

A photograph of the Golden Gate Bridge in San Francisco at dusk. The bridge is illuminated with warm yellow lights, and its reflection is visible in the water below. The sky is a deep blue, and the surrounding hills are silhouetted against the twilight.

SAN FRANCISCO 2012

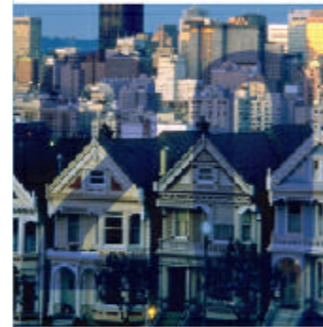
THE BRIDGE TO THE FUTURE

THE UNIQUE VISION OF THE BAY AREA'S CANDIDACY FOR THE 2012 OLYMPIC GAMES

SAN FRANCISCO 2012

A BRIDGE TO THE FUTURE FOR THE USOC

THROUGHOUT ITS 150-YEAR HISTORY, SAN FRANCISCO HAS ENCHANTED THE HUMAN IMAGINATION, EXERTING A MAGICAL PULL ACROSS OCEANS AND CONTINENTS, DRAWING DREAMERS FROM ASIA, THE AMERICAS AND EUROPE TO ITS COASTAL VISTAS, INSPIRING POETS AND PRESIDENTS TO SING OF ITS GLORIES.



THE "PAINTED LADIES" ON ALAMO SQUARE



THE BAY BRIDGE



"YOUR CITY IS REMARKABLE NOT ONLY FOR ITS BEAUTY. IT IS ALSO, OF ALL THE CITIES IN THE UNITED STATES, THE ONE WHOSE NAME, THE WORLD OVER, CONJURES UP THE MOST VISIONS AND, MORE THAN ANY OTHER, INCITES ONE TO DREAM."

—Georges Pompidou, President of France, 1969-1974

Often called the Paris of the United States—and traditionally considered the most European of all American cities—San Francisco ranks as the world's favorite U.S. city according to Conde Nast.* 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—with 84% public support—stands ready to answer that question for the United States Olympic Committee. Through its candidacy to host the 2012 Olympic Games, San Francisco has envisioned a Bridge to the Future that could serve as a transforming force for the U.S. Olympic Movement.

*For 13 of the past 14 years, Conde Nast Traveler has rated San Francisco as the "world's favorite U.S. city." Other publications like Travel & Leisure and National Geographic Traveler regularly bestow similar accolades on San Francisco.



LOOKING BACK TO SEE AHEAD

THE BEST BID FOR THE ATHLETES!

New CEO Lloyd Ward has made the USOC's two primary goals very clear: "To win more medals—and to win more hearts and minds." Ward's vision of success is designed to inspire America to embrace the values of the Olympic Ideal and a healthier lifestyle. The stunning performance of the U.S. Olympic Team in Salt Lake City—winning 34 medals, nearly three times their previous winter best—certainly moves these goals forward. And so will San Francisco's Olympic bid, which offers the USOC clear advantages against both goals. Historically, California has won far more Olympic medals—700+—than any other state. If counted separately, California's 45 medals would have ranked sixth on the Sydney 2000 tally—just behind Germany and ahead of France. There are 400+ Olympians and Paralympians living in the Bay Area right now. Why do so many elite athletes choose to live here? Because the training conditions are optimum, the sports infrastructure is highly advanced, the natural setting is inspiring, the city itself is magical in its diversity and charm—and the region leads the world in access for people with disabilities. At the heart of its Olympic bid, the San Francisco Bay Area offers the athletes of the U.S.—and the world—the best possible training conditions for peak athletic performance. Compare the temperature, the humidity, and heat index of the four candidate cities and it is obvious that San Francisco offers the best competitive conditions for the athlete—plus an athlete-centric game plan designed to maximize conveniences for all Olympic Village guests. San Francisco's extraordinary Olympic heritage is a Bridge to the Future of greater performances—and more medals, hearts and minds. 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 fact that attests to the status of San Francisco 2012 as the best bid for the athlete.



SWIMMING AT STANFORD UNIVERSITY

San Francisco's moderate summer climate—at an average mean of 63°F (17° C) and 66% daytime humidity—creates ideal competitive conditions for the Olympic Games. The city's heat index—at 76—is among the lowest in the nation and the world for middle latitudes. And there is no statistical chance of rain.



