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STAGE 3 CANDIDATURE QUESTIONNAIRE  
GAMES DELIVERY, EXPERIENCE AND VENUE LEGACY



**LOS ANGELES**

CANDIDATE CITY  
OLYMPIC GAMES 2024



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## STAGE 3

### FOLLOW THE SUN TO A NEW GAMES FOR A NEW ERA

In many ways, the future is now for the Olympic Movement.

The world is entering an era of unprecedented change and uncertainty, and that is why we believe that the 2024 Games must serve the Olympic Movement far beyond 2024. The 2024 Games must help restore the credibility of the Games, ensure financial stability for the Olympic Movement and create new opportunities to engage with young people around the world.

We believe that LA 2024 has all the resources necessary to deliver these objectives. Los Angeles is a vibrant, young city poised on the “edge of tomorrow”, a city full of creative energy and extraordinarily united – not separated – by its breathtaking cultural diversity. The face of the future is the face of our city, today.

To earn the right to host the Games, every Candidate City strives to answer the question, “Why should our city host the Games?” Our answer is one most closely aligned with the needs of the Olympic Movement: we believe that LA 2024 is the only city in this campaign that can connect the Games to the future.

The next question is of course, “How do we deliver on our stated goals?”

- LA 2024 will help restore the credibility of the Games hosting process via its sustainable plan that maximizes existing venues and offers a “no surprises”, low-risk Games Concept;
- LA 2024 will increase opportunities for all International Sports Federations (IFs) by harnessing the strength of the California and US markets, as well as America’s state-of-the-art sports promotion expertise; and
- LA 2024 will foster a new, enduring connection to the world’s youth via the unique intersection of technology, entertainment and new media expertise found only in LA and California.

We understand the many benefits that hosting the Games can provide our city, ranging from sport to social and financial. For example, LA 2024 would generate USD 11 billion in incremental economic impact in LA and USD 18 billion for the USA. It would also create an additional 75,000 jobs, generating USD 5 billion in additional wages. This is good news for the Olympic Movement because it illustrates how beneficial the Games can be to the host city and nation, thereby encouraging future bidding cities.

But the true benefit to LA and our country is beyond economic impact. LA, and indeed America, are extraordinarily culturally diverse. Hosting the Games in LA can serve to help unite our country and its people at a time in our history when, perhaps, it is needed most. Nothing brings the world – or a nation – together like the Olympic and Paralympic Games.

*“The Olympic Games are a pilgrimage to the past, and an act of faith in the future.”*

–BARON PIERRE DE COUBERTIN

*“The best way to predict the future is to invent it.”*

–STEVE JOBS

*“Times and conditions change so rapidly that we must keep our aim constantly focused on the future.”*

–WALT DISNEY





### LOS ANGELES IS THE GAMES' PERFECT STAGE

LA 2024 understands that the spectacle of the Games extends beyond the field of play, to the host city itself and its surroundings. Our plan takes one of the most exciting innovations in recent Olympic Games, the Olympic Park, and expands upon that model by creating four similar concepts, which we call Sports Parks, across the City of Los Angeles.

Each of our four Sports Parks will include multiple sports venues, a Live Site, and Olympic and Paralympic sports showcasing opportunities. Each park will have marketing partner activation opportunities and numerous dining and retail options, all within a secure perimeter, like the Olympic Parks of London 2012 and Rio 2016. LA 2024's multiple Sports Park concept will allow more spectators to conveniently enjoy more sports around our diverse city, and will allow more Angelenos to enjoy more of the Games in their own neighborhoods, thereby extending the legacy of LA 2024.

### LOS ANGELES OFFERS AN EXISTING, NO-RISK OLYMPIC AND PARALYMPIC VILLAGE

LA 2024 provides the Olympic Movement unprecedented assurance in one of the most important and often challenging aspects of any Games Concept – the delivery of the Olympic and Paralympic Village.

The existing world-class campus of UCLA will serve as the LA 2024 Village. UCLA is home to over 16,000 residents and offers a Games-ready environment today with extraordinary living, dining and on-site training facilities.



### LOS ANGELES AND THE US MARKET CREATE NEW OPPORTUNITIES FOR OLYMPIC AND PARALYMPIC SPORT

LA 2024 represents a significant opportunity for International Federations to expand both participation and commercial interest in their sports. Virtually every Olympic and Paralympic sport has a large and passionate fan base in America due to our nation's incredible ethnic diversity. California has a large and dynamic economy that ranks sixth in the world behind the USA, China, Japan, Germany and the UK. The US Bureau of Analysis reported that California's 2015 GDP was USD 2.5 trillion.

The US sports marketplace is also massive. Ticketing revenues, sports-exclusive media rights, sponsorship revenue, and merchandising sales for US sport event organizations and professional leagues generated around USD 64 billion in 2015; this figure is forecast to increase to USD 75 billion by 2020.

### LOS ANGELES IS LOW RISK AND GAMES READY

We began our planning by addressing the real concerns of recent Olympic Games – their increasing cost, size and operational complexity – with the existing assets of our city. This means we are not changing our city to fit the Olympic Games, rather, we are applying the existing resources of our city to create an exceptional Games Concept that is fully sustainable, because it already exists. This makes LA 2024 a perfect demonstration of Olympic Agenda 2020's intent.

Our estimated operating budget of USD 5.3 billion is perhaps the most scrutinized, third-party validated in Olympic history, and it does not rely on any public investment. This is a drastic change from many past bids – and this means no surprises for the IOC or the Olympic Movement.

LA has a rich array of world-class, competition-ready sporting facilities due to our city's long-term investment in sport. Consequently, LA 2024 will have seven years to focus on the delivery of the Games experience for all stakeholders, especially athletes, and not on the construction of Games infrastructure. That is a true Games changer.





**A NEW GAMES  
FOR A NEW ERA**

### **LOS ANGELES IS AN OASIS OF OLYMPIC OPTIMISM**

LA has a long love affair with the Olympic Games and the Olympic Movement. The legacies from the 1932 and 1984 Games still resonate across our great city, and they are part of the reason that 88 percent of Angelenos passionately support our bid – a public support figure almost unheard of in western democracies.

LA 2024 is fully supported by the city, state and federal governments. The LA City Council has been an invaluable partner in ensuring that our Games Concept is completely aligned with our city's long-term goals. This strong partnership inspired the LA City Council to overwhelmingly support the signing of the Host City Contract.

Furthermore, LA 2024 hosted community forums with residents of all 15 LA council districts. The effect of this community-driven approach is evidenced by recent polls showing 88 percent support for our bid.

### **LOS ANGELES IS FOCUSED ON WHAT'S NEXT**

The greatest proof of our culture's focus on the future is California's role as the epicenter of the convergence of technology, youth culture and entertainment. California is home to many of the world's most innovative media and technology companies such as Facebook, Snapchat, Twitter, Instagram and Disney to name just a few. These firms provide products and technologies that engage billions of young people around the world every day. LA 2024 offers the Olympic Movement an unprecedented opportunity to harness the latest media, entertainment trends and technologies to better engage global youth via inventive promotion and presentation of the Games.

### **FOLLOW THE SUN TO A CITY OF DREAMS**

That's our story: LA is more than a place, more than a global metropolis of amazing diversity – it is the frontier of creativity and breakthrough innovations now geared to serve and strengthen the Olympic family and worldwide sport. LA's most famous industry sprung from the human imagination, thus it has always been a city of endless possibilities and the birthplace of reinvention – where the diverse and beautiful landscape inspires fresh beginnings by the ever-present idea that tomorrow can be better than yesterday.

**This is who we are.**

**This is LA.**

**Follow the Sun to a New Games for a New Era.**

# 3.1

## GAMES CONCEPT UPDATE

1. **IDEAL DATES FOR GAMES**
2. **SPORTS PARKS TAKE CENTER STAGE**
3. **EVERYTHING IN ITS PLACE**
4. **EXCITING COMMUNITY ENGAGEMENTS**
5. **FAR-REACHING CULTURAL FESTIVALS**
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7. **CREATING A FESTIVE OLYMPIC ATMOSPHERE**
8. **AN INNOVATIVE CEREMONIES CONCEPT**
9. **OPTIMIZING AUDIENCE PARTICIPATION**
10. **OLYMPIC STORYTELLING THAT ENGAGES**
11. **OVERCOMING COMMUNICATIONS CHALLENGES**
12. **KEY COMMUNICATIONS MILESTONES**

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## 3.1 GAMES CONCEPT UPDATE

### 1. IDEAL DATES FOR GAMES

Proposed dates for the LA 2024 Olympic and Paralympic Games:

#### LA 2024 OLYMPIC GAMES:

JULY 19-AUGUST 4, 2024

#### LA 2024 PARALYMPIC GAMES:

AUGUST 16-AUGUST 29, 2024

During these periods, Los Angeles' ideal weather and climate will ensure perfect competitive conditions for all summer sports and their respective athletes. In addition, these are optimum dates on the international sports calendar and coincide with the United States' traditional vacation calendar and summer school recess, yielding a significant reduction in auto traffic while providing excellent opportunities to recruit volunteers and promote Olympic and Paralympic Games ticket sales.

### 2. SPORTS PARKS TAKE CENTER STAGE

Because LA 2024 has no new permanent facilities to build, we can focus on delivering the best experience ever for the athletes while delivering on our goal of connecting the Games to the future. Throughout Stages 2 and 3 of the Candidature Process, LA 2024 worked closely with all International Federations and our local venue partners to finalize the LA 2024 Games Concept. The result of these meetings is an extraordinary, sustainable Games Concept that fits the existing resources and assets of our city with the needs of the Games now, and in the future.

In the spirit of Olympic Agenda 2020, LA 2024's improved Games Concept evolved to ensure the best experience for the athletes, increase opportunities for an Olympic legacy and showcase more of our beautiful city to Games-time visitors and the millions of people around the world watching the Games broadcast.

The final LA 2024 Games Concept as illustrated in Map A, includes the following changes to the Games Concept submitted in Stage 2:

#### ARCHERY

Archery will be hosted at the dynamic new LA Stadium at Hollywood Park being built by the LA Rams NFL franchise, at a temporary venue extending over a reflecting pool in the entertainment district. This location will provide the sport with an ultra-modern, high-visibility venue with a spectacular backdrop for both Olympic and Paralympic competitions.

#### MOUNTAIN BIKE

LA County's Frank G. Bonelli Regional Park will host the LA 2024 mountain bike competitions. This beautiful 1,800-acre park, featuring a 250-acre lake and miles of multi-use trails, was selected in consultation with UCI and USA Cycling. This venue represents a significant legacy for the sport in Southern California. The investment and enhancement program required to get this course ready for the Games is minimal. The region will be left with a world-class course capable of hosting future UCI Mountain Bike World Cups.

#### MODERN PENTATHLON

Modern pentathlon will be co-located with four other sports (rugby sevens, hockey, tennis and track cycling) in the South Bay Sports Park. Creative planning and sport scheduling by both LA 2024 and the UIPM created an ideal location that allows all five modern pentathlon events to be hosted in the same place. This "everything-in-one-stadium" approach to the sport, and the benefits of hosting modern pentathlon in one of the LA 2024 Sports Parks represent a significant opportunity for the sport to benefit from its proximity to other sports and its exposure during the Games.

#### UNIVERSITY OF CALIFORNIA RIVERSIDE

To better support the athletes competing at the Lake Perris rowing and canoe/kayak channel, LA 2024 proposes a satellite Village at the University of California Riverside (UCR). Just a short 20-minute bus ride from Lake Perris, the existing UCR campus will provide the same level of services as the Olympic and Paralympic Village at UCLA. All athletes staying at the satellite Village will also have a bed at the main Village before and after their competitions. More details of the UCR satellite Village are included in Table 48.

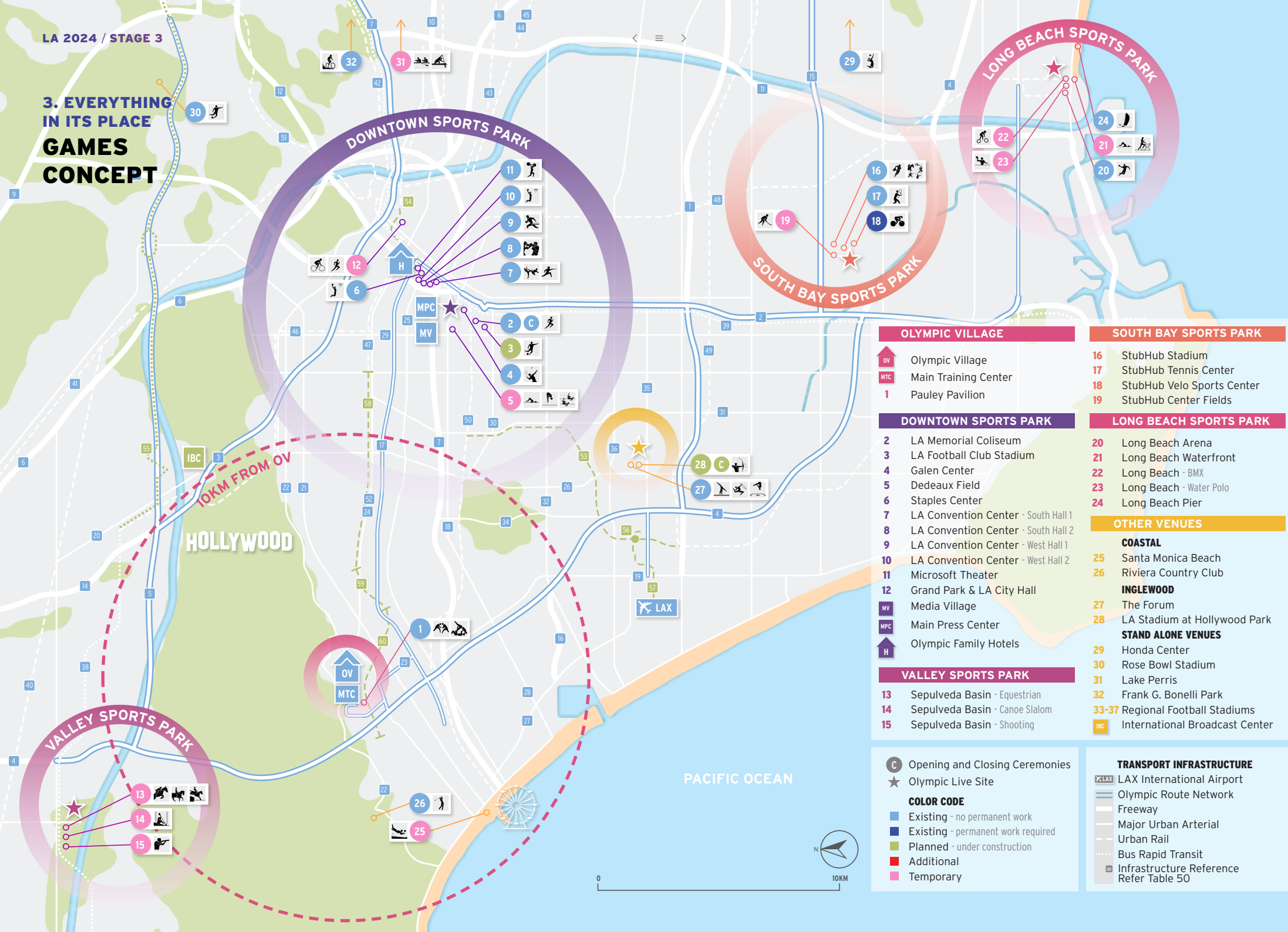
#### CEREMONIES

The Opening Ceremony for the Olympic Games and the Opening Ceremony for the Paralympic Games will be hosted in the new 85,000-seat LA Stadium at Hollywood Park. This new stadium, which will be completed in 2019, will provide the Olympic Movement with the most modern sports stadium in the world: a dedicated, awe-inspiring ceremonies' setting offering state-of-the-art technology and state-of-the-art facilities. More details on the LA 2024 Ceremonies Concept can be found in the answer to Question 8.

By grouping existing world-class venues with temporary venues for complementary sports, the LA 2024 Games Concept proves that cities around the world can put forward an exciting and impactful Games Concept that is also low-cost and low-risk.



### 3. EVERYTHING IN ITS PLACE GAMES CONCEPT



## 4. EXCITING COMMUNITY ENGAGEMENTS

LA benefits daily from the legacy of the 1984 Games. As a result, 88 percent of Angelenos are united in their support for our bid. Building on this momentum, and LA's spirit of innovation and community pride, LA 2024 embraces the responsibility to cultivate a new generation of Angelenos and Americans engaged in the Olympic Movement.

Should LA be awarded the 2024 Games, LAOCOG will begin community engagement immediately, linking local community activations across LA to the upcoming Games in PyeongChang 2018, Tokyo 2020 and Beijing 2022. LAOCOG will build a foundation of engagement leading up to and during the 2024 Games that generates a legacy beyond 2024, connecting LA to other cities around the world.

In close collaboration with our partners, LA 2024 plans to engage the local and global communities, of all ages, through several distinct initiatives.

### VOLUNTEER "GAMES AMBASSADORS"

LA 2024 will create a legacy of Olympic volunteerism, years before the Games begin. Our volunteer "Games Ambassadors" will earn the privilege of volunteering for the Games by first volunteering in their communities in the years leading up to the Games. By creating specific volunteer and civic engagement opportunities through partners such as UnitedWay and Heal the Bay, LAOCOG will leverage the enthusiasm and civic commitment of Angelenos for the 2024 Games. Through this initiative, LAOCOG will ensure that by Games time, all athletes and visitors from around the world are welcomed by a team of experienced and enthusiastic volunteers. Through the volunteer "Games Ambassadors" program, LAOCOG will develop an extensive volunteer platform for the IOC to track, activate and retain ambassadors around the world for future editions of the Games.

### CULTURAL PROGRAM

Creativity and incredible diversity are the inspiration for LA's cultural landscape and will serve as the foundation of our Cultural Olympiad. As further described in Question 5, the LA 2024 Cultural Olympiad will engage neighborhoods and nations around the world in a global celebration of culture from street art to food trucks, archiving and oral history projects, and musical performances and museum exhibitions. Harnessing the global reach of our cultural partners, LAOCOG will ensure there is something for everyone in the Cultural Program, and everyone, including the young and the old, will be invited and encouraged to participate.

### EDUCATION PROGRAM

As further described in Question 6, the LA 2024 Education Program will engage children, ages 5 to 18, here in Los Angeles and across the globe. Leading up to the Games, local youth active in sport and demonstrating leadership in their communities will have the opportunity to serve as Youth Ambassadors for the Games.

### OTHER SPORTS EVENTS AND ACTIVATIONS

As further described in Question 24, LA 2024 will work closely with the United States Olympic Committee, the International Sports Federations and National Governing Bodies to launch a series of open-house events at local clubs across the country, to run concurrent with each upcoming edition of the Games, including PyeongChang 2018, Tokyo 2020 and Beijing 2022. Furthermore, LA 2024 will promote its calendar of test events to the local community to build excitement in the final months leading up to the Games.



Volunteers help prepare the LA2024 parade float for the 2017 Rose Parade in Pasadena, California.

### DIGITAL OPPORTUNITIES FOR ENGAGEMENT

LA and California lie at the unique intersection of technology, entertainment and media. The digital landscape is in continuous transformation, much of which is being led by California-based companies and start-ups. This environment provides the IOC with an unprecedented opportunity to incorporate the newest advances and best practices in over-the-top technology to its innovative Olympic Channel offering.

In the lead up to the Games, LA 2024's Innovation Network and the leaders in this space, such as Facebook, Instagram, SnapChat, Google and all the major movie studios, including Disney and Universal, will lead the charge in making entrepreneurial use of social media. Utilizing the most cutting-edge engagement technologies (e.g. the next evolutions of augmented reality and virtual reality) and other to be developed digital platforms, LA 2024 will build powerful engagement around the 2024 Games within local communities, across California, the wider US and throughout the world.



## 5. FAR-REACHING CULTURAL FESTIVALS

LA has long been at the forefront of arts and entertainment – from the magic of Disneyland to the storytelling of Hollywood, our city has inspired and enchanted billions of people around the world for generations.

The LA 2024 Cultural Olympiad will further engage and deepen Los Angeles' connection with the world by harnessing and building upon the lasting cultural legacies of the 1932 and 1984 Games in Los Angeles. In 1932, the nascent arts scene in LA hosted an international visual art exhibition by artists of 31 nations as part of the Olympic Games. Half a century later, the 1984 Olympic Arts Festival brought 145 performing art companies from 18 countries to LA. It was a seminal event in the maturation of the arts in the region, radically expanding the region's cultural vision.

Today, LA is a driver of cultural globalization and is home to more than 3,300 non-profit Arts, Culture, and Humanities organizations. The region is a microcosm of world cultures with citizens from 144 countries speaking 185 languages, and is home to a greater share of artists than any other region in the United States, with the largest and most diverse concentration of artists in almost every field who create cultural mash-ups of every kind, both cross-cultural and cross-disciplinary. Beyond artists, the creative industry as a whole is a significant player in LA's economy, and one out of every six jobs in Los Angeles is generated by the creative industry, making LA the "creative capital of the US."

The LA 2024 Cultural Olympiad will leverage LA's unique cultural history and creativity by building on existing programs and developing new ones with key partners, including the Getty Museum, LA County Arts Commission, Music Center, Los Angeles Public Library, California Institute of the Arts (CalArts), the ArtCenter College of Design, and our university partners, UCLA and USC. To magnify the values of the Olympic and Paralympic Movement, we will work with our partners to reach an unprecedented global audience through existing platforms, delivered in new ways, and through new platforms, including the Olympic Channel, and others not yet invented. All our partners have been selected based on their demonstrated ability to fully engage local and international communities across all sectors. The Cultural Olympiad will also incorporate Los Angeles County's Cultural Equity and Inclusion Initiative, advancing radical cultural inclusivity on the world stage by welcoming people of all ethnicities, gender, sexual orientation and abilities.



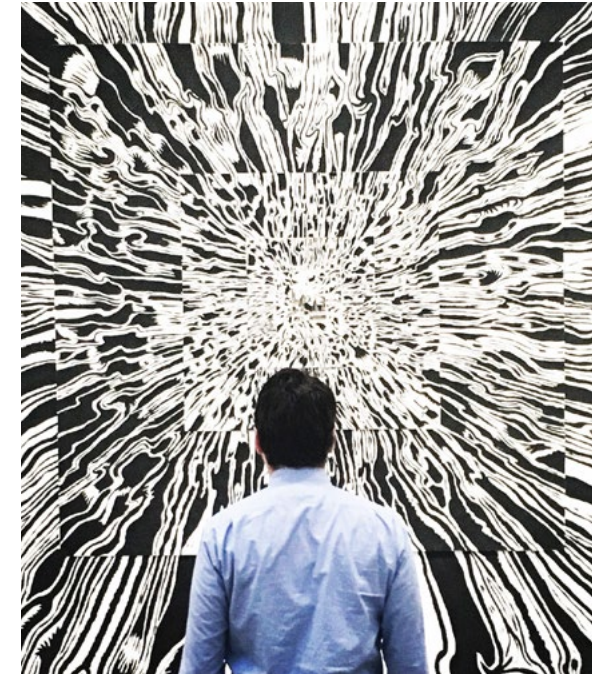
Leading up to and during the Games, LAOCOG and its partners will deliver programs focused on visual and performing arts that invite artists across the globe to collaborate with local artists in LA, idea exchange to convene global dialogue, archive individual experiences of all Games participants (i.e. spectators, athletes, volunteers, etc.) around the world, and create immersion experiences in culturally diverse neighborhoods across Los Angeles.

As an example, LA 2024 will partner with the Getty and its 100 institutional cultural partners to deliver a global Cultural Olympiad through the extension and evolution of its Pacific Standard Time (PST) program. PST was first launched in October 2011, and is an initiative led by the J. Paul Getty Trust in collaboration with cultural institutions across Southern California. The second version of the program titled LA/LA will launch in September 2017, and run through January 2018.

