, a backdrop for truly memorable triathlons, cycling competition, and an incredible Olympic Sailing competition.



The sports concept for the San Francisco Bay Area's bid for the 2012 Olympic Games presents an opportunity for every sport to offer outstanding competition, with each venue chosen and developed with care by Olympians. It also offers an opportunity for everyone who attends the Olympic Games to enjoy unparalleled sport and culture at the same time.