EQUESTRIAN AT MONTEREY HORSE PARK



SAILING ON THE BAY



SAN FRANCISCO'S 2012 OLYMPIC BID HAS THE DISTINCTION OF BEING LED BY AN OLYMPIAN, ANNE WARNER CRIBBS, WHO WAS ON THE WINNING 400 METER RELAY SWIMMING TEAM IN 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.

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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 DURING THE SEVEN-YEAR PERIOD OF GAMES PREPARATION, SAN FRANCISCO WILL WORK WITH THE USOC TO PROMOTE THE OLYMPIC VALUES OF A HEALTHIER LIFESTYLE.

A GAME PLAN OF INSPIRING BEAUTY

AN ENVIRONMENT OF NATURAL WONDERS

The landscape of northern California is considered one of the most dramatic and breathtaking natural realms on the face of the earth. From the pinnacles of the redwoods, to the rock face of Half Dome in Yosemite, to the beauty of Lake Tahoe, the area sings a hymn of natural wonders. Through the gateway of Carmel, the stunning cliffs of Big Sur to the south are called the "Greatest Meeting Point of Land and Sea," and the quaint art communities of Sausalito and Tiburon provide ferry rides of grand allure just across the Bay from the city's center. 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. Building a unique bridge to the natural environment, San Francisco is creating an Olympic experience that integrates environmental protection and

Olympians who have attended Stanford University in Palo Alto, which sits at the heart of San Francisco's game plan, have won more than 180 Olympic medals for the U.S., including 102 gold medals.

A WORLD LEADER IN ENVIRONMENTAL PROTECTION, SAN FRANCISCO HAS PLACED THE THIRD PILLAR OF

OLYMPISM—THE ENVIRONMENT—AT THE CORE OF ITS BID. SAN FRANCISCO'S VISIONARY COMMITMENT—AND INCLUSION OF NGO LEADERSHIP—WILL NOT ONLY SET A NEW STANDARD FOR THE OLYMPIC GAMES BUT LEAVE A SIGNIFICANT LEGACY OF IMPROVED ENVIRONMENTAL MANAGEMENT PRACTICES THROUGHOUT THE BUSINESS COMMUNITY AND GOVERNMENTAL SECTOR IN THE BAY AREA.



NAPA VALLEY



MOUNTAIN BIKING



STANFORD STADIUM

sustainable development into every aspect of the planning and management of the Olympic Games. Reaching out to the most glorious natural environs the Bay Area can offer—which happen to be 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 world and national championships have been staged—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 Stanford University in Palo Alto—the intellectual capital of the global technology revolution—tennis at San Jose State University, volleyball at Berkeley, 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 was based on the primary standard of what is best for the athletes and the sport—with natural beauty an added benefit. 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.

Mountain biking—an Olympic medal sport since 1996—was invented in 1976 on the Bay Area's highest peak—Mount Tamalpais—just across the Golden Gate Bridge from San Francisco. Today, the popularity of recreational cycling is second only to walking in America's pursuit of fitness—a testament to California's ability to create trends that win hearts and minds.

WITH A CENTRALLY LOCATED, ENVIRONMENTALLY STATE-OF-THE-ART OLYMPIC VILLAGE, 80% OF THE VENUES ALREADY IN PLACE, AND AN EFFICIENT, COMPREHENSIVE PUBLIC TRANSPORTATION SYSTEM CONNECTED TO EVERY VENUE, SAN FRANCISCO CELEBRATES AND PROTECTS THE REGION'S STUNNING NATURAL BEAUTY WHILE OFFERING A TECHNICALLY EXCELLENT GAME PLAN SCALED FOR A GREAT HUMAN EXPERIENCE.

A BRIDGE TO THE FUTURE OF THE OLYMPIC MOVEMENT



Not long after his election, new IOC president Jacques Rogge challenged the USOC to increase its international profile within the Olympic Movement. Among the U.S. cities competing for 2012, San Francisco is in a unique position—geographically and culturally—to offer the USOC a significant platform for near-term and long-term gains in that direction. The future of the Olympic Movement is now clearly anchored in Asia through the Beijing 2008 Olympic Games. The unprecedented commitment of the Chinese to spend more than \$20 billion on its Games—compared to \$1.6 billion by Atlanta 1996 and approximately \$2 billion by Sydney 2000—is only one indication of the unparalleled scope of sport, business and cultural opportunities that will unfold around the Games. As the world's largest market opens to the world, the USOC has an extraordinary strategic opportunity to strengthen its relationship with Asia in general and the Chinese people in particular—building on the momentum of its Sports Development Agreement with the Chinese Olympic Committee. San Francisco—the city with the largest percentage of Chinese-American residents in the nation—has envisioned a ten-year Olympic program—The Bridge to Beijing—that would link the preparations and celebrations of the 2008-2012 Olympic Games in a continuing exchange of sports, cultural and business development opportunities with the Chinese people. The significance of this opportunity, which will reach far beyond the Games themselves, is reflected in the fact that Goldman Sachs projects a \$34 billion real dollar economic impact from the 2008 Games. China will drive the next wave of global economic expansion—and San Francisco is clearly the USOC's strongest platform for leveraging that growth for the full benefit of America's future Olympians. The Bridge to China is clearly The Bridge to the Future.