Exploring Latin American and Latino art in dialogue with Los Angeles, Pacific Standard Time: LA/LA will include over 80 exhibitions, and extensive programming at cultural venues large and small. Beginning in 2018, the Getty, together with our planning partners, will explore topics relating to the expression of Olympic and Paralympic Values for the third PST which will take place up to the 2024 Games.

Given the cross-collaboration between curators from Los Angeles and Latin American arts institutions during Pacific Standard Time: LA/LA, LA 2024 and the Getty envision a broader engagement between participating Southern California museums and their counterparts globally during the next one, broadening participation to all time zones and inspiring visual arts dialogue around the ideas that unite the world.

LA 2024 will also partner with the Olympic Museum to integrate its unique cultural content in the Cultural Olympiad leading up to and during the Games. Through the development of these programs, we will cultivate opportunities to integrate the cultural program with the education programs and community outreach initiatives to reach as many people as possible and to leave lasting cultural legacies for Los Angeles and the world. LAOCOG and its partners will design each cultural program so that its partners can continue the work, the dialogue, and expression of shared values for the benefit humanity before, during, and after the Games.





## 6. PROMOTING SPORT THROUGH EDUCATION

Building on LA 2024's commitment to utilize the region's existing assets and resources for the Games, LA 2024's education program will harness the power and reach of existing local and national organizations. Specifically, in the years leading up to the Games, LAOCOG will partner closely with the Olympic Education Commission to provide local and national youth organizations, as well as LAOCOG's proposed institutional partners, with resources and content focused on the Olympic values and the power of sport and physical activity in building crucial life skills. In turn, as part of its overall effort to engage communities around the world in the lead up to the Games, LAOCOG will support the Olympic Channel with a consistent stream of news that highlights the progress of the education program, as well as the development of all community engagement initiatives.

Demonstrated by the City's strong youth sports infrastructure, including close to 2,000 youth sports organizations, LA has long recognized the critical role that sport plays in youth development. Today, 80 percent of young Angelenos participate in sport. The City of Los Angeles Department of Recreation and Parks alone engages over 125,000 youth per year in free sports camps, clinics and cultural classes at recreation centers across the city. In addition, Los Angeles Unified School District (LAUSD) – the largest school district in California and the second largest in the United States – engages over 175,000 youth per day in after-school programs, which include physical activity and intramural sport. Non-profit organizations, such as the LA84 Foundation and Ready, Set, Gold!, also play a powerful role in the advancement of sport among young Angelenos.

### LA84 FOUNDATION

The LA84 Foundation, a legacy of the 1984 Games in Los Angeles, is a non-profit organization, dedicated to making sport accessible to all children throughout Southern California. Recognized as a national leader in support of youth sports programs, LA84 reaches 30,000 youth annually and, since its founding, the LA84 Foundation has impacted over three million youth and their families through its support of over 2,200 not-for-profit partners.

### READY, SET, GOLD!

Ready, Set, Gold! is a non-profit organization created in 2006 as an ongoing legacy from LA's domestic bid for the 2016 Games. The program pairs more than 50 Olympians and Paralympians with students in underserved public schools across Los Angeles in order to promote physical fitness and the values of Olympism, with a key focus on tackling the epidemic issue of childhood obesity. Ready, Set, Gold! reaches more than 17,000 students each year.

In addition to our local support, the nation has an extensive youth sports infrastructure that includes over 12,000 youth sports organizations and engages over 20 million youth annually. LAOCOG will use the opportunity of hosting the 2024 Games to bring defined partner organizations across the nation together, in a joint endeavor to bolster their own programming and curricula around sport and healthy living, with unique content provided by LAOCOG and the Olympic Education Commission. LAOCOG will document the progress of the program and its measurable positive impact on American youth in a way that can be easily shared with the global community through the Olympic Channel.



Given this plan requires close coordination with the International Olympic Committee, and governmental and non-profit organizations across the nation, LAOCOG will form a Youth Sports Committee to coordinate all partner organizations. Leveraging the reach of the Youth Sports Committee and the broad enthusiasm among Angelenos to participate in the Games leading up to 2024, LA 2024 believes it can amplify and expand the work of existing organizations, including the LA84 Foundation and Ready, Set, Gold!, by inviting foundations and sponsors in the lead up to the 2018, 2020, 2022 and 2024 editions of the Games to create unique sport activations in collaboration with the following institutional partners in Los Angeles:

- LAUSD and other local school districts, which collectively serve 1,500,000 children, ages 5-18;
- County of Los Angeles Department of Recreation and Parks and City of Los Angeles Department of Recreation and Parks, which collectively steward over 550 parks that offer extensive recreational, social and cultural programs; and
- County of Los Angeles Public Library system and City of Los Angeles Public Library system, which collectively service over 150 libraries and offer more than 38,000 programs each year.

In addition, LAOCOG will work closely with the Youth Sports Committee and its institutional partners to organize and deploy 2,024 high school students as Youth Ambassadors during the Games. LA 2024 believes in the power of sport and the Games to inspire leadership and through the Youth Ambassador program, students will promote sport, healthy living, active transportation choices, and environmental stewardship in the community.

LAOCOG will also establish a 2024 Legacy Foundation to continue the work of the Youth Sports Committee and to administer distribution of any sports assets resulting from the Games, including demountable swimming pools, sporting equipment and any program funding. Should the Games yield a net surplus, the funding will be invested in this Foundation to continue providing benefit to the community through expansion of existing youth sports programs and leveraging opportunities created by new partnerships made through the Youth Sports Committee.







## 7. CREATING A FESTIVE OLYMPIC ATMOSPHERE

Los Angeles and all Southern California are the ultimate stage for many of the world's greatest films, TV shows and entertainment. All of our stunning, diverse city and region's geography and physical assets will play a memorable role in the promotion of the Games and in Games-time activities.

The kick off begins with the LA 2024 Arts Festival, the two week culmination of the Cultural Olympiad which will offer ticketed and free public events at cultural venues, galleries, performance halls and public spaces across the City in the two months leading up to the Games. The Arts Festival will celebrate all the major artistic disciplines— theater, music, dance, painting, sculpture, film and photography— offering a distinct international flavor to expose Angelenos and visitors to leading global artists. The LA 2024 Look of the Games will appear across the City in the same time frame, enhancing the festival atmosphere with branded decorations and signage linking all key sites, venues and boulevards into a singular visual environment.

As the Games begin, our four Sports Parks will provide the competitive environment with new levels of celebration and fun. There will be big screen Live Sites and Fan Zones located within each of the four Sports Parks, which will enhance the spectator experience by transforming an event ticket into a full festival pass. The design of these Fan Zones provides a revenue opportunity for ticketed access to the Live Sites themselves— separate from the sports venues within the Sports Parks. LA Live within the Downtown Sports Park already serves as a public celebration site for major local, national and international sporting events, attracting thousands to watch major competitions and

gather in restaurants and bars. LA 2024 will build on the model that exists today and develop engaging Fan Zones in each Sports Park.

To ensure the Olympic and Paralympic experience is available and accessible across all of LA's diverse communities, LA 2024 will engage cultural sites and public venues across Southern California to explore opportunities for Live Site celebrations. Many local communities from the San Fernando Valley in the north to Long Beach in the south, and from Santa Monica on the coast to Highland Park in East Los Angeles, have already expressed interest to the candidature committee about hosting Live Site celebrations during the Games. Should LA 2024 be elected to host the Olympic and Paralympic Games in 2024, LAOCOG would plan to create a Live Site model that local communities could replicate should they choose to host and invest in such celebrations in their neighborhoods.

## 8. AN INNOVATIVE CEREMONIES CONCEPT

LA is a city of dreamers and storytellers like no other, and that imagination is represented in our planning for the opening and closing ceremonies.

Using two iconic Los Angeles venues, LA 2024 will create a citywide celebration worthy of a New Games for a New Era. One venue represents our city's fascination with, "What's next?"; the other represents LA's great Olympic legacy.

At both the iconic LA Memorial Coliseum and state-of-the-art LA Stadium at Hollywood Park, LA 2024 will use all of Hollywood's talent and technology to create magical opening and closing ceremonies that unite our world and allow as many Angelenos as possible to attend.

LA 2024's proposed opening ceremony will begin with the Olympic Torch Relay down the

peristyle of the LA Memorial Coliseum, home to the ceremonies of both the 1932 and 1984 Olympic Games. This will be filled with 70,000 spectators for a Hollywood-produced program of live entertainment, top musical performances and a live viewing and virtual-reality experience of all ceremony events at the LA Stadium at Hollywood Park. The Olympic Torch Relay will proceed past iconic landmarks on the streets of Los Angeles, connecting the City's diverse neighborhoods, until it reaches the new LA Stadium at Hollywood Park.

Simultaneously, the LA Stadium at Hollywood Park will stage the formal opening ceremony elements, including the Parade of Nations, the Olympic oath, and the official opening of the Games. This new USD 2.6 billion, 85,000-seat stadium— the future home of the NFL's LA Chargers and LA Rams— is already under construction and due for completion in 2019. Produced by Academy Award winning directors and storytellers, the LA 2024 Olympic Games Opening Ceremony will be designed to celebrate the Olympic Movement's historic contribution to building a better world, while using our city's unique creativity to both broaden and strengthen the Olympic brand's connection to a new generation of youth around the world.

The LA 2024 Olympic Games Opening Ceremony and the celebration will culminate with the lighting of the Olympic cauldron in the LA Stadium, then triggering a lighting of the Olympic cauldron at the Coliseum, where it will remain lit for the duration of the Games and the athletics competitions.

To celebrate the successful conclusion of the Games, the LA 2024 Olympic Games Closing Ceremony will be hosted in the Coliseum with a simultaneous celebration at the LA Stadium. As the final marathon medal is awarded where the athletics competitions took place, and the Olympic cauldron is extinguished, the Closing Ceremony

will leave a lasting impression on all spectators and broadcast viewers, continue LA's Olympic legacy, and celebrate the City of LA as the host of a Games for the ages.

The LA Stadium at Hollywood Park will also host LA 2024's creative and innovative Paralympic Games Opening and Closing Ceremonies.

The LA 2024 ceremonies concept also provides a unique opportunity to enhance the athletes' ceremony experience. Before the respective Olympic and Paralympic Games Opening and Closing Ceremonies, LA 2024 will provide athletes with comfortable accommodation, food and beverages, in venues adjacent to the LA Stadium at Hollywood Park and the LA Memorial Coliseum. Athletes will enjoy a pre-ceremony entertainment program and a live broadcast of the celebration before they make the short walk from the holding venue into the event.

By vastly expanding the opportunities for a personal ceremony experience, this unprecedented combination of stadia will signal a more inclusive start and finish to the Games, foster higher levels of public involvement and excitement, and symbolize the greater social equity LA 2024 plans to build across the entire festival of the Games.

The dazzling ceremonies, using both iconic venues, will help express LA's culture of creativity, and draw the world together in an inspiring celebration of humanity, while also paying homage to LA's prolific Olympic history and inspiring the next generation of youth.

LA 2024 believes this unique ceremonies concept can fulfill Pierre de Coubertin's notion that, "The Olympic Games are a pilgrimage to the past and an act of faith in the future."

## 9. OPTIMIZING AUDIENCE PARTICIPATION

LA is blessed with a physical environment and creative ethos that has inspired optimism, fostered healthy lifestyles and a belief in the future for generations. Angelenos and visitors alike remark on the vital energy of the city; perhaps that is why it has served as one of the world's greatest creative capitals for decades. The City of Los Angeles will serve as a spectacular stage to integrate all aspects of the Games celebration and experience into a seamless and interconnected celebration of sport and humanity.

Our interconnected Games Concept, featuring four Sports Parks, is a Games changer, because it distributes the Olympic and Paralympic Games experience to more areas of our city, but also in distinct, safe and controlled multi-sports parks. Spectators will be able to walk from sport to sport in a festive, safe and convenient atmosphere, just like the Olympic Parks of London 2012 and Rio 2016. LA 2024's multiple Sports Park concept will allow more spectators to enjoy more sports in different areas of our diverse city, and will allow more Angelenos to enjoy more of the Games in their own backyards.

In addition, our unique ceremonies concept, city activity programs (iconic spectacles, city dressing/look and feel, marketing partner activities), Live Site plans (including the Olympic Way on Figueroa Street), arts, culture and education programs, and the Olympic Torch Relay (OTR) are all designed to weave the Olympic spirit into the fabric of our Southern California communities. We will work with community leaders to optimally locate celebration sites across the city and region, and engage all of our diverse communities in full participation to create greater social cohesion across our population.

We will engage hundreds of culture/youth sports organizations and entities to ensure the Games reach and touch virtually every resident of the region. Furthermore, our education initiatives will reach classes in public and private schools with the life-changing message of Olympism, embodied by the Olympic and Paralympic athletes, who will serve as our educational ambassadors.

The OTR will serve as the primary national activation strategy in the run up to the Games, following a course through the United States, to ensure that citizens across the entire US have the opportunity to touch the Olympic spirit on its long journey to LA. The selection of torchbearers in each state will link to themes of the Games, and be used to foster excitement long before the torch passes through. In its final stages in California and Los Angeles, the OTR will, of course, play a major role in intensifying public enthusiasm and engagement in the Games in the countdown to the July 19, 2024 Opening Ceremony.

Through the IOC's candidature briefings in Lausanne, Rio and Tokyo, we gained an in-depth understanding of the benefits of a fully engaged and supportive community. Our city's Olympic heritage generates excitement and community pride in the 2024 Games, with Angelenos eager to work for the Organizing Committee, volunteer, buy tickets and merchandise, visit Live Sites, and otherwise contribute to a successful Games experience in the city.

To date, the candidature committee has participated in more than 30 community meetings and the largest civic events, attracting a massive list of interested Angelenos and growing our audience in traditional and social media. In order to engage and rally Southern California around the Games, we will build on the foundation of the comprehensive community relations and communications strategies deployed during the Candidature Process to further inform, educate and inspire Angelenos across the city. This program will also provide a mechanism to ensure community input – so that the views of Angelenos are considered in all Games decision-making processes. Building on our overwhelming public support for the bid across every demographic group, the LA 2024 Community Relations Team will ensure community support climaxes at Games time to ensure an amazing Games-time atmosphere not only in our Olympic and Paralympic venues but in every corner of LA.



Modern pentathlon will be co-located with four other sports (rugby sevens, hockey, tennis and track cycling) in the South Bay Sports Park.

## 10. OLYMPIC STORYTELLING THAT ENGAGES

LA 2024's communications efforts will be structured around achieving tangible, measurable outcomes, such as delivering on our substantial but realistic ticketing and domestic sponsorship targets. LA 2024's US and international Olympic Games brand-building program will help maximize return on investment for the IOC's commercial partners, and help broadcasters—and the Olympic Channel in particular—create “always-on,” athlete-led content to engage global audiences throughout the build-up to the Games.

Ultimately, LA 2024's overall communications objectives mirror those of the IOC and the Olympic Movement. LA 2024 wants to help enhance the credibility and long-term appeal of bidding for and hosting the Games, to demonstrate the sustainability of a responsibly hosted Games, and to create new, meaningful ways to harness technology to connect with young audiences around the world.

LA 2024's communications strategy will be to connect the Olympic Games and the Olympic Movement to the future by:

- Earning credibility and trust through sustainable practices and fiscal responsibility;
- Reenergizing the US market's deep relationship with the Olympic Movement and demonstrating the enduring commercial appeal of the Olympic and Paralympic Games;
- Engaging and activating enthusiastic audiences in the US and internationally to watch, participate and purchase throughout the Games journey;
- Harnessing the best and brightest of LA's diverse high-tech, creative and storytelling communities to connect with a new generation of lifelong Games fans on their terms;
- Sharing an unprecedented Games-time spectacle globally, with cutting edge technology to connect optimized Olympic venues with audiences around the world; and
- Sustaining the post-LA 2024 feel-good factor into future Candidature Processes and Olympic Games with compelling legacy stories and enthusiastic collaboration in Olympic Games Knowledge Transfer programs.

In terms of local and national outreach, LAOCOG will continue the Candidature Committee's policy of empowering US and foreign athletes as the principle messengers and ambassadors to raise awareness and enthusiasm for the Games.

Los Angeles and California have among the highest rates of attendance at major sports events in the world, with more than 10 million tickets sold annually for Los Angeles sports teams and total US gate revenues estimated to have exceeded USD 18 billion in 2016. That provides ready-made databases of target audiences and established communications channels via NGBs, leagues, venue operators and other institutions. The ability to target precise demographics known to have a passion for sport will help full venues and active participation.

Internationally, LAOCOG will build on the great success of the LA 2024 social channels, utilizing California's latest social media innovations to connect with global youth culture.

Finally, LAOCOG will engage in unique partnerships with California's leading technology and entertainment companies, movie studios, top actors and recording artists, and television networks to promote the Games domestically and globally across all broadcast, digital and social media channels. LA is a city that is always communicating to the world, and we will harness our world-class storytellers and unrivaled connection to youth culture to promote the Games as never before.

## 11. OVERCOMING COMMUNICATIONS CHALLENGES

LA 2024's communications assets—from local expertise, to global, multi-lingual media networks and digital innovations—will be placed at the service of the Olympic Movement. Considering the challenging media coverage from recent Games, and unknown coverage of three Games over the next seven years, LA 2024 believes the positive messages that will radiate from Games preparations in Los Angeles are precisely what is needed to prepare the Games for the future. Compelling new Olympic narratives around fiscal responsibility, community partnerships, world-leading sustainability, youth engagement across diverse cultures, celebrity endorsement and new technologies will help elevate the image of the Olympic Movement and reassert its value to our world.

Domestically, LA 2024 does not envisage specific communications challenges. There is currently no organized public opposition to the Games, and the Games themselves will undoubtedly draw a massive broadcast audience across the US. Nevertheless, LA 2024 will maintain a fully staffed communications function to ensure the effective identification and response to emerging challenges.

The key strategic imperative will be tapping into the great national reservoir of public affection for the Olympic and Paralympic Games in order to create sustained excitement in the years before the torch relay and US Olympic Trials begin. This also represents one of LA 2024's greatest communications opportunities: giving prominence to Olympic and Paralympic sports and Olympic and Paralympic stories in the highly competitive, sports and entertainment-rich media environment of the US. The sophistication of the US sports market means competition is intense, but the potential rewards for successfully building the profile of Olympic sports in America—particularly those considered less mainstream—are significant. The opportunity is clear: the US sports market is forecast to continue expanding to over USD 75 billion by 2020, offering potential for dramatic growth in audiences, participation and commercial partnerships.

LA 2024 is confident that, with our combination of technology leadership, media penetration, storytelling expertise and stars, who dominate global popular culture, LAOCOG will be able to draw an ever expanding national and international audience into the celebration in the years leading up to the Games.



12. KEY COMMUNICATIONS MILESTONES

If awarded the Games, LAOCOG will immediately arrange a national tour to promote our plans and aspirations across the United States.

In partnership with the USOC, LAOCOG will create multiple celebrations around Olympic Day every year, using the annual countdown to the opening ceremony to build enthusiasm. Last year, the USOC engaged nearly 2,000 communities across the country in Olympic Day events. LA 2024 plans to greatly expand that outreach each year leading up to the Games.

MONTHLY ANNOUNCEMENTS

LAOCOG will form a schedule of announcements on the 24th day of every month after the 2020 Tokyo Games to celebrate and build anticipation leading to the summer of 2024.

WINTER AND SUMMER GAMES

LAOCOG will also leverage the immense popularity and public visibility of the winter and summer Olympic and Paralympic Games that unfold during its organizing period. The 2018 PyeongChang Games, the 2020 Tokyo Games and the 2022 Beijing Games all provide substantial milestones for the promotion of LA 2024 nationally and internationally.

COUNTDOWN CLOCK

LAOCOG will put a large countdown clock in a prominent location in Los Angeles to build excitement for the Games –and arrange innovative countdown signage across the United States at prominent locations such as Time Square in New York, the Magnificent Mile in Chicago, the Hollywood Walk of Fame and other prominent locations.

ANNUAL EVENTS

LAOCOG can take advantage of the many times the nation and world turns to Los Angeles for sporting, entertainment, cultural and business events to promote the Games. Annual events include the Rose Parade and Rose Bowl college football game, the Golden Globe Awards, the Academy Awards, the Emmy Awards, the Grammy Awards and nationally televised professional sporting events. For instance, the NFL Super Bowl will be played in LA in 2021 and will provide a great platform for promoting the Games.

Overall, the communications program of LAOCOG will capitalize on the traditional milestones of the massive organizational process. At key date-markers along the way, the LAOCOG will effectively communicate its core messages and build a foundation for the brand of the 2024 Olympic and Paralympic Games, which is wholly positive and fully aligned with the principles of Olympic Agenda 2020.

LAOCOG will also leverage the Olympic Channel to promote the benefits and legacy of hosting the Games in the lead up to, during and after the Games. LAOCOG will supply the Olympic Channel with a continuous stream of news around key milestones and events that highlight increases in youth sports participation, social cohesion, environmental progress, and job training and economic opportunity.



Local youth learn about the values of the Olympic Movement through Olympic Day held at the Los Angeles Memorial Coliseum.

COMMUNICATIONS TIMELINE / MAJOR ACTIVITIES

Timeline	Communications Activity
2017	LA victory celebration, national media tour, formation of LAOCOG.
2018	PyeongChang 2018, development of brand, launch of emblem and marketing program.
2019	Expansion of bid’s volunteer program, national partnership announcements, education and community youth program launch.
2020	Games plan update/sustainability goals report, community participation programs, Tokyo 2020, LA 2024 Closing Ceremony performance.
2021	Launch of four-year cultural program, I Love LA national promo program, launch of LA mascots and new product lines.
2022	Beijing 2022, ticketing program launch, torch/medal/Look of the Games unveiled.
2023	Torchbearer selection campaign, one-year to go celebrations, national Live Site plans announced, test events begin.
2024	Olympic Torch Relay crosses country, Cultrural Olympiad begins, Olympic trials underway, national and local promotions and sponsor activation in full force.
2025	Legacy benefits and opportunities, financial reporting, one year anniversary.

# 3.2

## GAMES AND ATHLETE EXPERIENCE

- 13. **CREATED BY ATHLETES FOR ATHLETES**
- 14. **AN IMPACTFUL ATHLETES' COMMISSION**
- 15. **EXPANDING ATHLETE INFLUENCE**
- 16. **PROTECTING CLEAN ATHLETES**
- 17. **THE RULE OF INTEGRITY**
- 18. **ELEVATING THE STAKEHOLDERS' EXPERIENCE**

LA  
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24

## 3.2 GAMES AND ATHLETE EXPERIENCE

### 13. CREATED BY ATHLETES FOR ATHLETES

Committed to creating the most personalized Games experience for athletes, the LA 2024 Athlete Relations Team met with more than 500 Olympians and Paralympians from the United States and around the world in open forum events in order to learn from their collective experience and ensure our Games concept reflected their real-world input and guidance.

Additionally, LA 2024 sent a survey to more than 4,000 US Olympians and Paralympians to further understand athletes' Games-related needs. Never before have so many athletes had the opportunity to share their Games experience—from their arrival at the airport to their departure from the Games—as the center of a Games planning exercise.

Separate to the athlete experience proposals outlined below, but a theme present throughout our open forum meetings was athlete support for the IOC's insistence regarding the autonomy of sport, free of any political influence. To reinforce and highlight this important point, LA2024 will dedicate Olympic Torch Relay segments to be run by select athletes, chosen by their NOCs, who did not have the opportunity to participate in the 1980 or 1984 Olympic Games due to political boycotts.

