

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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