In 1915 San Francisco hosted the Panama-Pacific International Exposition, an event that included a celebration of the potential of the Olympic Movement to unify the world. In his Olympic Memoires, Baron Pierre de Coubertin attributed the work of San Francisco to greatly enhancing the prestige of the Olympic Movement and—at a time when Europe was engulfed in war—opening the gateways for the expansion of the Olympic Movement into Asia.

"AT THE HEAD OF THE IOC, COUBERTIN WAS PROTECTING THE FUTURE. OLYMPISM MIGHT TEMPORARILY LOSE GROUND IN EUROPE, BUT SHOULD MAKE IT UP ELSEWHERE IN THE WORLD: IN AMERICA AND, THROUGH THE 1915 SAN FRANCISCO EXHIBITION, IN THE PHILIPPINES AND THE VAST CONTINENT OF ASIA."

- THE INTERNATIONAL OLYMPIC COMMITTEE • ONE HUNDRED YEARS, VOL. I

WITH A POPULATION THAT IS 33% ASIAN-AMERICAN AND A LONG-TRADITION OF ASIAN POLITICAL, CULTURAL, BUSINESS AND SPORT DEVELOPMENT, SAN FRANCISCO HAS THE FOUNDATION UPON WHICH TO BUILD A POWERFUL BRIDGE TO ASIA FOR THE USOC.



San Francisco's Chinatown is often described as the largest Chinese city outside of China. The entire city is engaged by the community's annual celebration of the Chinese New Year.



AN ECONOMIC LEGACY OF GREAT BENEFIT TO THE USOC

The last time the Olympic Games were held in California, they produced a \$232 million profit, creating a legacy for the USOC that served as a foundation for the future prosperity of the world's leading National Olympic Committee. Times are certainly different, but San Francisco is planning to produce a significant surplus for the U.S. Olympic Movement once again. With 80% of its venues in place, San Francisco is ready to serve the USOC and the global Olympic Movement. Among the U.S. candidates vying for 2012, San Francisco's plan is the most economically feasible—and the least demanding in the fiscal burden it would place on the people of the nation and home state. San Francisco's Olympic vision takes full advantage of the existing infrastructure, minimizing construction demands, costs and environmental impact. The plan, which will produce a \$7 billion economic impact for the Bay Area, is consistent with the city and region's long-term priorities and development plans. There are no major civic agendas that stand in conflict with the

priorities of preparing for the Olympic Games. In fact, the game plan takes advantage of more than \$90 billion in authorized extensions to the Bay Area transportation infrastructure planned over the next two decades. The Olympic Village will provide 2,500 new homes for the Bay Area—a highly valuable legacy created by private developers at no expense to the city or the Organizing Committee. While driven by private enterprise—a model designed for cost-containment and profitability—all the necessary financial guarantees are in place. In November 2001, the city and state governments signed the essential guarantees that put their full support behind the bid. California, which ranks as the world's fifth largest economy, is fully capable of delivering on its promises. The San Francisco 2012 Olympic Games are projected to produce a substantial surplus to fund *Legacy 2012*—a foundation to support athletes, promote youth sports development, the arts, culture and environmental protection throughout Northern California and America—and a variety of USOC sports programs. The financial plans of this candidacy—in keeping with California's strong tradition of fiscal responsibility and protection for the taxpayer—are clearly designed to build a bridge of future prosperity for the U.S. Olympic Movement.



THE FAIRMONT HOTEL



BAY AREA BIOTECH LEADERSHIP



CABLE CARS

SAN FRANCISCO'S FISCALLY RESPONSIBLE GAME PLAN—PROTECTED BY PRIVATE INSURANCE INSTRUMENTS AND A STATE-BACKED GUARANTY TO GUARD AGAINST POTENTIAL LIABILITY—PROJECTS REVENUES THAT EXCEED EXPENSES BY A LARGE MEASURE. THOSE REVENUES COME FROM MARKETING AND BROADCAST RIGHTS FEES, PLACING NO BURDEN ON THE TAXPAYERS. SAN FRANCISCO'S PLAN COULD PRODUCE A GREAT FINANCIAL RETURN OF HUNDREDS OF MILLIONS OF DOLLARS FOR THE SAN FRANCISCO BAY AREA AND THE U.S. OLYMPIC MOVEMENT.