Through the meetings and correspondence with Olympians and Paralympians LA 2024 identified multiple areas to improve and enhance the athletes experience. We also foresee these groundbreaking concepts as legacy opportunities for athlete personalization that will carry into subsequent Games.

One common factor of our approach is the use of cutting-edge technology to streamline the various programs into a seamless experience for the athletes. Building upon the IOC's innovative Rio 2016 Athletes' App, we plan to partner with California's leading technology companies to develop a "2024 Athlete Concierge Application" that will give every athlete at the Olympic and Paralympic Games an easy to use, functional tool to create personalized, optimal conditions for living, training and competition.

The feedback we collected fit into seven categories, which we used to define and develop our programs at the Games:

#### 1. "MAKE MY TRANSITION INTO AND LIFE AT THE VILLAGE AS SEAMLESS AS POSSIBLE"

Village life is one of the defining aspects of every athletes' experience at the Games—LA 2024 is committed to ensuring that every athlete feels welcomed and comfortable from the moment they arrive to the moment they depart, with everything they need to compete at their best. To address this seminal experience of living in the Olympic Village, LAOCOG will create an Olympic Village Council, comprised of members of the 206 NOCs and their athletes. The role of the Olympic Village Council will be to address the changing needs of athletes from around the world and to ensure that our Village plan evolves accordingly over the seven years leading up to the Games.

Furthermore, through the use of technology, LA 2024 will familiarize and educate athletes about the LA 2024 Games Concept before they arrive in Los Angeles. Once Olympic or Paralympic teams are announced, athletes will be provided with a wireless, Wi-Fi enabled device that includes access to the LA 2024 Athlete Concierge. Translations will be available and athletes will be able to access everything they would need during their time in LA, including interactive images and maps of their Village accommodation, training sites and competition venues, as well as dining, entertainment and transportation options. And, with more than 185 languages spoken by Angelenos, our friendly and professional on-site staff and volunteers will supplement this technology.

When an athlete arrives at the Village, the experienced and diverse University of California—Los Angeles (UCLA) staff will be able to assist them confidently with all of their needs. The staff at UCLA currently serve over 16,000 residents from around the world every day, ensuring that every athlete's transition into the Village will be seamlessly handled by a highly experienced workforce.

#### TECHNOLOGY

*LA 2024 will familiarize and educate athletes about the Games Concept before they arrive in Los Angeles.*

#### DIVERSITY

*UCLA currently serves 16,000 students from around the world every day.*

#### OLYMPIC VILLAGE COUNCIL

*Comprised of the 206 NOCs and their athletes to ensure an experience that meets the needs of all athletes.*





## 2. “PROVIDE ME WITH THE ENVIRONMENT AND RESOURCES TO COMPETE AT MY BEST”

LA is home to some of the most robust and high-tech infrastructure in the world. From the moment they arrive, all athletes will be completely connected with Wi-Fi access in all areas of the Village, on all ORN transport vehicles, and at every venue.

Not surprisingly, the athletes who participated in the LA 2024 athlete forums and the survey recipients put nutrition, quality meals and ease of dining high on the list of priorities at the Games. With eight dining halls already in operation in the Village and a ninth temporary dining hall planned, athletes will have numerous choices of international cuisine, which will be tailored to fit any high-performance diet. Through the Athlete Concierge experience, athletes will be able to pinpoint exactly how many diners are in any dining hall, and choose accordingly, thus minimizing wait times for meals. Further, if an athlete would prefer to eat privately, or is in a rush, LA 2024’s personalized approach will allow athletes to order a meal via their device, and pick it up on the way back to their room.

In addition to nutrition, a place to rest, relax and recover was a crucial component of the athletes’ feedback; this begins with an athlete’s sleeping quarters. Since our Village is already built, our focus will be on the quality within an athlete’s room. Our Village rooms will be outfitted with high-speed technology, as well as high quality furniture, full size beds, fresh mattresses and linen, blackout shades, air conditioning and other comfortable amenities. Furthermore, the configuration of our Village allows LA 2024 to guarantee ample spaces for athletes to rest and relax, with specified quiet rooms, relaxation and even stretching, meditation, and specified religious areas throughout the residence halls.

Beyond nutrition, LA 2024 plans to optimize all athletes’ experience at the Games with cutting-edge technology to ensure they stay healthy and can compete at their best. To that end, LA 2024 will partner with technology leaders, including the University of Southern California Center for Body Computing (USC-CBC), a global leader in digital health sensors/wearables and mobile technologies for elite athletics. The USC-CBC will provide academic, educational, and technological knowledge and resources that can be used for the benefit of athletes and athlete performance for the 2024 Olympic and Paralympic Games. We will work with these technology companies to create a voluntary, customized, high-tech mobile digital health experience for each athlete and the NOCs. This digital health experience will provide valuable

individualized personal health information to enhance key physical, mental and social habits that the athletes can use to ensure peak performance. Further, at the athlete’s discretion, we will provide a network connecting each athlete’s individualized information with his/her selected coaching and support staff and, on an anonymous basis, the personal health information could be shared with and used by all of the NOCs for post-analysis discovery and insight after the Games, providing a digital legacy of aggregate athlete data, which is related to performance.

Additionally, LA 2024’s plan reduces the need for athletes to travel for training. Every sport will have extensive training facilities located either onsite at the Village or at their respective competition venues. These training facilities will be made available to the athletes as soon as they arrive in LA to ensure that they are fully prepared for their competitions.

As the Games commence, LA 2024’s innovative ceremonies concept will ensure that more athletes can partake in this important aspect of their Olympic or Paralympic Games Journey. Further details about LA 2024’s ceremonies concept are detailed in Question 8.

Once the Games begin, athletes can follow their friends’ and teammates’ competitions during their downtime through live broadcast stations in the Village, or through a live stream on their Athlete Concierge. Additionally, athletes and their coaches will be able to replay broadcasts from their own events, enabling them to review their own performances as preparation for upcoming competitions.



**+** LA 2024 plans to offer special accommodations for athlete's families in a friends and family village where they can share the Olympic and Paralympic Games experience with other athlete families.

### 3. "MAKE IT EASY FOR MY FAMILY, FRIENDS AND FANS TO SUPPORT ME"

With a large, passionate and diverse local sports population, LA promises to deliver full stadia with electrifying atmospheres at all Olympic and Paralympic competitions. As further described in Question 18, LA 2024 is committed to delivering full stadia for all sports, using learnings from the major US sports leagues and Games-specific innovations such as our four Sports Parks and dynamic ticketing platform. At the same time, our athlete feedback noted that no athlete's Games experience is complete without the support of friends and family.

LA 2024 plans to deliver an innovative "Friends and Family Program", offering special accommodation for the athletes' most important fans. This first-of-its-kind program will offer athletes' families the option of staying in a partially subsidized friends and family village, where they can share the Olympic and Paralympic Games experience with other athletes' families.

Further, LA 2024 plans to help athletes' families and friends attend their events by providing two complimentary tickets to every one of the athlete's competitions. In addition, all athletes will have access to the LA 2024 dynamic ticketing platform through the Athlete Concierge, which will notify them if additional tickets become available in their respective competitions.



### 4. "ENABLE ME TO GET AROUND WITHOUT HASSLE"

We heard from athletes that transport schedules between venues and the Village were often time-intensive and confusing. LA 2024 plans to reduce travel times and simplify the process of getting around a new city for all athletes. In addition to clear signage and knowledgeable volunteers located throughout the Village and venues, the Athlete Concierge will give athletes, coaches and their entourage access to simple, easy to use digital maps of the entire LA Games Plan.

Bus schedules will be available on athletes' devices, with reminders alerting them when they and their teams need to leave their venue or the Village to catch their transport. Buses will be outfitted with tracking technology, allowing teams waiting for a bus to view exactly where their planned bus is on its route and when it will arrive at their stop, thus simplifying travel plans and ending the stress and frustration of wondering when transport will arrive. By indicating their preferred bus, athletes and teams will also be able to track the availability and demand, allowing them to change their transportation plans to ensure maximum comfort.

Transportation within the Village was also of interest for athletes. Emulating a successful program within the City of Los Angeles, free bike sharing will be widely available throughout the Village.

Given the dynamic transportation environment, especially here in California, LA 2024 will implement the newest innovations in transportation technologies as they become available. Additionally, every LA 2024 vehicle will be fully accessible and will use green technology.



### 5. “HELP ME CELEBRATE, SUPPORT, SOCIALIZE, AND REMEMBER”

Beyond offering a place to rest and relax, the Village offers athletes an opportunity to participate in the spirit of the Olympic Movement by socializing with, and meeting athletes from, a wide range of sports and countries. LA 2024 has mapped out numerous mixed zones within the Village Plaza for this very purpose. Through the Athlete Concierge, athletes will be able to communicate with each other in an exclusive and safe athlete-only ecosystem, which will further foster community among the various athletes and teams.

Athletes also want to spend time celebrating and socializing with their friends and family. LA 2024 is proud to announce the creation of an “LA 2024 Athletes’ House.” LA 2024 believes that every athlete at the Games should have access to this type of facility, not just the athletes represented by the largest NOCs and NPCs. Via their Athlete Concierge, athletes will have the chance to reserve times during the day where they, and a limited number of their friends and family, can eat and socialize at a private, protected and convenient gathering place, available solely to the athletes.

Purchasing merchandise and trading uniforms with other athletes is a highlight of the Games. However, purchasing Games merchandise on an athlete’s budget can often be cost prohibitive. LA 2024 will offer a limited supply of at-cost merchandise for all participating LA 2024 athletes. This merchandise will be the same merchandise available to the public, and can be purchased only by athletes at the Village Store. Conveniently, athletes will also be able to purchase merchandise via the Athlete Concierge.

Finally, LA 2024 plans to help all athletes commemorate and document their Games experience through social media and the Athlete Concierge. Athletes will have special access to, and can share video and pictures, allowing athletes to save personal memories of their experiences that they might otherwise be unable to capture. Upon checking out of the Village, athletes will have the option to share these personal photos with a California-based photo website, which will curate athletes’ photos and produce a free small commemorative photo book for them to take home.

Outside of their competitions, we learned that athletes’ memories of their Games experiences are well enhanced by their leisure time in the host city. Our Athlete Concierge will provide athletes with multiple ways to enjoy the City of Angels, including seamless transportation to LA’s world renowned local attractions and recommended dining options by country, taste and budget.

### 6. “HELP ME MAKE THE TRANSITION FROM AN OLYMPIC OR PARALYMPIC ATHLETE TO AN INDEPENDENT AND PRODUCTIVE CITIZEN”

LA 2024 recognizes that for many athletes, competing in the Olympic or Paralympic Games is the pinnacle and conclusive moment to their career as athletes, and that once an athlete leaves their respective sport, there is frequently a lack of support for their post-athletic career needs. As the IOC has done with the Athlete Career Program, we would like to offer some additional resources to the 2024 Olympians and Paralympians who are looking for academic, career and transitional support.

Working with George Foster, a professor at the Stanford Graduate School of Business, we developed a three-pronged program for retiring athletes that is focused on education, work and entrepreneurial efforts. We will leverage the vast and unique network of academic and corporate resources based in California to augment these programs.

For the athlete who is interested in learning about the importance of education and possibly attending an American university, we will have an LA 2024 University Symposium adjacent to the Olympic Village. California is blessed with an array of world-class universities, as well as arts and vocational schools, and all of these institutions will be invited to participate and speak directly with the athletes about admission to their schools. Further, for NOCs who have younger athletes at home interested in attending American universities, the LA 2024 University Symposium will provide easy access and important relationship-building opportunities institutionally.



LA 2024 is partnering with world-class regional universities and vocational schools to help athletes develop their post-athletic education and future career paths.

For the athlete who is interested in working after the 2024 Games, LA will work with the IOC’s Athlete Learning Gateway to provide an applicable online interdisciplinary core skills and personal financial management curriculum that will prepare an athlete with the basic skills they need to become employable. LA 2024 will include a certificate of completion for the athletes who participate in the curriculum, which can be used in an athlete’s future job searches.

For the athlete who has plans that fall outside the traditional education and work path, LA 2024 will work with the IOC’s Athlete Career Program to create a mentorship program that will help guide athletes in planning their post-athletics careers. Leveraging California’s world-class university system, and business and non-profit community, LA 2024 will compile a group of thoughtful, skilled and enthusiastic people who want to mentor Olympic and Paralympic athletes from around the world to find and execute their next calling.



## 7. "ENSURE EQUITABLE QUALITY OF SERVICES TO ENHANCE THE GAMES EXPERIENCE FOR WOMEN IN SPORT"

A progressive culture focused on human rights, gender equality and social inclusion is one of the hallmarks of LA and the state of California. Consistent with the IOC's emphasis on gender equality, LA 2024 is committed to advancing the cause of women in sport, and we will employ a highly focused gender-equity philosophy and strategy in all that we do.

To implement this strategy, LA2024 will mandate gender equality programs, procedures and policies across the three main areas: Games management, Games operations, and Games promotion and presentation.

### Games Management

LAOCOG will dedicate strategic focus on issues such as gender equity and inclusion for everyone at every level of our organization. We will mandate and ensure that the leadership of LA 2024, and the staffing of the entire organization, reflects the diversity of our city and nation, with an emphasis of gender equity. We will mandate greater participation by females, and thus leave a legacy of greater professional opportunities in sport for women after the Games.

### Games Operations

Beginning with the test events and then the eventual Games themselves, female athletes and women's teams will receive the exact same opportunities, resources and service levels as male athletes and men's teams. This means that there will be no gender-based distinctions regarding the quality and access to training and competition venues, competition schedule, locker rooms, Village amenities and any other facilities.

LA 2024 will work closely with the USOC and its existing NOC and IF outreach programs to create new training opportunities for IF judges and officials in order to create and train more female coaches and officials. We will also work with the IOC, OBS and the IFs to create more optimal scheduling of female competition sessions.

### Games Promotion and Presentation

The US Olympic marketplace is unique in that most of the viewers of the Games broadcast are female. LA is a world center for storytelling and NBC, the US broadcaster of the Olympic Games, has long been a pioneer in creating storylines about athletes at the Games in a way that creates a higher percentage of female viewers in the American market. In addition to working with NBC to create and promote extensive storylines about female athletes during the Games, LA 2024 will partner with NBC and OBS in the lead up to the Games to offer symposiums on best practices for other rights-holding broadcasters regarding the promotion of women's issues and diversity at the Games.

Moreover, in the lead-up to and during the 2024 Games, LA 2024 will market and promote women in sport and issues specific to female athletes. This will ensure that the women in sport message is firmly and seamlessly embedded with the LA 2024 Games promotional message.

It is important that the marketing partners of LA 2024 understand our emphasis on women in sport and the specific nature of female Olympic and Paralympic athletes in the US marketplace. The LAOCOG sponsorship marketing team will work closely with each TOP sponsor and OCOG partner and sponsor to help create Olympic and Paralympic marketing activation programs that demonstrate an equitable distribution between male and female athletes.

The US has long been at the forefront of marketing and promoting female athletes, in addition to their male counterparts. LAOCOG will work diligently to encourage its OCOG commercial partners to commit to a more equitable distribution of their promotional budgets between male and female athletes.

We believe it is important to set this as a goal of the OCOG, rather than assuming it will happen organically.

Finally, the LAOCOG Media Department will also contribute to our gender equality philosophy by ensuring that there are equal opportunities and access of male and female athletes (in coordination with their NOCs/NPCs), and that international female athletes are provided the appropriate platform(s) to tell their inspirational stories and inspire young athletes around the world.



## 14. AN IMPACTFUL ATHLETES' COMMISSION

LA 2024 shares the perspective of the IOC in that the single most important stakeholder in the Olympic family is the athlete. The United States has a successful legacy of ensuring that Olympic and Paralympic athletes are represented in key leadership roles. The Ted Stevens Olympic and Amateur Sports Act requires that active athletes (defined as amateur athletes who have represented the United States in international amateur competition within the last 10 years) must hold 20 percent of the voting power of any board or committee in an NGB. The Act also provides athletes with due process and appeal rights concerning eligibility disputes. As the most important stakeholders in the Olympic Movement, athlete input is crucial to developing a successful Games Concept that allows the athletes to compete in the best conditions possible, and elevates the competitions to create an unforgettable Olympic and Paralympic Games.

The United States Olympic Committee (USOC) Athletes Advisory Council (AAC) is responsible for broadening communication between the USOC and active athletes, and serves as a source of input and advice to the organization's board of directors.

The AAC meets three times a year and has the full financial support of the USOC. The General Body is comprised of one athlete and one alternate from each NGB, 13 athletes representing the Paralympic sport organizations, ex-officio members, an IOC Athletes' Commission Member and an IPC Athletes' Commission member. The AAC is led by six athletes, elected by the AAC, to serve at-large, including a chair and two vice chairs. Athletes on the council must have represented the US in Olympic, Paralympic, Pan American or other major international competitions within the last 10 years.



LA 2024 leveraged the extensive experience of the USOC and the IOC to form the LA 2024 Athletes' Advisory Commission (LA 2024 AAC) at the early stages of the City's candidature. Led by Olympian and LA 2024 Vice Chair Janet Evans, the LA 2024 AAC was created to deliver an unparalleled, personalized experience for all athletes at the LA 2024 Olympic and Paralympic Games. The LA 2024 AAC is comprised of an esteemed group of 54 members from both summer and winter sports, representing nearly 250 Olympic medals, including over 150 Olympic gold medals, with experience ranging from the Montreal 1976 Games through the recently concluded Rio 2016 Games. The LA 2024 AAC also includes US IOC Members and Olympians Anita DeFrantz and Angela Ruggiero; Angela Ruggiero was recently elected as the head of the IOC Athletes' Commission.

The athletes on the Commission were selected for their diverse sporting backgrounds and passion for bringing the Games back to Los Angeles and the US. In addition, all athletes must have competed in at least one Olympic or Paralympic Games.

The Commission regularly meets with the various departments of the LA 2024 bid committee to provide input and review the LA 2024 Games Plan. The Commission also promotes the bid across domestic media and social platforms, and actively engages the global community of Olympians and Paralympians to develop and implement the LA 2024 Games Concept. Finally, the Commission serves as the single, dedicated conduit within the LA 2024 candidature committee for the Athletes' Commissions of other organizations of active and retired athletes, enabling a continuous dialogue between the Committee and Olympians and Paralympians from around the US and the world.

Since its inception, the LA 2024 AAC hosted eight open forums with US and international Olympians and Paralympians across the United States to solicit feedback and gather new and innovative ideas on the LA 2024 Games Concept. At the final LA 2024 forum in Washington, DC, the LA 2024 AAC hosted more than 250 Olympians and Paralympians from the Rio 2016 Games, bringing the total to more than 500 athletes (domestic and international) participating.

In addition to its qualitative research, the LA 2024 AAC launched a questionnaire to over 40,000 Olympians and Paralympians to expand the breadth of its quantitative research and give all athletes the opportunity to have their voices and interests reflected in LA 2024's decision-making process.

Together, the direct feedback gathered from LA 2024's open forum meetings and questionnaire has helped inform the LA 2024 Games Concept, ensuring that it delivers on the promise of delivering the best conditions for the athletes at the Games.



More than 60 Olympians and Paralympians from seven nations attended the Los Angeles City Council meeting to pledge their support of the 2024 Games.

15. EXPANDING ATHLETE INFLUENCE

If LA 2024 is successful in its bid to host the 2024 Olympic and Paralympic Games, the organizing committee will transition the LA 2024 Athletes’ Advisory Commission (AAC) into the LAOCOG Athletes’ Committee – an advisory committee of the LAOCOG board of directors. The chair of the Athletes’ Committee will be a voting member of the executive board. Our goal is to have an athlete representative integral to each functional department within the OCOG.

The LAOCOG Athletes’ Committee will report directly to the CEO of the organizing committee, with the primary responsibility of providing a real voice for athletes within the organization of the Games, ensuring that the athlete experience is central to the organization of the 2024 Olympic and Paralympic Games in LA. The Committee will also work closely with the IOC Athletes’ Commission representative named to the coordination commission in the seven year planning for the Games. Furthermore, the Athletes’ Committee will bring together leadership members from each of LAOCOG’s delivery structures to ensure athlete representation in all aspects of the delivery of the 2024 Games.

Members of the LA 2024 AAC will be transitioned to the LAOCOG Athletes’ Committee and future appointees to this Committee will be elected by their peers with guidance from the LAOCOG Sports Director and the Chair of the Committee, the United States Olympic Committee (USOC), US Paralympics and the IOC Athletes’ Commission. The LA 2024 AAC is already represented by numerous current Olympians and Paralympians from around the world, and throughout the seven year run-up to the Games, the LAOCOG will continue to recruit rising stars from across the world to the LAOCOG Athletes’ Committee to ensure that the needs of all active athletes are represented.

16. PROTECTING CLEAN ATHLETES

The United States has developed an advanced and comprehensive anti-doping environment and a Los Angeles Games would benefit from all the resources that make up this environment.

In 2024, the UCLA Olympic Analytical Laboratory would lead Los Angeles 2024’s anti-doping operations. The UCLA Olympic Analytical Laboratory is one of two World Anti-Doping Agency (WADA) accredited laboratories in the United States. The facility is also the world’s largest WADA-accredited sports drug-testing facility, and one of the leading research institutions in the field of athletic doping. Founded in 1982 by a grant from the 1984 Los Angeles Olympic Organizing Committee, the UCLA facility was the first US laboratory accredited by the International Olympic Committee. In addition, the laboratory performs drug testing for a growing roster of national and international sports organizations, including the National Collegiate Athletic Association since 1986, National Football League since 1990, Minor League Baseball since 2004, and other major sporting events, such as the 1994 World Soccer Cup. This fully accredited and experienced UCLA laboratory would serve as the center point of the 2024 anti-doping operations.

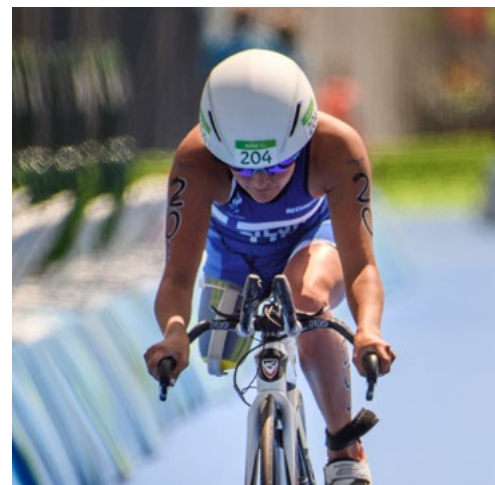
Its location is 5km from the campus of UCLA, where the Olympic Village is located, and its experience in serving as the anti-doping laboratory for numerous events hosted in LA 2024’s proposed training and competition venues gives it an established level of credibility in sample collection, chain of custody and processing that meet all WADA standards. At Games time, samples will travel using strict chain-of-custody procedures via electronically-monitored vehicles and personnel.

As a part of its ongoing operations, USADA conducts extensive athlete educational programs each year, including under its “True Sport” banner. These programs include in-person classes, on-line resources, and hundreds of one-on-one interactions each year with athletes and coaches. In 2024, these efforts would be built into LAOCOG’s overall athlete educational programs via direct cooperation between USADA, WADA and LAOCOG.

TABLE 16 / DOPING CONTROL

Sport/Discipline/Event	UCLA Analytical Lab	
	km	Minutes (average travel time)
Gateway International Airport	16	12
Main Hotel Area	18	19
Olympic Village – UCLA	5	6
Olympic Village – UCR	122	86
Main Stadium	24	24
Media Village & MPC	22	22
IBC	29	19
Aquatics	22	22
Aquatics – Open Water Swimming	48	35
Aquatics – Water Polo	48	35
Archery	16	13
Athletics	24	24
Athletics – Marathon & Race Walk	22	22
Badminton	22	22
Basketball	18	19
Boxing	18	19
Canoe – Slalom	22	17
Canoe – Sprint	140	99
Cycling – BMX	48	35
Cycling – Mountain Bike	65	48
Cycling – Road	22	22
Cycling – Time Trial	22	22
Cycling – Track	33	24
Equestrian	22	17
Fencing	18	19
Football – Finals	48	31
Football – Preliminaries	24	24
Golf	8	10
Gymnastics	16	13
Handball	48	35
Hockey	33	24
Judo	5	6
Modern Pentathlon	33	24
Rowing	140	99
Rugby	33	24
Sailing	53	40
Shooting	22	17
Table Tennis	18	19
Taekwondo	18	19
Tennis	33	24
Triathlon	48	35
Volleyball – Beach	6	7
Volleyball – Indoor	75	47
Weightlifting	18	19
Wrestling	5	6





## 17. THE RULE OF INTEGRITY

The United States has been at the forefront of protecting the integrity of sport. The United States and the State of California will present the world's athletes with an equitable and healthy environment in which to compete and excel. This extends to freedom from improper influences such as competition manipulation. The Los Angeles Organizing Committee of the Olympic and Paralympic Games (LAOCOG) will build on this environment with targeted educational efforts available to all Olympians and Paralympians and their on-site support teams.

The "fair sporting" environment is based upon United States federal and state laws. The federal Professional and Amateur Sports Protection Act prohibits sports wagering in the State of California and all other US states, except four: Nevada, Oregon, Delaware and Montana. Of these, only Nevada has significant sports wagering operations, and these are carefully regulated by the Nevada Gaming Commission. It is a federal crime to influence any sporting contest by bribery of players or officials and to devise any sort of match-fixing. Thus, sports betting operators are not expected to be in operation in Los Angeles at all, during the Games or otherwise.

Further, California laws are also well-positioned to prohibit and prevent other efforts (whether wagering-related or not) to manipulate Olympic competition. The California Penal Code bolsters the Professional and Amateur Sports Protection Act by making it illegal to take or place a bet or operate as a bookie for bets placed on sporting events. Furthermore, the California Bureau of Gambling Control enforces the state's Gambling Control Act to ensure that gambling is conducted honestly, competitively and free from criminal and corruptive elements. The Bureau carries out this mission by working cooperatively with the California Gambling Control Commission to develop and implement a means of regulating the gambling industry in California. The Bureau of Gambling Control and the Gambling Control Commission will cooperate to support the IOC in ensuring that the integrity of sport is fully protected, regarding any betting activities in relation to the Games and manipulation of competitions.

Based on this strong legal footing, US Federal and state law enforcement organizations can and do cooperate to ensure that competitions such as a Los Angeles 2024 Games can operate free from improper manipulation or influence. For example, the US Department of Justice and the Federal Bureau of Investigation (FBI) cooperate closely in identifying and prosecuting illegal online gambling operations in the US. The FBI has participated actively in the IOC's IBIS betting intelligence program. Additionally, the FBI is a frequent investigative partner with the Bureau of Gambling Control.

Within the US Olympic Movement, both the United States Olympic Committee and all US National Federations are bound by, and enforce, a code of conduct that specifically prohibits manipulation of competitions, including by wagering on competitions.

LAOCOG will utilize all these resources for the 2024 Olympic and Paralympic Games. Direct cooperation will be implemented among the FBI and other US Federal agencies, along with the California Attorney General's office and state law enforcement agencies to ensure that the strong US legal protections in place are fully implemented to protect Olympians and Paralympians and the Games generally.



## 18. ELEVATING THE STAKEHOLDERS' EXPERIENCE

LA 2024 will leverage Los Angeles' and California's high tech infrastructure, globally influential entertainment industry, existing world-class sports facilities and local sports business talent, to deliver a highly impactful and engaging Olympic and Paralympic Games model that leaves a positive impact and impression on the City of Los Angeles, all Games stakeholders and the next generation of sports fans.

The LA 2024 Sports Parks innovation broadens and amplifies the concept of the traditional Olympic Parks utilized so effectively in London (2012) and Rio (2016). Each of our four Sports Parks will include multiple sports venues, a Live Site, Olympic and Paralympic sports showcasing opportunities, marketing partner activation opportunities, and numerous dining and retail options, all within a secure perimeter. Each Sports Park is designed to enhance the Games-time experience for all stakeholders and spectators while delivering significant operational and cost benefits for LAOCOG. In the spirit of Olympic Agenda 2020, we believe that the LA 2024 Games Concept represents a sustainable and replicable model for future host cities.

All stakeholder groups will benefit from LA's ability to apply world-leading practices in sports presentation and spectator experience from the top US professional leagues (NFL, NBA, MLS, MLB and NHL), and from the professional sports owners/operators in LA, across our four Sports Parks

and world-class venues. LA 2024's robust Games transportation and logistics plan will utilize the City's growing public transit system and excellent highway network to deliver efficient transport options for each distinct stakeholder group. Furthermore, LA's diverse range of existing world-class accommodation inventory, vibrant restaurant and shopping scene, and the City's full spectrum of tourist attractions and entertainment options offer exceptional hospitality experiences for every guest. And, finally, LA's diverse and enthusiastic communities will make all Olympic and Paralympic athletes and visitors feel welcome and "at home" during their extended stay in the City and its neighboring communities. LA 2024 opportunities available to specific Olympic and Paralympic client groups are summarized below:

### INTERNATIONAL FEDERATIONS (IF):

As mentioned in Question 2, the evolution of LA 2024's Games Concept since the Stage 1 Submission is a direct result of a comprehensive set of meetings and continuous dialogue with all of the summer IFs. By collaborating with the IFs, LA 2024 has developed a plan that will deliver the best conditions for the athletes, officials, spectators and broadcasters. Furthermore, LA 2024's innovative Sports Parks concept, which features multiple venues within walking distance from each other, and our dynamic ticketing model will ensure that all sports and all events take place in full stadia with passionate and engaged fans.



*The South Bay Sports Park (left) is one of four Sports Parks which will include multiple sports venues, a Live Site, Olympic and Paralympic sports showcasing opportunities, marketing partner activation opportunities, and numerous dining and retail options.*

If LA is awarded the Games, LAOCOG will appoint full-time LA Sport Ambassadors—experts in the marketing, presentation and promotion of live sporting events—to co-ordinate and serve each IF. These Sport Ambassadors will work across LAOCOG to ensure that the best elements of California's innovative and forward-looking sports industry are applied to every sport on the LA 2024 sports program and are fully integrated into the Games planning process.

Logistically, LA 2024's accommodation plan will allow all IF officials the opportunity to stay near the venues and/or Olympic sites most important to their function, reducing transport demands and ensuring full enjoyment of the Games environment.



### **NATIONAL OLYMPIC COMMITTEES (NOCs) AND NATIONAL PARALYMPIC COMMITTEES (NPCS):**

LA 2024 is committed to delivering an excellent experience for the NOCs and NPCCs. From the outset, the USOC's Olympic Leader Travel Program will guarantee easy entry for all NOC and NPC leaders. LA 2024 has also budgeted for the traditional levels of NOC travel grants to assist NOC teams.

At the Games, LA can guarantee a rousing reception for the athletes, NOCs, and, NPCCs each time they take to the field to compete with a diverse community drawn from 144 different nations, each of which preserves and celebrates its national heritage.

In addition to crowd support, LA 2024 offers NOCs and NPCCs a highly detailed and impactful NOC and NPC plan. This plan includes a full-time NOC and NPC attaché to coordinate and serve NOC and NPC needs, an NOC and NPC Office Complex within the Village, world-class accommodation centrally located, training and other therapeutic facilities within the Village or at the competition venues, and an exciting cultural and entertainment program for all athletes and teams.

An important goal for LA 2024 is for more nations to win medals at the 2024 Games than any previous Games. To support this goal, our partner, the USOC, will continue its long-standing "NOC Agreements and Assistance Program", which assists and benefits NOCs around the world in their preparations for the Olympic and Paralympic Games by offering coordinated training opportunities for NOCs and NPCCs and their athletes at the many high performance sports training facilities in Southern California and the western United States.

### **BROADCASTERS:**

LA 2024's Games Concept offers broadcasters an unprecedented opportunity with a state-of-the-art International Broadcast Center (IBC) at NBCUniversal's property in Universal City. This innovative facility will provide the ideal broadcast environment to share the incredible journeys and unprecedented successes of the Olympic and Paralympic athletes.

LA also offers broadcasters a city that is already geared toward entertainment innovation, with a creative community already engaged in content production and distribution. Not only does LA offer beautiful and iconic backdrops for Olympic and Paralympic Games coverage, but, as one of the major media and entertainment capitals of the world, it is also fully prepared to handle the complex technical needs of this important stakeholder group.

LA is the entertainment capital of the world and the center of innovation for broadcast production and media technologies. The city's experience in hosting globally-televised events, including numerous domestic and international sporting spectacles, the Oscars, Golden Globes, Grammy Awards and Emmy Awards, will empower broadcasters with proven technologies and allow them to integrate new cutting-edge innovations to elevate their coverage.

### **MARKETING PARTNERS:**

For the IOC, IPC and OCOG marketing partners, an LA 2024 Games offers access to the biggest consumer market globally in the world's trend setting capital. As described in Question 23, the US is home to the world's largest sports market, and LA represents one of the largest media and sports markets in the US.

In a local market already geared to delivering service excellence to marketing partners, LAOCOG will be structured to ensure marketing partners have the best platform and coordinated support on which to deliver their own commercial strategies and activations.

In addition, LA offers an extraordinary array of benefits and services for everything from Games-time hospitality to the commercial partner community and the clients they are entertaining during the Games. Few cities in the world can match the depth of LA's hospitality industry, which is evident in the publicity that flows from the after parties for the Academy Awards and other events mentioned above.

### **MEDIA:**

LA 2024's Games Concept offers members of the media state-of-the-art facilities and convenience with its co-located Main Press Center (MPC) and Media Village, situated on the University of Southern California (USC) campus. The location of these facilities places members of the media within the Downtown Sports Park, allowing for "clean-to-clean" transport from accommodation to workspace to venue. The Media Village will place the world's media within easy reach of Downtown LA's attractions and the other LA 2024 Sports Parks via direct shuttle on the Olympic Route Network.

Central to an amazing Games experience for this important stakeholder group is LA's and California's culture of innovation and creativity. Given the importance of the media industry in LA, members of the media will enjoy state-of-the-art technology infrastructure come Games time. With this technical foundation in place, LA's breathtaking natural beauty, its diverse cultural

experiences and cutting-edge sports presentation will guarantee the media iconic images and stories, which captivate the world.

### **SPECTATORS:**

LA 2024's Games Concept offers a more integrated and immersive experience for spectators at the Games as well as the billions of broadcast viewers from around the world. Beginning with the Opening Ceremony at the Olympic Games, LA 2024's ceremonies concept, featuring both the LA Memorial Coliseum and the NFL's new LA Stadium at Hollywood Park, will allow more Angelenos and international visitors to experience the spectacle than ever before.

Furthermore, LA 2024's Sports Parks – which include interactive sport activations, Live Sites and multiple venues – and the dynamic ticketing program will provide spectators with more sports, and will allow them to experience more of the Games excitement than ever before. These innovations will be critical to engaging the youth market and ensuring the success of the Olympic and Paralympic Games for future generations.

Finally, using technologies such as virtual reality and augmented reality, as well as those not imagined yet, LA 2024 will immerse spectators in a more exciting and personalized live experience, and allow broadcast viewers to experience the Games as if they were in LA.

# 3.3

## SPORT

- 19. A PROVEN COMPETITION SCHEDULE
- 20. TEST RUNS AT TEST EVENTS
- 21. DEEP HOSTING EXPERIENCE
- 22. DEVELOPING SPORTS PERSONNEL
- 23. A ROBUST NATIONAL SPORTS INDUSTRY
- 24. OLYMPIC SPORTS PROMOTION

LA  
20  
24





## 3.3 SPORT

### 19. A PROVEN COMPETITION SCHEDULE

Los Angeles is blessed with optimal weather during our proposed Games periods, which will enhance the competitions and simplify any program adjustments if need be. If LA is awarded the 2024 Games, LA 2024 will continue to work closely with the IOC, Olympic Broadcasting Services (OBS), and the International Sports Federations (IFs) to refine its proposed schedule to best address the following critical factors:

- The needs of the athletes
- Requirements of the IFs
- Schedules of past Games
- Optimal conditions and times of day for outdoor activities
- Balance of finals and medals across all days
- Flow of transportation and traffic
- Operational needs of multi-sport events
- Considerations on behalf of OBS and rights holding broadcasters
- Spectator ingress and egress across the four Sports Parks



TABLE 19 / SPORTS COMPETITION SCHEDULE

SPARE DAY, GALA, PODIUM TRAINING | MORNING SESSION | AFTERNOON SESSIONS | EVENING SESSIONS | FINALS (BOLD)

Sport/Discipline	Venue	Sports Park/ Cluster	July															August				Total Gold Medals
			17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	
			-1	-2	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Opening/Closing Ceremony	LA Stadium at Hollywood Park & LA Memorial Coliseum	Inglewood			OC																CC	n/a
Archery	LA Stadium at Hollywood Park	Inglewood					F	F			F	F										4
Athletics	LA Memorial Coliseum	Downtown										F	F	F	F	F	F	F	F	F		42
Athletics – Marathon	Grand Park & LA City Hall	Downtown												F							F	2
Athletics – Race Walk	Grand Park & LA City Hall	Downtown										F							F	F		3
Aquatics – Swimming	Dedeaux Field	Downtown				F	F	F	F	F	F	F	F									32
Aquatics – Diving	Dedeaux Field	Downtown					F	F	F	F				F			F				F	8
Aquatics – Marathon Swimming	Long Beach Waterfront	Long Beach													F		F			F		2
Aquatics – Synchronized Swimming	Dedeaux Field	Downtown														F						2
Aquatics – Water Polo	Long Beach–Water Polo	Long Beach																	F		F	2
Badminton	Galen Center	Downtown															F	F	F	F		5
Basketball – Primary Venue	Staples Center	Downtown																		F	F	2
Basketball – Secondary Venue	LA Convention Center (West Hall 2)	Downtown																				n/a
Boxing	LA Convention Center (South Hall 2)	Downtown												F		F	F	F	F	F	F	13
Canoe/Kayak – Sprint	Lake Perris															F						12
Canoe/Kayak – Slalom	Sepulveda Basin – Canoe Slalom	Valley							F	F	F									F		4
Cycling – BMX	Long Beach – BMX	South Bay																	F			2
Cycling – Mountain Bike	Frank G Bonelli Park																			F	F	2
Cycling – Road	Grand Park & LA City Hall	Downtown			F		F															2
Cycling – Road Time Trial	Grand Park & LA City Hall	Downtown								F												2
Cycling – Track	StubHub VELO Sports Center	South Bay									F	F	F	F	F	F	F					10
Equestrian – Dressage	Sepulveda Basin – Equestrian	Valley										F				F						2
Equestrian – Eventing	Sepulveda Basin – Equestrian	Valley							F													2
Equestrian – Jumping	Sepulveda Basin – Equestrian	Valley															F					2
Fencing	LA Convention Center (South Hall 1)	Downtown				F	F	F	F	F	F	F	F	F	F							10
Football – Primary Venue	Rose Bowl Stadium																		F	F		2
Football – Secondary Venue(s)	LA Football Club & Regional Stadiums																					n/a
Gymnastics – Artistic	The Forum	Inglewood						F	F	F	F			F	F	F						14
Gymnastics – Rhythmic	The Forum	Inglewood																		F	F	2
Gymnastics – Trampoline	The Forum	Inglewood											F	F								2
Golf	Riviera Country Club																					2
Handball	Long Beach Area	Long Beach																		F	F	2
Hockey – Primary Pitch	StubHub Center Fields	South Bay																	F	F		2
Hockey – Secondary Pitch	StubHub Center Fields	South Bay																				n/a
Judo	Pauley Pavilion	Olympic Village				F	F	F	F	F	F	F										14
Modern Pentathlon	StubHub Stadium	South Bay																		F	F	2
Rowing	Lake Perris																					14
Rugby	StubHub Stadium	South Bay						F				F										2
Sailing	Long Beach Pier	Long Beach													F	F	F	F	F			10
Shooting – Rifle & Pistol	Sepulveda Basin – Shooting	Valley				F	F	F	F	F	F	F	F	F								10
Shooting – Shotgun	Sepulveda Basin – Shooting	Valley					F	F		F		F	F									5
Table Tennis	LA Convention Center (West Hall 1)	Downtown								F	F						F	F				4
Taekwondo	LA Convention Center (South Hall 1)	Downtown																F	F	F	F	8
Tennis – Main Court	StubHub Tennis Center	South Bay											F	F	F							5
Tennis – 5,000	StubHub Tennis Center	South Bay																				n/a
Tennis – 3,000	StubHub Tennis Center	South Bay																				n/a
Tennis – Additional Courts	StubHub Tennis Center	South Bay																				n/a
Triathlon	Long Beach Waterfront	Long Beach																	F			2
Volleyball – Beach	Santa Monica Beach																		F			2
Volleyball – Indoor	Honda Center																			F	F	2
Weightlifting	Microsoft Theater	Downtown				F	F	F	F	F		F	F	F	F	F	F					15
Wrestling	Pauley Pavilion	Olympic Village													F	F	F	F	F	F	F	18
Total Gold Medals						12	14	14	15	20	19	24	21	23	17	24	16	22	23	30	12	306



## 20. TEST RUNS AT TEST EVENTS

Sport test events will be a highly collaborative integration effort between the International Sports Federations (IFs) and LA 2024. The LA 2024 test event schedule will form part of a robust Readiness Program that will extend to all aspects of operations to ensure that LA 2024 is truly ready to deliver a successful Games. Many of the venues in the LA 2024 Games Concept already exist with highly experienced and professional staff, accustomed to putting on large scale events, allowing LA 2024 to guarantee efficient delivery of all test events.

Specific sport test events will focus on assuring the athletes, the IFs and the IOC that the field of play, scoring, timing, results systems and the interfaces for media and broadcast meet all operational requirements and are prepared to deliver an exceptional experience at the Games. Test events will also bring International Technical Officials (ITO), National Technical Officials (NTO), and sport-specific volunteers together for training and event planning ahead of the Games. Select test events will also test the readiness of additional operational elements.

The schedule of test events will be developed with the IFs, considering preparation needs, the availability of the competition venues and the overall test event schedule. These test events will begin in the summer of 2023, during the same summer time period (July and August) as the Games, and will extend into mid to late autumn 2023. A few additional test events will be held in the spring of 2024 in the temporary venues scheduled to be delivered in that time period. These later events will be able to test a wider array of venue operations, volunteer operations and technology systems.

Test events will also be incorporated into the LA 2024 communications strategy. A strong test event schedule will play an important role in Games promotion and community engagement, and LA 2024 will maximize every opportunity to build awareness and excitement for the Games.

LA 2024 looks forward to working closely with the International Federations on the scope of testing, which may include “shadow testing” at key IF events around the world, leading up to the Games.



## 21. DEEP HOSTING EXPERIENCE

Over the past 10 years, the United States has hosted more than 200 elite-level world championships and other major international events in numerous Olympic and Paralympic sports. These events range from the 2007 AIBA World Boxing Championships, the 2014 ICF Canoe Slalom World Championships to five different World Championships in 2015 alone – the FIS Alpine World Ski Championships, the ITU World Triathlon Grand Final, the World Championships for Wrestling, UCI Road World Championships and the Weightlifting World Championships. Among the elite events the US will host between 2017 and 2024 are the 2021 IAAF World Championships in Eugene, Oregon; the 2019 ANOC World Beach Games in San Diego, California; the 2017 IIHF Women's World Championships in Plymouth, Michigan; and the IWGA World Games in Birmingham, Alabama in 2021.

Los Angeles's annual calendar includes several major sporting events such as the LA Marathon, in which over 26,000 runners compete, a Major PGA Tour event, the AVP Beach Volleyball Tour, and World Cup of Wrestling, an international wrestling event held for the past three years at the iconic LA Forum. These events are in addition to hundreds of continental championships and international events, along with a multitude of city and regional university competitions, which collectively attract millions of spectators. The US and the LA region also annually host numerous large-scale events with the domestic professional sports leagues, including the MLB, NBA, NHL and MLS, which feature many leading international athletes. For example, one of LA's professional baseball teams, the LA Dodgers, plays in Dodger Stadium. Dodger Stadium has the highest ongoing annual attendance of any sports stadium in the world, with over 3.7 million spectators in the 2015 season.



Table 21 provides a summary of past and future major international events and competitions (Table 21 excludes all winter sports, masters and junior competitions). Appendix 21 includes over 7,000 international events and competitions hosted in the US since 2007. Bold events indicate events hosted in proposed venues for LA 2024.

TABLE 21 / SPORT EXPERIENCE

Sport/Discipline	Name of Event	Date	Level of Competition	City	Venue	Venue Capacity
Aquatics – Diving	FINA Diving Grand Prix	Annual	Grand Prix	Fort Lauderdale	FLL Aquatic Center	500
Aquatics – Swimming	Grand Prix	2010-2012	Grand Prix	Multiple	Multiple	1,000-2,200
Aquatics – Swimming	Arena Pro Swim Series	2013, 2015, 2016, 2017	International Meet	Multiple	Multiple	1,200-2,200
Aquatics – Water Polo	FINA Women's World League Super Final	2010	World League	La Jolla	La Jolla High School	1,500
Aquatics – Water Polo	FINA Women's World Cup Qualifier	2013	World Cup Qualifier	Tustin	Foothill High School	1,500
Archery	World Archery Indoor World Championships	2012	World Championship	Las Vegas	Easton Archery Center	500
Athletics	IAAF World Indoor Track & Field Championships	2016	World Championship	Portland	Oregon Convention Center	40,000
<b>Athletics</b>	<b>Los Angeles Marathon</b>	<b>Annual</b>	<b>International Event</b>	<b>Los Angeles</b>	<b>City Wide</b>	<b>100,000+</b>
Athletics	City Marathons (Boston, Chicago, New York)	Annual	International Event	Multiple	City Wide	500,000-1,000,000
Athletics	IAAF World Championships	2021	World Championship	Eugene	University of Oregon – Hayward Field	21,000
Badminton	USA Open Grand Prix	2008-2012	Grand Prix	Orange	Orange County Badminton Club	2,000
Badminton	US Open Grand Prix Gold	2016	Grand Prix	Los Angeles	LABC	2,000
Basketball	FIBA Americas Championship – Olympic Qualifier	2007	Continental Olympic Qualifier	Las Vegas	Thomas and Mack Center	16,000
Boxing	AIBA World Boxing Championships	2007	World Championship	Chicago	UIC Pavilion	6,958
Canoe/Kayak	ICF Marathon and Slalom World Championship	2014	World Championship	Multiple	Multiple	25,000
Cycling – BMX	UCI BMX World Championships	2017	World Championship	Rock Hill	Rock Hill Sports Park	20,000
Cycling – Mountain Bike	Mountain Bike Sea Otter Classic (US Cup)	Annual	International Event	Monterey	Laguna Seca Raceway	25,000
<b>Cycling – Road</b>	<b>Road – AMGEN Tour of California</b>	<b>Annual</b>	<b>International Event</b>	<b>Multiple</b>	<b>City Streets</b>	<b>1,000,000</b>
Cycling – Road	UCI Road World Championships	2015	World Championship	Richmond	Downtown	100,000
<b>Cycling – Track</b>	<b>Track – UCI Track World Cup</b>	<b>2008</b>	<b>World Cup</b>	<b>Carson</b>	<b>StubHub Center</b>	<b>2,500</b>
<b>Cycling – Track</b>	<b>Track – UCI Track World Cup</b>	<b>2017</b>	<b>World Cup</b>	<b>Carson</b>	<b>StubHub Center</b>	<b>2,500</b>
Equestrian	FEI 2010 World Equestrian Games	2010	World Championship	Lexington	Lexington Horse Park	38,000
Fencing	FIE Sabre World Cup	2014	World Cup	Chicago	University of Illinois, Chicago	2,500
Fencing	FIE Men's Foil World Cup	2015	World Cup	San Jose	San Jose Convention Center	750
Fencing	World Cup – Foil or Sabre, TBD	2017	World Cup	New York	Brooklyn Marriott	1,000
<b>Fencing</b>	<b>Grand Prix – Foil</b>	<b>2017</b>	<b>Grand Prix</b>	<b>Long Beach</b>	<b>Long Beach Arena</b>	<b>13,500</b>
Football	Men's National Team - 2007 CONCACAF Gold Cup	2007, 2009, 2011	Continental Competition	Multiple	Multiple	18,000-91,000
<b>Football</b>	<b>COPA Centroamericana Championship Game</b>	<b>2014</b>	<b>Continental Championships</b>	<b>Los Angeles</b>	<b>Los Angeles Memorial Coliseum</b>	<b>80,000</b>
<b>Football</b>	<b>COPA America Centario</b>	<b>2016</b>	<b>Continental Championships</b>	<b>Multiple</b>	<b>Multiple</b>	<b>60,000-93,000</b>



TABLE 21 / SPORT EXPERIENCE (CONT.)