SAN FRANCISCO INTERNATIONAL AIRPORT



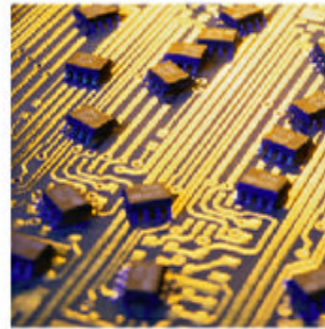
DOWNTOWN SAN FRANCISCO, THE TRANSAMERICA BUILDING

COMMUNITAS: THE BRIDGE TO GLOBAL UNITY THROUGH TECHNOLOGY

The Olympic Games symbolize the unity of humanity in unique ways, weaving together a cultural tapestry of the community of nations under the eternal flame of Olympia. At the heart of the Games, the youth of the world—from every race and every nation—live side-by-side in harmony and peace, forming for a brief period a global community that captures the aspirations of all humanity for peace through sport. San Francisco 2012 has a vision for extending the experience of that community interactively to all humanity. It is called *Communitas*—the Latin word for community—a concept that seeks to unify through technology, to celebrate the diversity of our world in new ways by drawing more people than ever into an interactive experience of the Games—and the unique culture they create. *Communitas* will be a cultural experience and a technology platform—a legacy asset for the USOC created by tapping into the extraordinary inventive resources within the city's reach—the leading innovators of Silicon Valley and intellectual resources of Stanford University and the University of California at Berkeley. Like America—a melting pot that reveals how people of different cultures and ideals can live as one nation—*Communitas* will seek to foster the future of community through participation in a common experience. San Francisco 2012 has envisioned the *Olympic Way*, a waterfront village of international hospitality featuring houses representing the NOC's of the world, each connected to the home country through technology. The vision of *Communitas* will extend to the Cultural Program of 2012, which will draw on the world's leading producers and entertainers—California's best—to carry the theme of unity in community through spectacle, theatre, music, dance, film, painting, sculpture, photography and all the arts. As a city, San Francisco's unique character has long been rooted in its ability to embrace diversity—and to shape a community that lives as one. Through *Communitas* and its celebrations in 2012, San Francisco will extend that tradition across a bridge of technology to the peoples of the world.



SAN FRANCISCO AT NIGHT



GLOBAL TECHNOLOGY LEADERSHIP



CONSERVATORY OF FLOWERS



SAN FRANCISCO'S CULTURAL PROGRAM WILL LEVERAGE THE TALENTS OF THE WORLD'S FINEST PRODUCERS AND ENTERTAINERS TO INFUSE THE OLYMPIC GAMES—AND THEIR CEREMONIES—WITH A LEVEL OF ARTISTIC ACHIEVEMENTS CONSISTENT WITH CALIFORNIA'S GLOBAL CREATIVE LEADERSHIP.

WORKING WITH SOME OF THE LEADING TECHNOLOGISTS AND INTERACTIVE INNOVATORS OF SILICON VALLEY, SAN FRANCISCO HAS SHAPED A VISION FOR TECHNOLOGY DESIGNED TO UNITE THE WORLD IN COMMUNITAS—A NEW SHARED INTERACTIVE EXPERIENCE FOR THE COMMUNITY OF NATIONS.

“SAN FRANCISCO HAS ONLY ONE DRAWBACK.
'TIS HARD TO LEAVE.” —RUDYARD KIPLING

SAN FRANCISCO 2012:

THE BEST INVITATION THE USOC COULD EXTEND TO THE WORLD



OPEN AIR FLOWER MARKET



THE WATERFRONT FROM TREASURE ISLAND



STREET CAFÉS



LOMBARD STREET



DOLBY TOWER

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 venues. 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. The City by the Bay—with its sweeping hilltop vistas, its mosaic of diverse neighborhoods, and its enduring cultural icons—will provide an unforgettable small town, big city setting for the world's greatest event—an intimate experience in an urban center. San Francisco will enhance the Olympic image in invaluable ways—and leave the USOC with a proud legacy of service to the world. With California's extraordinary Olympic heritage, its vision of a Bridge to Asia, and its fiscally responsible game plan, San Francisco 2012 offers the USOC an unrivaled package of potential 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 better than ever before.