Sport/Discipline	Name of Event	Date	Level of Competition	City	Venue	Venue Capacity
<b>Golf</b>	<b>PGA Tour, Riviera Country Club</b>	<b>Annual</b>	<b>International Event</b>	<b>Pacific Palisades</b>	<b>Riviera Country Club</b>	<b>50,000</b>
Golf	Major Championships (The Masters and the U.S. Open)	Annual	International Event	Multiple	Multiple	160,000-200,000
Gymnastics – Artistic, Trampoline, Rhythmic	Pacific Rim Championships	2012, 2016	International Event	Everett	Comcast Arena	6,333
Gymnastics – Trampoline	FIG Trampoline & Tumbling World Championships	2014	World Championship	Daytona Beach	Ocean Center	5,433
Hockey	World Cup Qualifier	2010	World Cup Qualifier	Chula Vista	Olympic Training Center, Chula Vista	1,000
Hockey	Pan Am Cup Men & Women	2017	Continental Cup	Lancaster	Spooky Nook Sports	3,000
Judo	Pan American Championships	2008	Continental Championships	Miami	James L Knight Center	4,569
Multi-sport	ANOC World Beach Games	2019	International Event	San Diego	Multiple	300,000-500,000
Pentathlon	UIPM World Cup	2014-2020	World Cup	Various	Various	500
Pentathlon	UIPM Biathlon/Triathlon World Championship	2016	World Championship	Sarasota	Nathan Benderson Park	500
Rowing	FISA World Rowing Championships	2017	World Championship	Sarasota	Nathan Benderson Park	30,000
Rowing	Head of the Charles	Annual	International Event	Boston	Charles River	300,000
Rugby	IRB Sevens World Series	2007-2017	International Event	Multiple	Multiple	40,000-42,500
Rugby	IRB Women's Sevens World Series	2013-2016	International Event	Multiple	Multiple	8,500-22,000
Rugby	IWRF Americas Championships	2013	Continental Championships	Birmingham	Lakeshore Foundation	300-400
Sailing	Star World Championship	2008, 2013, 2016	World Championship	Multiple	Multiple	1,000+
Sailing	Laser World Championship	2013	World Championship	Cascade Locks	Columbia River	1,000+
Sailing	49er & 49er FX World Championship	2016	World Championship	Clearwater	Gulf of Mexico	1,000+
Shooting	World Cup USA – Shotgun	2008, 2012, 2014	World Cup	Multiple	Multiple	250-500
Shooting	World Cup USA – Rifle and Pistol	2007, 2010-2011, 2013-2015	World Cup	Columbus	Fort Benning	500-1000
Table Tennis	Women's World Cup	2016	World Cup	Philadelphia	Temple University	2,400
Taekwondo	Pan American Open Taekwondo Championships	2011	Continental Championships	Las Vegas	Rivera Convention Center	3,000
Tennis	US Open	Annual	International Event	Flushing	Arthur Ashe Stadium, Billie Jean King National Tennis Center	600,000+
Tennis	US Open Series/ATP World Tour – Western & Southern Open	Annual	International Event	Cincinnati	Lindner Family Tennis Center	150,000+
Triathlon	ITU World Championships (Triathlon Team, Duathlon and Short Course Duathlon)	2009	World Championship	Multiple	City Wide	n/a
Triathlon	ITU World Triathlon Grand Final	2015	World Championship	Chicago	City Wide	n/a
Triathlon	ITU Long Distance Triathlon World Championships	2016	World Championship	Oklahoma City	City Wide	n/a
Volleyball – Beach	ASICS World Series of Beach Volleyball – Grand Slam	2014	Grand Slam	Long Beach	Stadium Built on Beach	5,000
Volleyball – Beach	FIVB Grand Slam – Beach	2015-2017	Grand Slam	Multiple	Stadium Built on Beach	6,000
Volleyball – Beach	Women's FIVB Grand Slam – Beach	2015	Grand Slam	St. Petersburg	Stadium Built on Beach	6,000
Volleyball – Indoor	Men's NORCECA Champions Cup	2015	Continental Cup	Detroit	Kobo Arena	11,000
Volleyball – Indoor	Women's World Grand Prix Finals	2015	Grand Prix	Omaha	Century Link Center	17,000
<b>Volleyball – Indoor</b>	<b>Women's World Grand Prix</b>	<b>2016</b>	<b>Grand Prix</b>	<b>Long Beach</b>	<b>Pyramid Center</b>	<b>4,500</b>
Weightlifting	IWF World Weightlifting Championships	2015, 2017	World Championship	Multiple	Multiple	3,000-3,500
<b>Wrestling</b>	<b>Freestyle World Cup</b>	<b>2014-2016</b>	<b>World Cup</b>	<b>Los Angeles</b>	<b>The Forum</b>	<b>17,000</b>
Wrestling	World Wrestling Championships	2015	World Championship	Las Vegas	Orleans Arena	7,000

## 22. DEVELOPING SPORTS PERSONNEL

LA 2024 is committed to providing the best experience for all athletes in 2024, recognizing that the most important element of the athlete's experience is his or her competition. To accomplish this, LA 2024 anticipates a seven-year collaboration with the International Sports Federations (IFs). LA 2024 will welcome the direct involvement and direction of the IFs as important partners during the planning stages of the Games.

LA 2024 will work with the IFs to identify the best personnel for each aspect of the sport/competition program. In addition, LA 2024 will work with the IFs to recruit and assign these personnel for both the long and short term responsibilities of the Games.

For many sports, experienced and well-respected personnel from California and across the United States will be recruited to the sports team. For Olympic sports in which the numbers of proficient US-based personnel may be limited, we will work with the IFs to identify personnel for short- and long-term assignments. In all cases, LA 2024 will work with the IFs to develop and deliver training programs for the Games-time sports personnel to ensure the best possible support for each element of the sports program.

## 23. A ROBUST NATIONAL SPORTS INDUSTRY

The United States sports market is the largest and most robust in the world. The financial turnover of the overall US sports market is estimated at more than USD 250 billion for 2015. This market can be broken down into direct business from sports events and professional leagues as well as additional business/commerce that has developed to support the current industry structure.

Through ticketing revenue, sports-exclusive media rights, sponsorship revenue and merchandising sales, US sports event organizations and professional leagues generated around USD 64 billion in 2015. In addition, several other sports-related categories generated revenue streams within the overall US sports market. Revenues from general sporting goods were nearly USD 86 billion, while revenues from sporting goods retail stores approached USD 45 billion. In 2015, sports marketing and PR agencies generated almost USD 1.5 billion in annual commissions. Sport tourism revenue (hotel bookings, restaurants, non-event revenue) added over USD 9 billion to the market. Beyond tourism, approximately another USD 13 billion of annual industry value came from sports TV and digital consumer and advertising fees, net of media rights payments to broadcast. Finally, additional revenue sources including personal fitness, medical and facility maintenance contributed over USD 35 billion annually.



A further breakdown of each of these segments can be found below.

### SPORTS EVENT ORGANIZATIONS AND PROFESSIONAL LEAGUES

Domestically, this category is dominated by five professional leagues: Major League Baseball (MLB), the National Football League (NFL), the National Basketball Association (NBA), the National Hockey League (NHL) and Major League Soccer (MLS). These leagues are comprised of 392 individual teams with over 10,500 athletes and draw more than 216 million annual spectators to their events. In addition to these leagues, there are numerous professional, semi-pro and amateur sports organizations in the US, including the Professional Golfers' Association of America (PGA) and the Ladies Professional Golf Association (LPGA), the Women's National Basketball Association (WNBA), the Association of Tennis Professionals (ATP) and the Women's Tennis Association (WTA), and various action and Olympic sports leagues. These leagues account for an estimated 4,000 professional athletes at the elite level and 22 million semi-professional and amateur action and Olympic sports athletes. The sports programs at US colleges and universities are organized under the National Collegiate Athletic Association (NCAA), and fields more than 460,000 additional amateur athletes across 24 sports.

The estimated industry size of the US sports event organization and professional leagues category is over USD 64 billion, with an estimated compound annual growth of 3.5 percent through 2020.

### SPORTING GOODS INDUSTRIES

In 2015, the market for sporting goods in the US was valued at approximately USD 86 billion. This figure takes into account consumer purchases of athletic footwear, exercise equipment, licensed sports merchandise, athletic apparel, action sports equipment and outdoor sports equipment. The US is home to some of the most recognizable sporting goods brands in the world, including Nike, Under Armour, Reebok, Callaway Golf, TYR and Easton.

In addition, sports goods retail stores contribute an additional USD 45 billion per year and create spaces for consumers to engage with sports apparel experts directly for their needs. This total figure excludes revenue from retail stores of vertically integrated sporting goods brands.





### SPECIALIZED SPORTS MARKETING AND PR AGENCIES

According to leading PR and marketing communications magazine O'Dwyer, there are 31 US firms handling sports PR. For those firms, the average revenue for a sports department is USD 967,010, leading to annual revenues estimated at USD 30 million.

The US also has the world's largest network of sports agencies with over 30 firms, many of whom are based in LA, working with USD 10 billion in athlete contracts generating commissions revenue of almost USD 1.5 billion.

In total, these firms and agencies represent approximately USD 1.5 billion in the overall US sports market.

### SPORTS TOURISM

Sports tourism is a substantial and significant industry in the US. Driven by numerous world-class sporting facilities, globally renowned professional leagues and teams, and the wide array of major sports events hosted in the US, there are an estimated 27 million US sports travelers annually. According to a National Association of Sports Commissions report, these travelers outspend affluent US travelers by 20-30 percent during their trips. In total, the sports tourism industry contributed more than USD 9 billion in 2015, which represents a growth of almost 14 percent since 2012.



### SPECIALIZED SPORTS MEDIA (INCLUDING TV CHANNELS AND WEBSITES)

In addition to the media rights that bring professional leagues and teams revenue, sports media companies themselves generate large amounts of revenue through cable subscription fees and advertising revenue. In 2015, US sports channels generated approximately USD 27.7 billion in total revenue, with almost USD 8.5 billion of revenue generated by network TV channels broadcasting sports events. Even after paying USD 16.3 billion in media rights to professional leagues, these channels still add USD 11.4 billion in revenue to the overall US sports market.

The top sports websites in the US saw traffic of almost 640 million users in 2015. These sites include highly recognized online voices such as ESPN, NFL.com, Sports Illustrated, The Bleacher Report and Yahoo! Sports. At industry average revenue per user rates, these sites generate an estimated USD 1.4 billion in annual advertising revenue.

### OTHER SPORTS RELATED INDUSTRIES

Health and fitness is a staple of the LA lifestyle, and is also a hugely popular industry in the US, generating a major positive economic impact. Gym, fitness and multi-sport facility memberships increased by over 3 percent annually from 2008 to 2014. Today, over 55 million memberships generate a total revenue of USD 30 billion.

In 2015, the Americas sports medicine outpatient business was worth an estimated USD 2.2 billion. The sports physical therapy business, 7 percent of all US physical therapy, is a USD 2.2 billion industry and expected to grow at 7 percent annually.

Finally, in 2015, the sports facility maintenance represented a USD 900 million industry in the US with an annual growth of 3.5 percent from 2011-2016.

## 24. OLYMPIC SPORTS PROMOTION

Olympic and Paralympic sports are incredibly popular in the US, particularly in LA and the Southern California region, which has produced more Olympic and Paralympic medalists than any other area in the world and where over 1,000 current Olympians and Paralympians from around the world choose to live and train. There are over 18 million people living in the LA region and over 300 million in the US, with nearly 100 million under the age of 25. Hosting a Games in LA will expose this vast and diverse population to all sports for the seven years leading up to the Games, and leave a lasting legacy after their conclusion.

LA 2024 met numerous times with each International Sports Federation (IF) to discuss the LA 2024 Games Concept and how an LA Games would benefit their respective sports. If awarded the Games, LAOCOG will work with the IFs and our National Governing Bodies (NGBs) to develop a plan of promotion that leverages the unparalleled entertainment, technology and sport presentation assets available in LA.

To strengthen those US NGBs with a smaller presence in the US market – including badminton, table tennis, archery and modern pentathlon, among other sports – LAOCOG will work with the respective IFs to broaden the reach of their sport in the vast US market and engage with the next generation of US athletes. To accomplish this, LAOCOG will host an annual IF forum in Lausanne in the lead up to the Games. The forum will include updates on the OCOG's development and progress as well as targeted sessions to help identify growth opportunities for each sport in the US market. In addition, LAOCOG will leverage the many global consulting firms based in the US, who have already indicated their support to an LA Games, to help NGBs develop business and marketing plans to enhance their business operations and drive sports development in the US and Southern California. Following an LA Games in 2024, these business plans would help maintain interest and continue to draw new participants into their sports.

To further educate the domestic audience and help build excitement for all sports at the Games, LA 2024 will harness the power of LA's creative industry to deliver compelling content through new media companies such as SnapChat, YouTube, Facebook and Twitter, all of which are based in California. Through a series of videos, photos and exciting infographics featuring popular national and international Olympians and Paralympians, LAOCOG will expose new segments of the US population to Olympic and Paralympic sports, and encourage participation and viewership by Americans of all ages. LA 2024 will also leverage the existing Olympic Channel to further promote Olympic and Paralympic sports awareness around major world championships in sports that are not typically broadcast in the US.

Locally, LAOCOG's planned test events will be promoted to the LA community and region to inspire excitement for the Games. LA 2024 will also work with the NOCs to set up open-house visitation days at US-based acclimatization camps where local youth can meet Olympians and Paralympians from around the world. At Games time, LAOCOG will set up interactive sport activations within its Sports Parks, where adults and children alike can try out some of the sports they are about to witness in a fun and informative way, similar to the demonstration centers in Rio.

Nationally, LAOCOG will work with the USOC and the NGBs to organize open-house events across the country to run concurrent with each edition of the Games, including PyeongChang 2018, Tokyo 2020 and Beijing 2022, as well as the 2024 Games. These open-house events will offer young athletes, who are inspired by the many heroes of the Games, an opportunity to watch Olympic and Paralympic sports, with coaches and athletes available to provide information and encourage them to join a local club. LA 2024 will support this overarching program and the clubs by providing promotion through its robust social media channels and other platforms, as well as guidance on best practices.

Finally, at the conclusion of the Games, LAOCOG will use a rigorous and centralized procurement process to ensure adaptive re-use of materials from temporary facilities, which can be repurposed as legacy facilities for the local community.



Former First Lady, Michelle Obama, members of the US Women's Basketball team and fans celebrating at the 100 Days Out event.



# 3.4

## VENUES

- 25. THEATERS OF SPORT FOR 2024
- 26. TRAINING FOR THE BEST
- 27. EXCELLENT VENUE FUNCTIONALITY
- 28. OCOG WILL BE DELIVERY AUTHORITY
- 29. NO LAND ACQUISITION REQUIRED
- 30. SEAMLESS DELIVERY COMMUNICATIONS
- 31. COMPREHENSIVE OVERLAY BUDGETS
- 32. VENUE-BASED LEGACIES
- 33. MASTER VENUE OVERVIEW
- 34. REDUNDANT ENERGY SYSTEMS IN PLACE
- 35. CLEAN POWER FROM CURRENT SOURCES
- 36. GAMES-TIME POWER DELIVERY
- 37. LIMITED TEMPORARY POWER FACILITIES
- 38. WORLD-CLASS TELECOMMUNICATIONS
- 39. ADDITIONAL INFRASTRUCTURE CARRIERS
- 3.4.1 OLYMPIC VILLAGES
- 40. UCLA PROVIDES STUNNING OLYMPIC VILLAGE
- 41. ALL VILLAGE SYSTEMS READY TO SERVE
- 42. A PROVEN AND INSPIRING VILLAGE SETTING
- 43. A VILLAGE OF EXISTING FACILITIES
- 44. A WELCOMING VILLAGE ENVIRONMENT
- 45. THE NO RISK OLYMPIC VILLAGE
- 46. UCLA OPERATES VILLAGE CAMPUS
- 47. SPACIOUS ACCOMMODATION FOR ALL ATHLETES
- 48. SINGLES AND DOUBLES AND FULL ACCESSIBILITY
- 49. INTERNATIONAL DINING ACROSS CAMPUS
- 50. MULTIPLE DINING OPTIONS FOR ALL ATHLETES
- 3.4.2 MEDIA FACILITIES
- 51. USC AND NBCUNIVERSAL HOST MEDIA
- 52. EXCELLENT FUNCTIONAL EFFICIENCIES AT IBC/MPC
- 53. TWO WORLD-CLASS OPERATIONAL CENTERS
- 54. A BEAUTIFUL CAMPUS AND A NEW FILM STUDIO
- 55. EXCLUSIVE USE GUARANTEED
- 56. FULL ACCESS AGREEMENTS IN PLACE
- 57. USC AND NBCUNIVERSAL OPERATE FACILITIES





## 3.4 VENUES

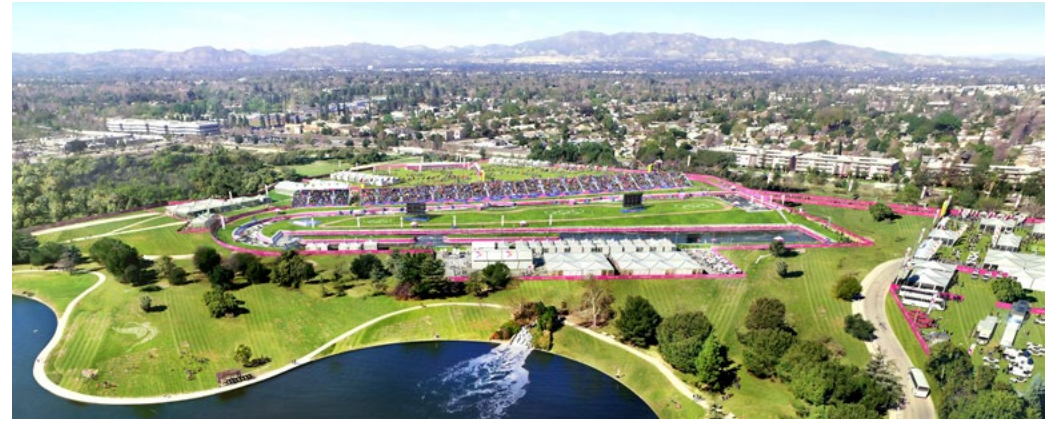
### 25. THEATERS OF SPORT FOR 2024

The LA 2024 Games Concept takes the idea of the Olympic Park to the next level by offering four unique Sports Parks. Each Sports Park will include multiple sports venues, a Live Site, Olympic and Paralympic sports showcasing opportunities, marketing partner activation opportunities, and numerous dining and retail options, all within a secure perimeter, like the Olympic Parks of London 2012 and Rio 2016. LA 2024's multiple Sports Park concept will allow more spectators to conveniently enjoy more sports around our diverse city, and will allow more Angelenos to enjoy more of the Games in their own neighborhoods, thereby extending the legacy of LA 2024.

Outside of the four Sports Parks, our plan features several of LA's premier existing venues. With no new permanent venues required, our Games Concept simultaneously embraces the principles of Olympic Agenda 2020 and our city's existing assets and plans. All competition and non-competition venues either exist, are already planned as permanent venues by private investors with all necessary construction approvals and committed sources of funding, or will be temporary.



Downtown Sports Park



Valley Sports Park



South Bay Sports Park



Long Beach Sports Park



TABLE 25 / OLYMPIC COMPETITION VENUE OVERVIEW

Sport/discipline	Competition Venues											
	Venue Number	Venue Name	Name of Zone (if applicable)	Name of Cluster (if applicable)	Seating Bowl Capacity	Standing Area Capacity	Total Gross Capacity	Legacy Seating Capacity	Current Use	Post-Games Use	Games-time Warm-up Capability (if required)	
											Number of FoPs	Brief Description
Aquatics – (Swimming, Diving, Synchronized Swimming)	5	Dedeaux Field	n/a	Downtown Sports Park	20,000	n/a	20,000	n/a	Baseball	Baseball	3	1 x 50m pool, 1 diving pool, 1 dry diving facility. All existing
Aquatics – Marathon Swimming	21	Long Beach Waterfront	n/a	Long Beach Sports Park	2,000	n/a	2,000	n/a	Public Beach	Public Beach	0	Same as competition
Aquatics – Water Polo	23	Long Beach – Water Polo	n/a	Long Beach Sports Park	8,000	n/a	8,000	n/a	Parking lot	Parking lot	1	Adjacent temporary pool
Archery	28	LA Stadium at Hollywood Park	n/a	Inglewood Cluster	8,000	n/a	8,000	n/a	N/A	American Football	3	3 lanes
Athletics	2	LA Memorial Coliseum	n/a	Downtown Sports Park	70,000	n/a	70,000	90,000	USC American Football	USC American Football	1	One set: track, jumps, throws and a 60m track underneath competition platform
Athletics – Marathon & Race Walks	12	Grand Park & LA City Hall	n/a	Downtown Sports Park	5,000	200,000	205,000	n/a	Public Park & City Hall	Public Park & City Hall	0	Same as competition
Badminton	4	Galen Center	n/a	Downtown Sports Park	10,300	n/a	10,300	10,300	USC Basketball & Volleyball	USC Basketball & Volleyball	4	4 warm-up and 4 additional for training in adjacent facility
Basketball – Finals & Preliminaries	6	Staples Center	n/a	Downtown Sports Park	18,000	n/a	18,000	18,000	Basketball & Major Events	Basketball & Major Events	2	External: adjacent to the venue
Basketball – Preliminaries	10	LA Convention Center (West Hall 2)	n/a	Downtown Sports Park	8,000	n/a	8,000	n/a	Convention Center	Convention Center	1	Internal: in athletes' area
Boxing	8	LA Convention Center (South Hall 2)	n/a	Downtown Sports Park	8,000	n/a	8,000	n/a	Convention Center	Convention Center	2	Internal: in athletes' area
Canoe – Slalom	14	Sepulveda Basin – Canoe Slalom	n/a	Valley Sports Park	8,000	n/a	8,000	n/a	Public Park & Recreation Area	Public Park & Recreation Area	1	One facility that includes competition, warm-up and training
Canoe – Sprint	31	Lake Perris	n/a		12,000	n/a	12,000	n/a	Public Park & Recreation Area	Public Park & Recreation Area	1	One facility that includes competition, warm-up and training. Has warm-up dedicated lanes.
Cycling – BMX	22	Long Beach – BMX	n/a	Long Beach Sports Park	6,000	n/a	6,000	n/a	Parking lot	Parking lot	0	Same as competition
Cycling – Mountain Bike	32	Frank G. Bonelli Park	n/a		3,000	10,000	13,000	n/a	Public Park	Public Park	0	Same as competition
Cycling – Road	12	Grand Park & LA City Hall	n/a	Downtown Sports Park	5,000	200,000	205,000	n/a	Public Park & City Hall	Public Park & City Hall	0	Same as competition
Cycling – Track	18	Stubhub VELO Sports Center	n/a	South Bay Sports Park	6,000	n/a	6,000	6,000	USA Cycling	USA Cycling	0	Infield and competition track
Equestrian	13	Sepulveda Basin – Equestrian	n/a	Valley Sports Park	15,000	25,000	40,000	n/a	Public Park & Recreation Area	Public Park & Recreation Area	2	2 warm-up areas and 10 additional training paddocks at the competition venue
Fencing	7	LA Convention Center (South Hall 1)	n/a	Downtown Sports Park	7,000	n/a	7,000	n/a	Convention Center	Convention Center	16	16 Pistes adjacent to competition
Football – Quarter-Finals, Semi-Finals, Finals	30	Rose Bowl Stadium	n/a		92,000	n/a	92,000	92,000	Football & Major Events	Football & Major Events	0	Same as competition
Football – Preliminaries	3	LA Football Club	n/a	Downtown Sports Park	TBD	n/a	TBD	TBD	Football & Major Events	Football & Major Events	0	Same as competition
Football – Preliminaries	tbv	Regional Football Stadiums	n/a		TBD	n/a	TBD	TBD	Football & Major Events	Football & Major Events	0	Same as competition
Golf	26	Riviera Country Club	n/a		TBD	TBD	>30,000	>30,000	Golf Course	Golf Course	5	1 driving range, 1 chipping range, 3 putting greens
Gymnastics	27	The Forum	n/a	Inglewood Cluster	17,500	n/a	17,500	17,500	Concerts & Major Events	Concerts & Major Events	1	Temporary facility adjacent to venue
Handball	20	Long Beach Arena	n/a	Long Beach Sports Park	12,500	n/a	12,500	12,500	Major Events	Major Events	2	2 courts in adjacent convention center; 6 additional courts for training
Hockey	19	Stubhub Center Fields	n/a	South Bay Sports Park	15,000 (Primary) & 5,000 (Secondary)	n/a	15,000 (Primary) & 5,000 (Secondary)	n/a	Football	Football	2	1 warm-up, 1 training/warm-up, adjacent to 2 competition fields

TABLE 25 (CONT.) / OLYMPIC COMPETITION VENUE OVERVIEW

Sport/discipline	Competition Venues											
	Venue Number	Venue Name	Name of Zone (if applicable)	Name of Cluster (if applicable)	Seating Bowl Capacity	Standing Area Capacity	Total Gross Capacity	Legacy Seating Capacity	Current Use	Post-Games Use	Games-time Warm-up Capability (if required)	
											Number of FoPs	Brief Description
Judo	1	Pauley Pavilion	n/a	Village Cluster	12,500	n/a	12,500	12,800	Volleyball & other	Volleyball & other	4	In shared facility with training
Modern Pentathlon	16	StubHub Stadium	n/a	South Bay Sports Park	22,000	n/a	22,000	27,000	Football	Football	1	Warm-up area adjacent to paddocks
Rowing	31	Lake Perris	n/a		12,000	n/a	12,000	n/a	Public Park & Recreation Area	Public Park & Recreation Area	1	One facility that includes competition, warm-up and training. Has warm-up dedicated lanes.
Rugby	16	StubHub Stadium	n/a	South Bay Sports Park	27,000	n/a	27,000	27,000	Football	Football	2	1 comp, 1 warm-up, 1 training/warm-up. 3 total rugby fields.
Sailing	24	Long Beach Pier	n/a	Long Beach Sports Park	6,000	7,000	13,000		Sailing	Sailing	0	Same as competition
Shooting	15	Sepulveda Basin – Shooting	n/a	Valley Sports Park	3,000	n/a	3,000	n/a	Public Park & Recreation Area	Public Park & Recreation Area	0	Same as competition
Table Tennis	9	LA Convention Center (West Hall 1)	n/a	Downtown Sports Park	5,000	n/a	5,000	n/a	Convention Center	Convention Center	9	9 warm-up, 18 training and 4 competition tables on same level
Taekwondo	7	LA Convention Center (South Hall 1)	n/a	Downtown Sports Park	6,000	n/a	6,000	n/a	Convention Center	Convention Center	4	Internal: in athletes' area
Tennis	17	StubHub Tennis Center	n/a	South Bay Sports Park	10,000 (Center Court)	n/a	10,000 (Center Court)	8,000 (Center Court)	Tennis	Tennis	10	Located at the competition venue; resurfaced to match competition courts
Triathlon	21	Long Beach Waterfront	n/a	Long Beach Sports Park	2,000	100,000	102,000	n/a	Public Beach	Public Beach	0	Same as competition
Volleyball – Beach	25	Santa Monica Beach	n/a		12,000	n/a	12,000	n/a	Public Beach	Public Beach	2	2 warm-up and 5 training
Volleyball – Indoor	29	Honda Center	n/a		18,000	n/a	18,000	18,000	Volleyball & other	Volleyball & other	2	Adjacent to competition facility
Weightlifting	11	Microsoft Theater	n/a	Downtown Sports Park	7,000	n/a	7,000	7,000	Entertainment Events	Entertainment Events	15	Internal: in athletes' area
Wrestling	1	Pauley Pavilion	n/a	Village Cluster	12,500	n/a	12,500	12,800	Volleyball & other	Volleyball & other	4	In shared facility with training



## 26. TRAINING FOR THE BEST

In a development that is certain to enhance the athlete Games-time experience, all athletes will have training facilities either at the Olympic and Paralympic Village at UCLA or at their competition venue, allowing them to fully prepare with minimal stress about travel.

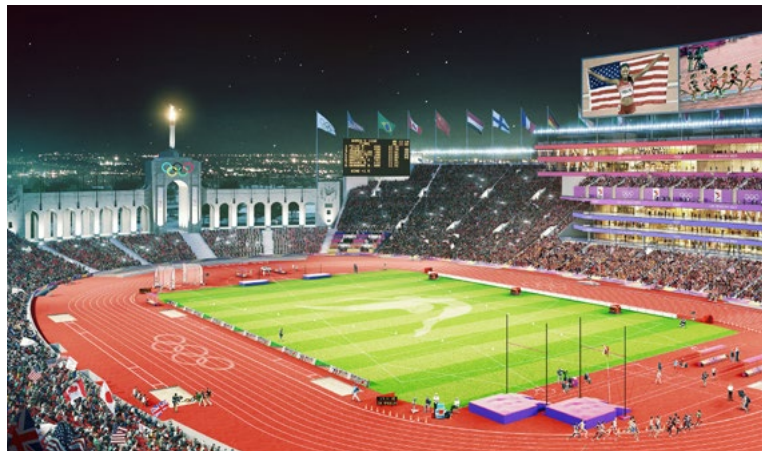
**TABLE 26** / TRAINING VENUE OVERVIEW

Sport/discipline	Training Venues		
	Venue Number	Venue Name	*Number of FoPs
Aquatics			
Aquatics – Swimming & Synchronized Swimming (Para Swimming)	38	MTC/UCLA	3 (1 shared)
Aquatics – Diving	5	Dedeaux Field	competition FOP
Aquatics – Marathon Swimming	21	Long Beach Waterfront	competition FOP
Aquatics – Water Polo	38	MTC/UCLA	2 (1 shared)
Archery (Archery)	28	LA Stadium at Hollywood Park	competition FOP
Athletics	39	USC (Main Campus)	1
Athletics – Marathon & Race Walk (Marathon)	38	MTC/UCLA	competition FOP
Badminton (Badminton)	4	Galen Center	5
Basketball	38	MTC/UCLA	2
Boxing	40	LA Convention Center & MTC/UCLA	12
Canoe – Slalom	14	Sepulveda Basin – Canoe Slalom	competition FOP
Canoe – Sprint (Canoe)	31	Lake Perris	competition FOP
Cycling – BMX	22	Long Beach – BMX	competition FOP
Cycling – Mountain Bike	32	Frank G Bonelle Park	competition FOP
Cycling – Road (Cycling-Road)	12	Grand Park & LA City Hall	competition FOP
Cycling – Track (Cycling-Track)	18	Stubhub VELO Sports Center	competition FOP
Equestrian (Equestrian)	13	Sepulveda Basin – Equestrian	10-12
Fencing (Wheelchair Fencing)	40	LA Convention Center	12
Football – Finals		TBD	4 per city
Football-Preliminaries		TBD	4 per city
Golf	26	Riviera Country Club	competition FOP
Gymnastics	27	The Forum	2 artistic, 4 trampolines, & 3 rhythmic
Handball	41	Long Beach Convention Center	6
Hockey	19	Stubhub Center Fields	2
Judo (Judo)	38	MTC/UCLA	16
Modern Pentathlon	16, 38	MTC/UCLA & StubHub Stadium	1 combined, 1 equestrian, 1 pool, 6 fencing
Rowing (Rowing)	31	Lake Perris	competition FOP
Rugby	16	StubHub Stadium & TBD	5
Sailing	24	Long Beach Pier	competition FOP
Shooting (Shooting Para Sport)	15	Sepulveda Basin – Shooting	competition FOP
Table Tennis (Table Tennis)	40	LA Convention Center	16-24
Taekwondo (Taekwondo)	38	MTC/UCLA	6
Tennis	17	StubHub Tennis Center	6
Triathlon (Triathlon)	21	Long Beach Waterfront	competition FOP
Volleyball – Beach	25	Santa Monica Beach	5
Volleyball – Indoor (Sitting Volleyball)	38	MTC/UCLA	6
Weightlifting (Para Powerlifting)	40	LA Convention Center	24
Wrestling	38	MTC/UCLA	16
Boccia	40	LA Convention Center	TBD
Goalball	38	MTC/UCLA	TBD
Football 5-a-side	19	Stubhub Center Fields	TBD
Wheelchair Rugby	38	MTC/UCLA	2
Wheelchair Basketball	38	MTC/UCLA	1

\* Number of FOPs in addition to competition and warm-up FOPs



South Bay Sports Park



Los Angeles Memorial Coliseum



LA Stadium at Hollywood Park

## 27. EXCELLENT VENUE FUNCTIONALITY

See separately submitted LA 2024 Venue Block Plan for block plans for each venue and venue precinct.

## 28. OCOG WILL BE DELIVERY AUTHORITY

LA 2024 has strong partnerships with the municipal, state and federal governments that own, operate and maintain approximately half the key Olympic venues, and will continue to do so until the agreed upon handover dates (see the Stage 2 venue use agreements). Unique to the US market, there will be no state government venue delivery equivalent to that of the Tokyo Metropolitan Government (TMG), no municipal government venue delivery like Rio's Empresa Olímpica Municipal (EOM), and no federal government venue delivery like London's Olympic Delivery Authority (ODA). LAOCOG will bear full responsibility for ensuring the quality of the venues within our Games Concept and their timely delivery.

Our venue partners, both public and private, constantly renovate their facilities to keep them in world-class operating condition. For example, the University of Southern California is renovating the LA Memorial Coliseum and delivering additional housing units. The City of Los Angeles is improving the Los Angeles Convention Center by joining the west and south halls into one contiguous convention space. The University of California–Los Angeles (UCLA) is delivering additional housing units, a new basketball center and a new American football center, and they have just opened a new hotel/conference center. Our vision for the 2024 Games is to fully integrate our venue partners in the staging of the Games as well. The same entities that have been upgrading, maintaining and operating these venues over the past years will be part of the team during the Games.

Two of our partners are planning to deliver new venues regardless of the Games. The Los Angeles Rams American football team is building a new sports and entertainment complex that will host the Opening Ceremony and archery. The USD 2.6 billion privately funded project has already broken ground; it is planned for completion in August 2019, and will host the Super Bowl in February 2021. The Los Angeles Football Club is building a new stadium that will host preliminary football. The USD 350 million privately funded project, co-owned by LA 2024 Vice Chair Earvin “Magic” Johnson, has already broken ground, and will open in August 2018. LA 2024 has no financial obligation related to the completion of these venues.

As detailed in the LA 2024 budget, USD 1.2 billion has been allocated for venue funding and development. In the planning and development of each venue plan, LA 2024 will work with our key stakeholders, especially the International Sports Federations. This work will include venue briefs, a Model Venue Operating Plan, an initial power survey, designs (block planning, preliminary designs, detailed designs), procurement (RFIs/RFPs, tenders, contracts), licensing, installation, site management (during Venue Operations), and restoration (post Venue Operations). Most of the installation work will be for temporary overlay spanning from January 2022 to July 2024 as per our proposed test event and competition schedules (see Stage 3 Questions 19 and 20). LA 2024 has allocated funds for permanent works at the StubHub VELO Sports Center, a capital investment that is scheduled to be complete by 2022. All permanent and temporary works will require permits and comply with local building codes.



## 29. NO LAND ACQUISITION REQUIRED

No land has to be acquired for any of LA 2024's Olympic and Paralympic competitions or non-competition venues.

## 30. SEAMLESS DELIVERY COMMUNICATIONS

Our Games Concept simultaneously embraces the principles of Olympic Agenda 2020 and Los Angeles' existing assets and plans, therefore no new permanent venues are required. All competition and non-competition venues either exist, are already planned as permanent venues by private investors with all necessary construction approvals and committed sources of funding, or will be temporary. As such, the delivery of venues and infrastructure will focus on temporary overlay and construction.

The Office of Venues and Infrastructure, which is within LAOCOG, will oversee and monitor the delivery of all Games venues. Within that department, a Project Management Office (PMO) will be responsible for developing processes to monitor and report on delivery. The Venues and Infrastructure PMO will collaborate with the Office of Operations and Readiness to report directly to the CEO, and provide updates on delivery progress to the IOC. This group will also coordinate with the City of Los Angeles, a key partner in the delivery of key city-owned venues and overall delivery of the Games.

## 31. COMPREHENSIVE OVERLAY BUDGETS

LA 2024 has developed detailed venue overlay cost projections in close consultation with AECOM, one of the world's leading architecture and design firms with deep Olympic and Paralympic Games experience. Based on individual venue designs and detailed scopes of work, these projections were built on unit-cost level detail for each competition and major non-competition venue. Designs were further informed by consultation with key partners, including the International Federations, LA 2024 venue partners, the IOC and the Olympic Broadcasting Services group (OBS).

## 32. VENUE-BASED LEGACIES

LA 2024 will not need to build any new permanent venues to host the 2024 Olympic and Paralympic Games. Instead, LA 2024 will leverage the world-class existing sports infrastructure in the LA region and supplement this infrastructure with temporary competition venues.

**TABLE 31 / OVERLAY COSTS**

Sport/Discipline *	Competition & Training Venues		Total Cost of Venue Overlay USD 2016**	Body Responsible for Delivery of Overlay
	Venue Number	Venue Name		
Aquatics (Para Swimming)	5	Dedeaux Field	67,800,000	OCOG
Aquatics – Open Water Swimming	21	Long Beach Waterfront	2,300,000	OCOG
Aquatics – Water Polo	23	Long Beach – Water Polo	13,900,000	OCOG
Archery (Archery)	28	LA Stadium at Hollywood Park	11,000,000	OCOG
Athletics (Para Athletics)	2	LA Memorial Coliseum	117,500,000	OCOG
Athletics – Marathon and Race Walk (Marathon)	12	Grand Park & LA City Hall	4,000,000	OCOG
Badminton (Badminton, Taekwondo, Judo)	4	Galen Center	13,600,000	OCOG
Basketball – Finals & Preliminaries (Wheelchair Basketball)	6	Staples Center	12,300,000	OCOG
Basketball – Preliminaries (Wheelchair Fencing, Wheelchair Rugby)	10	LA Convention Center (West Hall 2)	10,100,000	OCOG
Boxing (Goalball)	8	LA Convention Center (South Hall 2)	11,600,000	OCOG
Canoe – Slalom	14	Sepulveda Basin – Canoe Slalom	27,500,000	OCOG
Canoe – Sprint (Para Canoe)	31	Lake Perris	11,800,000	OCOG
Cycling – BMX	22	Long Beach – BMX	14,900,000	OCOG
Cycling – Mountain Bike	32	Frank G. Bonelli Park	13,400,000	OCOG
Cycling – Road (Cycling - Road)	12	Grand Park & LA City Hall	4,250,000	OCOG
Cycling – Time Trial	12	Grand Park & LA City Hall	4,250,000	OCOG
Cycling – Track (Cycling-Track)	18	StubHub VELO Sports Center	4,800,000	OCOG
Equestrian (Equestrian)	13	Sepulveda Basin – Equestrian	44,600,000	OCOG
Fencing (Boccia)	7	LA Convention Center (South Hall 1)	4,800,000	OCOG
Football – Q, S, Finals	30	Rose Bowl Stadium	9,400,000	OCOG
Football – Preliminaries	3	LA Football Club	5,700,000	OCOG
Football – Preliminaries	tbc	Regional Football Stadiums	28,500,000	OCOG
Golf	26	Riviera Country Club	10,300,000	OCOG
Gymnastics	27	The Forum	20,900,000	OCOG
Handball	20	Long Beach Arena	7,400,000	OCOG
Hockey (Football 5-a-side)	19	StubHub Center Fields	21,600,000	OCOG
Judo (Sitting Volleyball)	1	Pauley Pavilion	4,100,000	OCOG
Modern Pentathlon	16	StubHub Stadium	11,500,000	OCOG
Rowing (Rowing)	31	Lake Perris	12,100,000	OCOG
Rugby	16	StubHub Stadium	9,700,000	OCOG
Sailing	24	Long Beach Pier	11,600,000	OCOG
Shooting (Shooting Para Sport)	15	Sepulveda Basin – Shooting	34,000,000	OCOG
Table Tennis (Table Tennis)	9	LA Convention Center (West Hall 1)	12,500,000	OCOG
Taekwondo (Boccia)	7	LA Convention Center (South Hall 1)	4,700,000	OCOG
Tennis (Wheelchair Tennis)	17	StubHub Tennis Center	17,800,000	OCOG
Triathlon (Triathlon)	21	Long Beach Waterfront	5,400,000	OCOG
Volleyball – Beach	25	Santa Monica Beach	23,400,000	OCOG
Volleyball – Indoor	29	Honda Center	8,300,000	OCOG
Weightlifting (World Para Powerlifting)	11	Microsoft Theater	9,500,000	OCOG
Wrestling (Sitting Volleyball)	1	Pauley Pavilion	4,000,000	OCOG

\* Paralympic sports sharing the same venue as Olympic sports are included in parentheses and all transition costs are included in the total cost

\*\* Overlay estimates include all temporary demountable infrastructure and temporary overlay costs

### 33. MASTER VENUE OVERVIEW

See separately submitted Master Venue table.

### 34. REDUNDANT ENERGY SYSTEMS IN PLACE

The Los Angeles region's existing energy distribution system will easily be able to supply the anticipated Olympic and Paralympic Games demand in terms of load and reliability.

The two major energy service providers for the Los Angeles area – Southern California Edison (SCE) and Los Angeles Department of Water and Power (LADWP) – currently serve approximately 2.5 million customer accounts within the greater Los Angeles region daily, and are projected to serve approximately 13,380 Megawatts (MW) of demand in 2024.

Based on previous Summer Games, LA 2024 projects that an estimated 210-230 MW of additional capacity will be required to support the Games in addition to meeting business-as-usual needs. This amounts to a one to two percent increase in demand compared to business-as-usual for LADWP and SCE. The Los Angeles area's electric service providers are committed to maintaining a reliable and resilient electrical grid and will work closely with LA 2024 to make all necessary preparations to reliably deliver electrical loads at the needed capacity for the Games. This includes accounting for the necessary resiliency and redundancy that is recommended in the International Olympic Committee's Technical Design Standards for Competition Venues.

SCE and LADWP have also provided guarantees that they will exercise diligence to deliver continuous power quality and resilience sufficient to meeting the Games' needs in 2024.

### 35. CLEAN POWER FROM CURRENT SOURCES

Given that the majority of LA 2024's planned Games venues are existing event facilities, which regularly host major events, many of them are already sufficiently equipped to reliably serve the Games with high quality, reliable power. For example, most of the sports venues in the Los Angeles region are either currently served by two separate, redundant circuits, as a means of mitigating risk and ensuring reliable, uninterrupted energy service for events; or they can accommodate a second circuit, if needed. These facilities offer a greater level of reliability than a single electrical source event venue.

In analyzing the existing circuits providing power to the competition venues, the utilities have identified sufficient additional capacity to accommodate significant increases in load on the existing circuits serving the venues.

In addition to the competition venues, LA 2024 and the Los Angeles area electric service providers also recognize the importance of the non-competition venues within the Games delivery footprint, and plan to address the needs of these facilities by providing electric service reliability comparable to that of the competition venues.

For those locations that do not have two separate sources of utility supply, Temporary Power Providers (TPPs) will be utilized to provide back-up supply through mobile generator units. In the event these back-up generators are utilized due to the loss of the primary utility source, both SCE and LADWP allow for closed transition as a means of ensuring uninterrupted power when transferring from temporary generation back to the utility source.

### 36. GAMES-TIME POWER DELIVERY

As noted in the response to Question 35, the LA Organizing Committee, in coordination with the Los Angeles area energy service providers, will be able to provide redundant grid sources of power for the majority of its facilities to ensure reliable power supply for the Games, and to mitigate risk. Additionally, where and when needed, temporary localized power generation will be deployed to complement the capacity of the local, regional and national grid system to cover the anticipated energy load of the Games.

LA 2024 has identified several Temporary Power Providers (TPPs) in the Southern California area, including Aggreko Event Services (AES), CAT Event Services (CES), Quinn Rental Generators (QRG) and Power Technologies (PT) – several of which have worked with Los Angeles utilities in the past, and have also provided temporary power services for previous Games. LA 2024 plans to select and work alongside TPPs contracted by LAOCOG to adequately prepare facilities with temporary power generation to support the Games.

### 37. LIMITED TEMPORARY POWER FACILITIES

To meet venue power demand for the various LA 2024 Olympic and Paralympic Games venues, we anticipate an additional 144MW of temporary power from primary generators and a further 151MW of temporary power from back-up generators.

To determine these estimated energy requirements, our team assessed the actual consumption information gathered from previous Games energy consumption reports. In parallel, we assessed the proposed venues in Los Angeles, their current energy profiles and how each venue has its own distinct demands. From this information, we were able to put together a robust assessment of the estimated demands for the amount of temporary primary and secondary power generation required for the operation of each venue. Costs for both the temporary primary power generation and secondary power generation are included within the LA 2024 Venue and Infrastructure costs. Operational expenses, like power and fuel consumption, were included in the LA 2024 budget.





The City of LA was recognized in 2015 and 2016 as the #1 Digital City by the US League of Cities.

### 38. WORLD-CLASS TELECOMMUNICATIONS

In addition to the information provided in the Stage 1 Submission, there are several backbone internet networks located in Los Angeles, including all of the major network operators in the United States. Examples of key players in this region include AT&T, Verizon, T-Mobile, Spectrum (formerly Time-Warner Cable), Sprint, Level 3 Communications and US Cellular.

The City of Los Angeles and the identified competition and non-competition venues have numerous interconnections to these backbone networks, as well as numerous redundancies. In addition to privately-owned fiber optic cabling, there are more than 60,000 miles of publicly-owned unused fiber optic cabling ("dark fiber") available from the Los Angeles Department of Water and Power to be provisioned as necessary.

The city government just recently added a new 100Gbps connection to the California Research and Education Network (CalREN) operated by CENIC. This work was completed in 2016. The network is based upon Internet2 and connects all of California's educational and research institutions at the highest commercially and technically-possible speeds in the world. The CalREN infrastructure includes UCLA, USC and many of the other identified venues included in the LA 2024 Games Concept.

We expect to continue to see government and private entities deploy new connections and communications infrastructure over the coming years to satisfy private, public, commercial and other needs. One provider, AT&T, has invested USD 2 billion into communications infrastructure in LA during the period of 2014-2015 and has plans to triple its footprint in the near future. This is similar to plans from the other telecommunications providers serving LA.

The City of LA was recognized in 2015 and 2016 as the #1 Digital City by the US League of Cities, and as the leading city in the US working on cybersecurity, open data and other ICT initiatives. LA is also a significant player in the developing Internet of Things (IoT), in mesh networks, and in using data and connectivity to deliver services. Finally, we expect to see the deployment of emergent digital connectivity options in Los Angeles over the coming years, including, for example, advancements in LTE ("long term evolution"), the cellular standard used worldwide for increased speed, more efficient power usage and increased availability. These will result in increased ability to connect machines, infrastructure, vehicles and humans to the cloud and to each other.

### 39. NO ADDITIONAL INFRASTRUCTURE REQUIRED

No additional infrastructure beyond existing infrastructure and currently planned improvements is required to support the Games. LAOCOG will work with a telecommunications partner to ensure high-performance connectivity at each venue to support sufficient download and data speeds, but this will require no additional infrastructure investment.

All connectivity improvements and enhancements during Games time have been budgeted in the LA 2024 Technology Operations budget. If Los Angeles is awarded the Games in 2024, the City and LA 2024 will leverage cutting-edge technology, widespread access to wireless services and innovative partnerships to showcase the most technologically advanced Games.







## 3.4.1 OLYMPIC VILLAGES

### 40. UCLA PROVIDES STUNNING OLYMPIC VILLAGE

Since the Stage 1 Submission, LA 2024 has enhanced its Olympic and Paralympic Village concept with the expansion of training facilities to be made available to the athletes. As previously mentioned in Question 26, all athletes will have training venues either in the Village at UCLA or at their competition venues.

We shifted the location of the Transport Mall to fields adjacent to the Drake Track and Field Stadium to enhance transport operations, create greater space for buses, and give the athletes a more convenient departure and arrival point.

To improve the Games experience for athletes and officials taking part in the rowing and canoe/kayak events at Lake Perris, we have also proposed a satellite Village at the University of California, Riverside (UCR). UCR, a sister campus to the University of California–Los Angeles (UCLA), is only 21km away from Lake Perris and, like UCLA, already provides high-quality housing and dining experiences to thousands of residents every day. We have planned to host a total of 1,169 athletes and officials, as well as about 190 technical officials in separated accommodation. During the Paralympic Games, which will have far fewer athletes and officials, we believe it makes more sense to use nearby hotels, which provide excellent accessibility. In both cases, we have budgeted for rooms and service levels similar to those planned at the main Village. All athletes staying at the satellite Village will also have a bed at the main Village before and after their competitions.

For clarification, we should note that those involved in the football preliminaries at outlying stadia will be provided with nearby hotel accommodation and appropriate service levels. Also, we have planned to have additional team officials accommodated at hotels adjacent to the Village, technical officials near their venues, and grooms near their stables. In each case, we have sought to find accommodation within walking distance and budgeted accordingly.

### 41. ALL VILLAGE SYSTEMS READY TO SERVE

**OPENING DATE:** JULY 7, 2024

**CLOSING DATE:** AUGUST 7, 2024

### 42. A PROVEN AND INSPIRING VILLAGE SETTING

A block plan for the Olympic and Paralympic Village at the University of California, Los Angeles has been provided as a separate document entitled the LA 2024 Venue Block Plans.



### 43. A VILLAGE OF EXISTING FACILITIES

The Olympic and Paralympic Village sits on the UCLA campus on 419 acres of gentle flowing hills at the base of the Santa Monica Mountain Range – naturally, the surface soil conditions across the site consist of detrital sediments from this mountain range.

The great majority of Olympic Village housing, office, parking, operational and other facility requirements will be housed in existing structures and will not require site works, but UCLA has committed to providing 2,085 new rooms with 4,169 beds within new housing developments to meet the IOC requirements. Numerous sites are available for these developments, but the preferred sites are currently occupied by existing low-rise housing and university buildings. These projects will be designed to minimize required site works and preserve perimeter gradients as they currently exist.

The UCLA facilities identified for the Olympic Village Transportation Mall, Polyclinic, Welcome Center and Training Centers are located above existing parking garages, which may require minor structural reinforcement. UCLA has conducted a structural analysis of these structures, and provided reinforcement recommendations to be implemented as required.

All other additional facilities will be provided on existing fields or parking lots, which would likewise require minimal to no site works.

44. A WELCOMING VILLAGE ENVIRONMENT

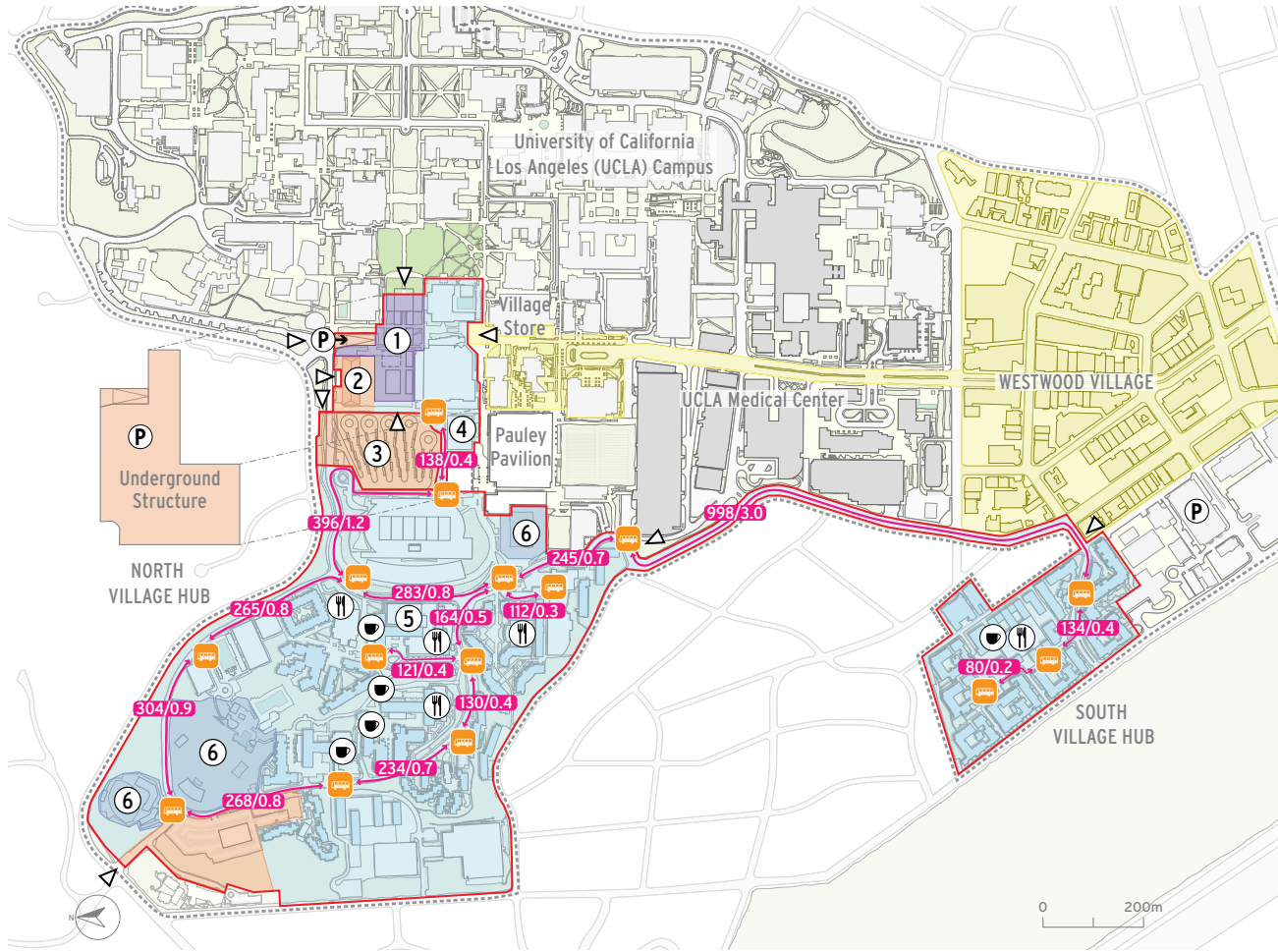
The University of California–Los Angeles (UCLA) campus is already highly accessible and easy to navigate. This level of accessibility will continue at Games time, and will be further augmented by internal Olympic Village shuttles to support all Olympic and Paralympic Village residents. All major Village services and residential accommodation are only a one to two minute walk from the nearest planned internal Village shuttle stop.

In the northern hub, the maximum distance from the Main Transport Mall to the furthest residential accommodation is 967 meters, with a maximum gradient of 8.8 percent. The maximum distance from the Olympic Village Plaza to the furthest residential accommodation is 1,105 meters, with a maximum gradient of 8.8 percent. The maximum distance from the Recreational Sports Complex to the furthest residential accommodation is 520 meters, with a maximum gradient of 7.3 percent. The maximum distance between a residential accommodation and the furthest dining facility is 162 meters, with a maximum gradient of 1.1 percent.

TABLE 44 / GRADIENTS AND DISTANCES TO ACCOMMODATION

Major Services	Maximum Gradient (%)		Maximum Distance (m)	
	North Hub	South Hub	North Hub	South Hub
Olympic and Paralympic Village Plaza	8.3	8.0	1126	1931
Welcome Center	8.3	8.0	1126	1986
Transport Mall	8.3	8.0	804	1931
Polyclinic	8.3	8.0	804	1770
NOC/NPC Services Center	8.3	8.0	482	1600
Recreational Sports Facilities	3.3	8.0	130	1609
Main Dining Halls	1.8	3.8	321	127
Casual Dining	2.7	3.8	146	127
Village Shuttle Stop	0	4.3	10	40

DIAGRAM 44 / GRADIENTS AND DISTANCES TO ACCOMMODATION



LEGEND

- 1. Olympic Village Plaza
- 2. Welcome Center
- 3. Transport Mall
- 4. Polyclinic
- 5. NOC Services Center
- 6. Recreational Sports Facilities

- Housing
- Casual Dining
- Main Dining
- NOC/NPC Parking
- Village Shuttle Stop
- Secure Perimeter
- Venue Entrance

Distance (m) / Travel time (minutes) @ 20 km/hr



MARCH 1, 2024

Delivery of temporary facilities to commence.

APRIL 1, 2024

Select areas of the Village become available.

MAY 1, 2024

Additional areas of the Village become available.

JUNE 17, 2024

Exclusive use of all UCLA Village buildings.

JULY 7, 2024

LA 2024 Olympic Village officially opens.

45. THE NO RISK OLYMPIC VILLAGE

LA 2024 is honored to partner with the University of California–Los Angeles (UCLA) on our Olympic and Paralympic Village needs. Thousands of beds in high-quality housing already exist and a further 2,085 new housing rooms with 4,169 beds are currently planned by the university. UCLA will manage this development process and the associated financing during a construction period from 2020 to 2023. LA 2024 will be responsible for the construction and staging of temporary overlay, ensuring that these facilities exceed the expectations of all athletes.

As a result, LA 2024 and the City of LA will not bear any financial risk in relation to the construction of an Olympic Village. In keeping with the mandates of Olympic Agenda 2020, this existing facility approach ensures certain delivery and allows LA 2024 to give even greater focus to enhancing the overall Games experience for the athletes and other Olympic stakeholders.

Neither construction start/finish dates nor a responsible organization for development are applicable to the existing Olympic Village at UCLA.

The fit-out of the Olympic Village will be completed in a few phases prior to the Games. Working closely with UCLA, areas requiring longer lead times would become available earlier than those areas requiring less time.

Starting with areas requiring structural reinforcement, such as the parking garage below the intramural fields, construction will be conducted in the summer of 2023 or earlier as needed.

The delivery of temporary facilities will commence on March 1, 2014, with different areas of the Village becoming available on April 1 and May 1, 2024 as needed. Non-exclusive access to the entire campus will commence at this time as well. Exclusive use of all UCLA Village buildings will begin on June 17, 2024, immediately following the end of the academic year.

It is worth noting that operations such as clearing and cleaning the existing dorm rooms would be conducted by UCLA staff. Every year the staff at UCLA conduct a similar activity within a few days time, and will partner with us to open the LA 2024 Olympic Village on July 7, 2024.

46. UCLA OPERATES VILLAGE CAMPUS

The University of California–Los Angeles (UCLA) is responsible for financing, managing and maintenance costs of all facilities included in the proposed LA 2024 Olympic Village. All necessary guarantees for the use of all Village facilities have been provided by UCLA.

47. SPACIOUS ACCOMMODATION FOR ALL ATHLETES

The Los Angeles 2024 Olympic Village is comprised of two housing hubs, which are identified as the northern and southern housing hubs. The northern housing hub contains 76 percent of all athlete beds (417 single rooms and 6,285 double rooms) and the southern hub makes up 24 percent of athlete beds (1,868 single rooms and 1,073 double rooms). Bedrooms that are at least 10m<sup>2</sup> have been assigned as single rooms (one person) and bedrooms that are greater than 12m<sup>2</sup> are assigned as double (two person) bedrooms.

48. SINGLES AND DOUBLES AND FULL ACCESSIBILITY

TABLE 48 / VILLAGE NUMBER OF ROOMS AND BEDS

University of California – Los Angeles					
Type of Room	Olympic Games		Paralympic Games		
	Number of Rooms	Number of Beds	Number of Rooms	% of Rooms Wheelchair Accessible	Number of Beds
Single Rooms	2,285	2,285	4,000	24	4,000
Double Rooms	7,358	14,715	2,000	24	4,000
Total	9,643	17,000	6,000	24	8,000

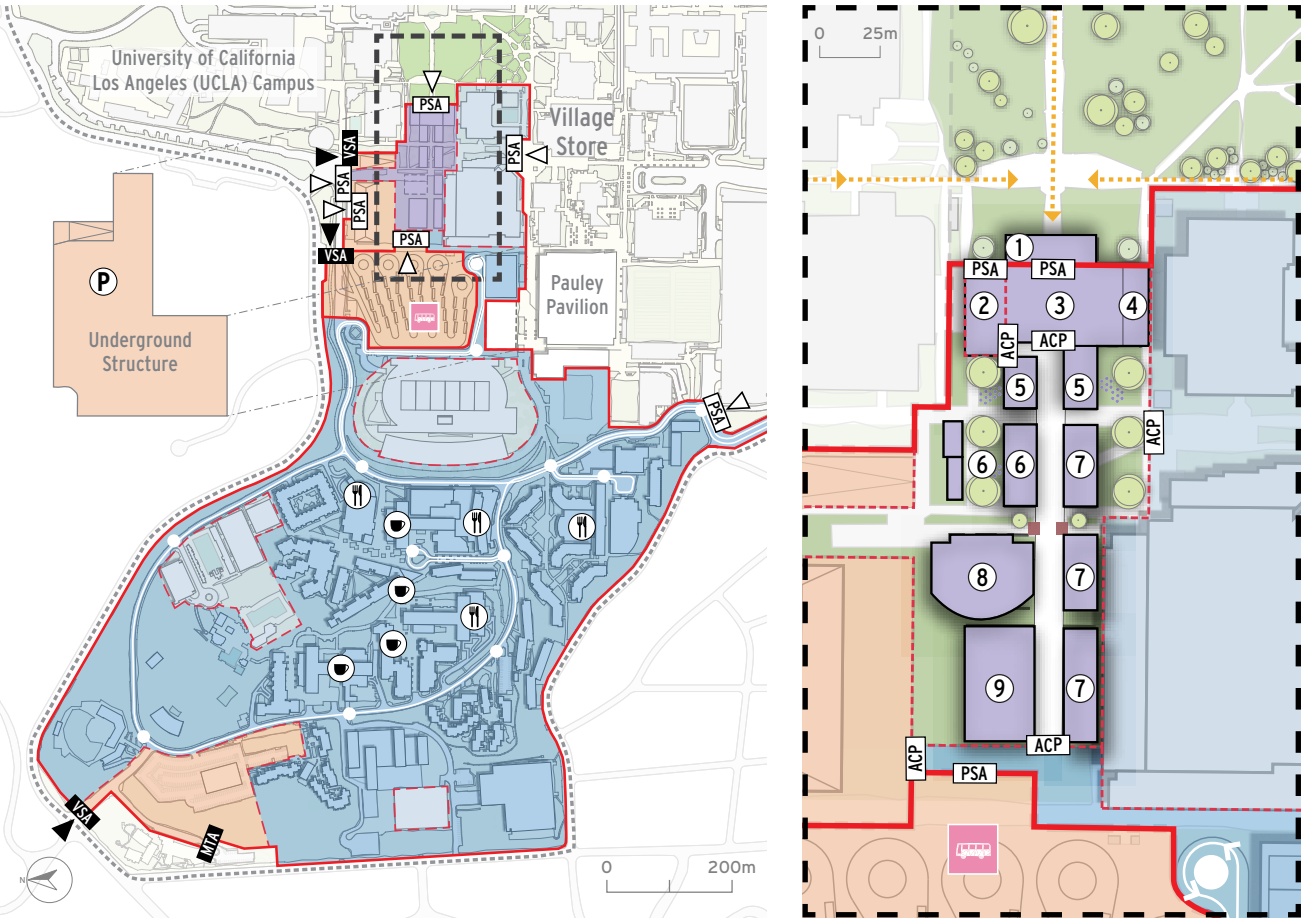
University of California, Riverside					
Type of Room	Olympic Games		Paralympic Games		
	Number of Rooms	Number of Beds	Number of Rooms	% of Rooms Wheelchair Accessible	Number of Beds
Single Rooms	633	633	0	0	0
Double Rooms	363	726	0	0	0
Total	996	1,359	0	0	0

49. LAYOUT OF OLYMPIC VILLAGE PLAZA

The Olympic Village Plaza (OVP) is located at the heart of UCLA's historic campus, at the eastern edge of the LA 2024 Olympic Village. Diagram 49 provides a layout of the OVP in relation to the residential zones of the Olympic Village. The OVP, residential zones, nine dining facilities, access points and transport mall – all identified within the diagram – will remain the same in Olympic and Paralympic Games modes.

A significant benefit of the Olympic Village and the location of the OVP is its proximity to Westwood Village, one of LA's most popular neighborhoods. Just a short walk away, athletes will be able to enjoy Westwood's historic motion picture theaters, restaurants and shopping, along with numerous other attractions, including the Hammer Museum.

DIAGRAM 49 / OLYMPIC VILLAGE PLAZA



LEGEND

- 1. Main Entry
- 2. Village Media Center
- 3. Guest Pass Center
- 4. Olympic and Paralympic Village Mayor & Olympic and Paralympic Family Lounge
- 5. Internet Lounge, Photos, Bank, Post Office
- 6. Cafe and Guest Dining
- 7. Retail, Hair Salon, Ticket Sales, Information
- 8. Team Welcome Ceremonies
- 9. Super Store

- Residential Zone
- Training Venues
- Olympic and Paralympic Village Plaza
- Operational Zone
- Casual Dining
- Main Dining
- NOC/NPC Parking
- Olympic and Paralympic Village Shuttle and Shuttle Stop

- Village Transport Mall
- Secure Perimeter
- Operational Boundary
- Vehicle Screening Area
- Materials Transfer Area
- Pedestrian Screening Area
- Access Control Point
- Vehicle Entrance
- Pedestrian Entrance
- Pedestrian Route





UCLA's modern dining halls and boutique cafes provide a full range of diverse dining options.

## 50. MULTIPLE DINING OPTIONS FOR ALL ATHLETES

The University of California – Los Angeles (UCLA) has a wide range of dining facilities and boutique cafes designed to provide a full range of excellent and diverse dining options. UCLA's dining halls and cafes offer cutting-edge nutrition, with food fused from diverse cultures, prepared by world renowned chefs. The Olympic Village dining facilities are located throughout the residential precinct, integrated with existing residential buildings – this ensures that each athlete is only steps away from a unique dining experience.

Currently, UCLA dining halls prepare 20,000 meals per day; this will increase to 35,000 meals per day at Games time. The LA 2024 Olympic Village will provide athletes with access to ten dining facilities with a total surface area of 18,283 square meters, five of which are main dining halls and five of which are casual dining facilities. The main dining halls will provide the traditional mass gathering experience enjoyed by athletes at the Village, while the casual boutiques will provide more intimate settings for building friendships. For the convenience of the athletes, the main dining halls will operate 24/7 and Grab & Go Stations will be positioned at strategic points to ensure athletes can pick up food on the run. There will be a total of 7,578 seats available in these dining halls, creating a serving environment that is highly convenient, with a range of cuisines already reflecting the diverse tastes of our world.

### CASUAL DINING FACILITIES

#### (1,378 TOTAL SEATS)

1. The Study at Hedrick – 685 seats / 1,770 m<sup>2</sup>
2. Café 1919 – 177 seats / 387 m<sup>2</sup>
3. Rendezvous – 266 seats / 825 m<sup>2</sup>
4. Bruin Café – 250 seats / 479 m<sup>2</sup>
5. Games Overlay Cafe – 200 seats / 425 m<sup>2</sup>

### MAIN DINING FACILITIES

#### (6,000 TOTAL SEATS)

1. De Neve Plaza – 1,231 seats / 3,139 m<sup>2</sup>
2. FEAST at Rieber – 1,230 seats / 1,775 m<sup>2</sup>
3. Bruin Plate – 950 seats / 3,112 m<sup>2</sup>
4. Covel Dining – 1,252 seats / 1,947 m<sup>2</sup>
5. Games Overlay – 1,337 seats / 4,000m<sup>2</sup>

## 3.4.2 MEDIA FACILITIES

### 51. USC AND NBC UNIVERSAL HOST MEDIA

#### MAIN PRESS CENTER AT THE UNIVERSITY OF SOUTHERN CALIFORNIA

As presented in the LA 2024 Stage 2 Submission, the MPC will be located directly adjacent to the Media Village in the beautiful and historic University Park Campus of the University of Southern California (USC). The MPC will be housed within USC's most distinctive facilities, and located within walking distance of the athletics, aquatics and badminton venues.

The main entry to the MPC will be located at the very center of the campus, on the southwest corner of Alumni Park. The Trojan Family Room, located in the Tutor Campus Center, will serve as the main welcome center and information area. This new facility provides a variety of indoor and outdoor dining areas arranged around an inviting central courtyard.

The MPC office and workroom facilities will be centered around the adjacent School of Journalism in the Wallis Annenberg Hall. This new, state-of-the-art facility will serve as a flagship venue with its large, multiple-story, interactive courtyards and ground floor news rooms. All five stories of this 8,000-square meter building will be available for the MPC.

Directly to the north of the Wallis Annenberg Hall lays the historic USC Physical Education Building. Its three light-filled, high-ceilinged, 1,000-square meter plus sports halls will house the main press and photographer workrooms and their support facilities.

Additional press offices will be provided in the adjacent UCS Bookstore building. This building benefits from four floors of existing retail space that will be made available to the MPC.

Immediately surrounding these buildings are a number of auditoria of varying sizes, and all of a highly distinctive character. Starting with the Bovard Auditorium, this historic 1,236 capacity grand hall will host the Main Conference Center. Its current capacity will be reduced to accommodate required broadcast cameras and operations space but will ultimately provide a good majority of the 700 press seats at ground level, with additional overflow seats provided on the upper tiers.

To the north of the Bovard Auditorium, three other auditoria will be utilized. These auditoria range in size from the 200-plus seat Annenberg Auditorium, to the 300-plus seat Norris Cinema Theater, and finally the 50-plus seat Bing Theater.

In addition to these auditoria are a number of other facilities that can also be used as conference halls, including the Newman Recital Hall (200-plus seats) and Trojan Grand Ballroom. The Trojan Grand Ballroom is a flexible, 1,000-square meter facility that lies directly underneath the Tutor Campus Center.



The campus of the University of Southern California will be the home of the Main Press Center.

While most of the MPC functions will be contained within this tightly arranged cluster of buildings, other USC buildings can be made available if required. The secure perimeter for the venue includes the majority of the University Park Campus, allowing for great flexibility and direct secure access to the Transport Mall as well as the adjacent Media Village.

Locating the Transport Mall within the secure perimeter of the expanded MPC cluster will allow for a 'clean to clean' experience for media moving between their housing, the MPC and the IBC and other secured Olympic sites. While many competition venues are within walking distance of the MPC, the average travel time to most venues is approximately 30 minutes.

The Los Angeles Organizing Committee of the Olympic and Paralympic Games (LAOCOG) will work closely with the USC to adapt existing buildings to Olympic and Paralympic media requirements. These buildings will then be returned to the USC for academic use immediately following the Games.



## IBC AT UNIVERSAL STUDIOS

In keeping with the tenets of Olympic Agenda 2020, LA 2024 has identified the ideal IBC site that provides an innovative post-Games use. The International Broadcast Center (IBC) will be hosted at NBCUniversal's property in Universal City, a neighborhood of Los Angeles. NBCUniversal is the sole owner of the proposed site.

The IBC site is approximately 85,000 square meters. The IBC will total approximately 52,000 square meters of broadcast studios delivered over five primary buildings. Of those, four are being delivered by NBCUniversal and are comprised of 10 sound stages. NBCUniversal is also delivering a 1,000-space parking facility, several office buildings and a catering facility. The fifth building will be a temporary facility delivered by LAOCOG, which will also add mezzanine level decks to all five buildings, renovate another existing warehouse and install a Transport Mall. Dedicated IBC offices will be located adjacent to the main studio buildings, allowing direct access to the studios—all of which will have full internal and external access routes. A 6,000-square meter satellite farm will be located southeast of the IBC. All remaining support facilities, including the main media briefing room, will be provided in an adjacent existing building.

Regardless of whether LA 2024 is granted the honor of hosting the Games, NBCUniversal will design and build four of the sound stage studios and adjacent office buildings, with initial construction starting in 2017. Frequent consultations between the LA 2024 and the real estate team at NBCUniversal has ensured that Olympic Broadcasting Service requirements were taken into consideration where possible in the design of these facilities. For Games time, LA 2024 will provide the necessary overlay for operations, including a mezzanine level within the IBC thus, doubling the floor space.

Adjacent to the main studios will be dedicated temporary catering and support services facilities. In addition, there will be direct connections to the Transport Mall as well as the IBC dedicated multi-story car parking facility with 1,000 spaces. All facilities will be located within the contiguous secure boundary of the venue, allowing for "clean to clean" travel between the IBC and MPC, and other secure sites.

The IBC location provides convenient access to all major Games venues—the average time to all venues is just 30 minutes on dedicated Olympic lanes.

The IBC project is aligned with Universal Studios' plans to build new studio space. After the Games, the four permanent buildings of the IBC will be converted back to NBCUniversal sound stages, production support and office space. Discussions will continue in terms of the fifth building being provided by the bid committee in terms of whether it becomes a new venue for NBCUniversal or is demounted and removed for re-use on another site. The legacy of this new facility is an ideal match for its purpose during the Games, providing an ideal Olympic Agenda 2020 proof point on the alignment of Games planning with city priorities.

## 52. EXCELLENT FUNCTIONAL EFFICIENCIES AT IBC/MPC

Detailed block plans of the LA 2024 Main Press Center (MPC) and International Broadcast Center (IBC) can be found in the LA 2024 Venue Block Plans submission.

The MPC will total approximately 55,000 square meters across a cluster of buildings centered around the new, state-of-the-art School of Journalism, the Wallis Annenberg Hall.

The IBC will total approximately 52,000 square meters of broadcast studios delivered over five primary buildings. A 6,000-square meter satellite farm will be located southeast of the IBC.

## 53. TWO WORLD-CLASS OPERATIONAL CENTERS

The Main Press Center (MPC) will be located on the USC University Park Campus. This campus is virtually flat and entirely accessible throughout. No site works will be required as all MPC functions will be provided within existing facilities. Perimeter fencing will be provided to secure the site. Soil conditions for USC's University Park neighborhood primarily consist of a Hanford fine sandy loam.

The International Broadcast Center (IBC) will be comprised of five new studio buildings, a 1,000 space multi-story car park, and offices to be constructed within the NBCUniversal site. Plans for this development, apart from one of the studio buildings and the Games overlay (delivered as a temporary facility of 10,000 square meters) are part of NBCUniversal's existing expansion plans and are being designed, funded and permitted by this corporate entity. A portion of the identified site is currently an artificial lake that will be reclaimed for this project. The lake's current purpose is purely aesthetic, and the loss of this water body does not impact the surrounding

environment. Along with this reclamation project, a number of minor demolition works of existing NBCUniversal buildings and warehouses will be required. Barham Road, which will serve as the main access to the IBC, will be realigned years prior to the Games. The NBCUniversal site lies on the northeast base of the Santa Monica Mountains; the underlying soil conditions for this site are of a detrital sedimentary nature.

## 54. A BEAUTIFUL CAMPUS AND A NEW FILM STUDIO

The Main Press Center (MPC) will be based in existing facilities within the University of Southern California (USC)—no construction is required aside from minimal temporary overlay.

For the proposed LA 2024 International Broadcast Center (IBC), NBCUniversal will design, fund and build four studio buildings comprising of 10 sound stages, a 1,000 space multi-story car park, adjacent office buildings and a catering facility. This project will be carried out in consultation with LA 2024 to assure Olympic Broadcasting Service (OBS) requirements are met. For Games time, LA 2024 will provide the necessary overlay for operations, including mezzanine levels within the IBC, which will double the floor space, renovations and upgrades to the existing Edith Head Warehouse, and the construction of a Transport Mall.

The NBCUniversal plan identifies construction of the studios beginning in 2017. The first two studios will be completed by 2018 and the remainder of the studios are planned to be completed by the end of 2021. The LA 2024 plan identifies a nine-month period for construction of the internal platforms and gantries as well as any other temporary buildings required to meet IBC guidelines prior to the handover to the OBS, which is scheduled to occur no later than October 2023.

## 55. EXCLUSIVE USE GUARANTEED

The area within the Main Press Center (MPC) perimeter will be secured for exclusive use following the University of Southern California (USC) graduation ceremonies in mid-May 2024. Prior to this time, certain key buildings and perimeter areas will be available for non-exclusive use as needed. This will allow for a soft opening no less than 30 days prior to the July 19 2024 Opening Ceremony.

Following the Olympic Games, the MPC will be slightly scaled back to meet the needs of the International Paralympic Committee. The entire campus will return to the USC in September, following the Paralympic Games Closing Ceremony.

The required areas within the International Broadcast Center (IBC) perimeter will be secured for exclusive use from October 2023 to September 2024, allowing for early fit-out of the studio space.

Following the Paralympic Games, LAOCOG will remove all of the extensive overlay needed for the IBC operation, including the temporary mezzanine within the studios, and return the facility to NBCUniversal.

## 56. FULL ACCESS AGREEMENTS IN PLACE

### INTERNATIONAL BROADCAST CENTER (IBC)

The IBC will be hosted at purpose-built broadcast studios at NBCUniversal Studios. There are no facility rental fees and all costs of owning and maintaining the facilities that would otherwise have been incurred in the absence of the Games (including all overhead, insurance costs, property taxes and costs of utilities and other services that would have been consumed in the absence of the Games) will be borne by NBCUniversal. NBCUniversal will provide the IBC facilities to the Los Angeles Organizing Committee of the Olympic Games (LAOCOG) in an economically neutral manner. The costs and expenses incurred by NBCUniversal in making these facilities available will be reimbursed by LAOCOG. Reimbursements will include costs related to business interruption in moving any active television shows to new facilities during the exclusive use period, and any incremental operating costs related to the Games (e.g. increased consumption of utilities or increased services provided). As described in Questions 51-55, LAOCOG will provide a fifth temporary building on site to complete the IOC requirements, along with a Transport Mall and overlay.

### MAIN PRESS CENTER (MPC)

The MPC will be hosted at the University of Southern California's (USC) state-of-the-art campus, located in the heart of LA 2024's Downtown Sports Park. LAOCOG and the USC are committed to working together to mitigate any negative financial impact to the USC due to hosting the MPC on the USC's campus. Such mitigation efforts include relocation of displaced academic courses elsewhere on campus, and the provision of a temporary replacement space for the campus bookstore and certain administrative function spaces during the exclusive use period. No facility rental fee is assessed for use of the buildings that will comprise the MPC, and all costs of owning and maintaining the MPC that would otherwise have been incurred in the absence of the Games (including all overhead, insurance costs, property taxes and costs of utilities and other services that would have been consumed in the absence of the Games) will be borne by USC. LAOCOG will be responsible for business interruption costs related to displacement of any normal course activities at the buildings that were not otherwise able to be neutralized through mitigation efforts and any incremental operating costs related to the Games (e.g. increased consumption of utilities or increased services provided).

### SECURITY OF ACCESS

For both the IBC and MPC, access during the exclusive use period will be allowed only to personnel with the appropriate security credentials or Games-time accreditation. In the pre-Games period, security credentials will be provided by LAOCOG after a plan and schedule, developed with LAOCOG, the OBS and the IOC, is published on a timely basis to relevant stakeholders and reviewed by the Security Command. Games-time access will be allowed to personnel with appropriate Games accreditation or guest passes, subject to the policies and procedures developed with the IOC, OBS, LAOCOG and the Security Command.

During the non-exclusive use period, site access will be subject to security protocols (including, without limitation, protocols of the NBCU and USC, respectively, LAOCOG, IOC, and OBS), which will be mutually agreed to, taking into account security as well as health and safety concerns, and taking efforts to minimize disruption costs.

In the non-exclusive use period, security protocols may be adjusted in accordance with the security assessment by the Security Command.

## 57. USC AND NBC UNIVERSAL OPERATE FACILITIES

Each venue owner is responsible for all costs of owning and maintaining their existing venues until exclusive use of the venues is granted to LAOCOG. All of LA 2024's venue partners are committed to maintaining world-class facilities, comparable to the standard at which they are kept today, and have capital improvement plans that are implemented annually, as needed, to maintain and improve the spectator experience.

All temporary venues will be built during the exclusive use period for such venues and, accordingly, LAOCOG will be responsible for the costs of running and maintaining such venues throughout the entire exclusive use period.



# 3.5

## PARALYMPIC GAMES

- 58. **EQUALITY OF PLANS FOR THE PARALYMPIC GAMES**
- 59. **SAME VILLAGE, SAME VENUES**
- 60. **FULL INTEGRATION OF GAMES MANAGEMENT**
- 61. **A PROVEN COMPETITION SCHEDULE**
- 62. **TEST EVENTS AT COMPETITION VENUES**
- 63. **IMMEDIATE ACCESS AFTER TRANSITION**
- 64. **SIGNIFICANT HOSTING EXPERIENCE**
- 65. **EXCELLENT VENUES FOR EVERY SPORT**
- 66. **NO PERMANENT WORKS REQUIRED**
- 67. **NO ADDITIONAL VENUES REQUIRED FOR THE PARALYMPIC GAMES**
- 68. **NO LAND ACQUISITION-NO RISK REQUIRED**
- 69. **A MATCH SET OF NON-COMPETITION FACILITIES**
- 70. **CONVENIENT TRAVEL TIMES TO ALL EVENTS**
- 71. **DEDICATED STAKEHOLDER TRANSPORT SYSTEMS**
- 72. **ABUNDANT ACCOMMODATION OPTIONS**
- 73. **LA'S PROGRESSIVE ACCESSIBILITY LEADERSHIP**
- 74. **US PARALYMPICS-KNOWN FOR EXCELLENCE**
- 75. **BUILDING MOMENTUM FOR PARALYMPIC SPORTS**
- 76. **PROMOTING THE PARALYMPIC GAMES NATIONALLY**
- 77. **A STRONG BUDGET TO DELIVER THE GAMES**





## 3.5 GAMES AND ATHLETE EXPERIENCE

### 58. EQUALITY OF PLANS FOR THE PARALYMPIC GAMES

LA 2024 is fully committed to delivering a phenomenal experience for all athletes at the 2024 Paralympic Games. In fact, the overall development of the LA 2024 Games Concept was influenced by valuable insights and guidance from the numerous Paralympic athletes who participated in all eight of our athletes' open forum meetings across the United States. Their extensive input will ensure that all athletes will receive the same quality of services, treatment and respect at their respective Games.

Since the Stage 1 Submission, LA 2024 identified several opportunities to further enhance its Paralympic Games Concept in a similar fashion to the changes orchestrated for the Olympic Games. These changes were identified with the goal of creating the best experience for all Paralympic Games stakeholders, most importantly, the Paralympians. The 2024 Paralympic Games will benefit from the same four Sports Parks and world-class venues that offer the greatest athlete and spectator experience possible.



Further details on changes to the LA 2024 Paralympic Games Concept are detailed below:

**Para swimming** will be hosted at USC's Deddeaux Field in the same temporary facility that will host all Olympic swimming competitions. This facility will utilize the latest in temporary pool technologies that the US frequently deploys with great success for its top domestic and international swim meets, including its quadrennial US swimming trials.

**Archery** will be hosted in the Entertainment District at the new USD 2.6 billion LA Stadium at Hollywood Park being built by the LA Rams NFL franchise. The temporary venue installed on the Entertainment District Plaza adjoining the stadium will provide a dynamic high-visibility venue for both the Olympic and Paralympic archery competitions.

**Paralympic canoe and rowing** will be hosted at Lake Perris in the same venue as Olympic canoe sprint and rowing competitions. Lake Perris provides athletes with a superior competition venue, as well as enhanced access, operations and support spaces for all stakeholder groups. All athletes will be accommodated in a hotel with excellent accessibility near the venue.

**Wheelchair rugby and goalball** will be hosted at the LA Convention Center. These sports will join three other Paralympic sports in the LA Convention Center, creating an exciting and lively atmosphere for the athletes and fans.

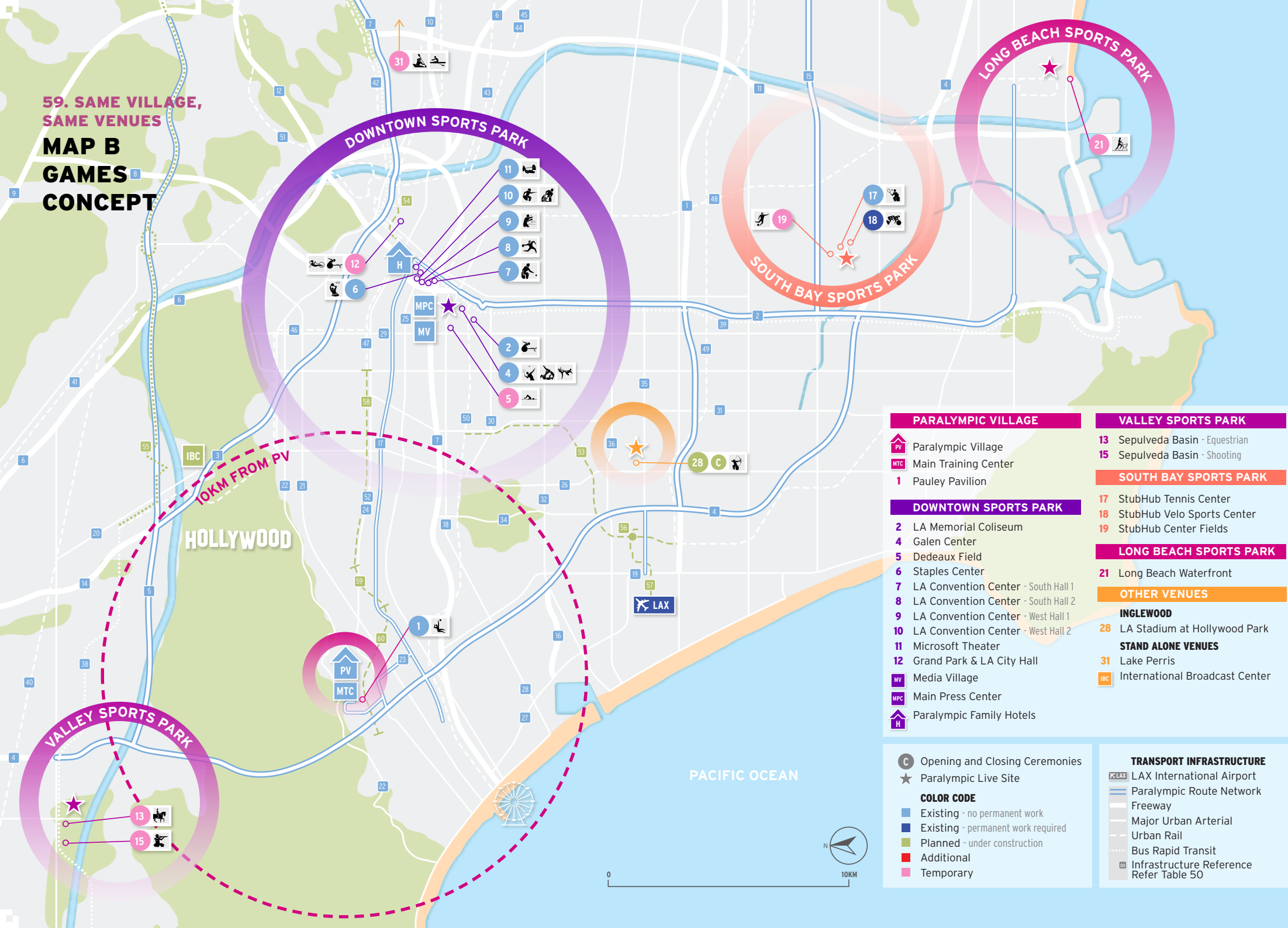
**Paralympic taekwondo and judo** will now be hosted at the Galen Center on the campus of the University of Southern California, joining badminton to create a high-energy three-sport venue in the Downtown Sports Park.

**Football 5-a-side** will be hosted at the world-class StubHub Center. The StubHub Center is the central focus of the South Bay Sports Park and will be one of the most exciting areas during the Games.



59. SAME VILLAGE,  
SAME VENUES

## MAP B GAMES CONCEPT



## 60. FULL INTEGRATION OF GAMES MANAGEMENT

The senior management team at the top of LAOCOG's organizational structure will have full responsibility for overseeing both the Olympic and Paralympic Games. At the highest levels of leadership, integration will be thorough to ensure the production of "One Celebration with Two Games". The LAOCOG organization will include a full division of Paralympic Games personnel, dedicated to the Games, but they will operate under the direction of the same high-level management team that guides the development of the Olympic Games. The LAOCOG Board of Directors will include Paralympians, as will all athlete commissions and advisory councils focused on the delivery of the Games and the athlete experience. US Paralympics will be a full partner in the planning of the Games and leaders from across the US Disability Sports Movement will participate in all the appropriate Paralympic advisory councils.





## 61. A PROVEN COMPETITION SCHEDULE

LA 2024 proposes a competition schedule that builds on the program of the Rio 2016 Paralympic Games. At this time, there are three proposed changes to the schedule delivered by Rio 2016. First, LA 2024 proposes to shift judo to three days later than the competition dates from Rio, now occurring from Day 4 through Day 6 in the Galen Center at USC. Additionally, two sports have been added to the schedule: badminton and taekwondo, which will also be hosted in the Galen Center. The schedules for all three sports complement each other well in a single facility. Furthermore, this time-shift allows more sports to take place in the Downtown Sports Park, the heart of the Games and the single biggest concentration of competitions. For example, this shift also allows goalball to move into the LA Convention Center. Additionally, LA 2024 proposes that wheelchair fencing and wheelchair rugby share the same venue. In order to accommodate those schedules, LA 2024 proposes that wheelchair fencing moves up in the Paralympic Games schedule and takes place from Day 1 through Day 5. Further, wheelchair rugby would shift to later in the program and take place from Day 7 to Day 11.

If LA is granted the honor of hosting the Paralympic Games in 2024, LA 2024 would continue to work closely with the IPC and the International Sport Federations to refine this schedule to best address the following critical factors:

- The needs of the athletes
- Requirements of the IFs
- Schedules of past games
- Optimal conditions and times of day for outdoor activities
- Balance of finals and medals across all days
- Flow of transportation and traffic
- Operational needs of multi-sport events
- Considerations on behalf of OBS and rights holding broadcasters

**TABLE 61 / PARALYMPIC GAMES SPORTS COMPETITION SCHEDULE**

Sport/discipline	Venue	Sports Park / Cluster	August														Total Gold Medals
			16	17	18	19	20	21	22	23	24	25	26	27	28	29	
			-1	-2	0	1	2	3	4	5	6	7	8	9	10	11	
Opening/Closing Ceremonies	LA Stadium at Hollywood Park	Inglewood			OC											CC	n/a
Archery	LA Stadium at Hollywood Park	Inglewood							F	F	F	F	F	F	F	F	9
Para Athletics	LA Memorial Coliseum	Downtown				F	F	F	F	F	F	F	F	F	F	F	171
Para Athletics – Marathon	Grand Park & LA City Hall	Downtown														F	5
Badminton	Galen Center	Downtown					F	F	F	F							8
Boccia	LA Convention Center (South Hall 1)	Downtown								F	F				F	F	7
Canoe	Lake Perris												F				6
Cycling – Road	Grand Park & LA City Hall	Downtown										F	F	F	F	F	33
Cycling – Track	StubHub VELO Sports Center	South Bay				F	F	F	F	F							17
Equestrian	Sepulveda Basin – Equestrian	Valley									F		F		F		11
Football 5-a-side	StubHub Center Fields	South Bay														F	1
Goalball	LA Convention Center (South Hall 2)	Downtown													F		2
Judo	Galen Center	Downtown								F	F	F	F				13
Para Powerlifting	Microsoft Theater	Downtown				F	F	F	F	F	F	F	F	F	F		20
Rowing	Lake Perris								F								8
Shooting Para Sport	Sepulveda Basin – Shooting	Valley				F	F	F	F	F	F	F	F				12
Sitting Volleyball	Pauley Pavilion	Paralympic Village														F	2
Para Swimming	Dedeaux Field	Downtown				F		F	F	F	F	F	F	F	F	F	152
Table Tennis	LA Convention Center (West Hall 1)	Downtown								F	F	F	F	F	F	F	29
Taekwondo	Galen Center	Downtown													F	F	8
Triathlon	Long Beach Waterfront	Long Beach					F	F									6
Wheelchair Basketball – Primary Venue	Staples Center	Downtown													F	F	2
Wheelchair Fencing	LA Convention Center (West Hall 2)	Downtown				F	F	F	F	F							14
Wheelchair Rugby	LA Convention Center (West Hall 2)	Downtown														F	1
Wheelchair Tennis – Main Court	StubHub Tennis Center	Downtown									F	F	F	F			6
Wheelchair Tennis – Secondary Court	StubHub Tennis Center	South Bay															n/a
Wheelchair Tennis – Additional Courts	StubHub Tennis Center	South Bay															n/a
<b>Total Gold Medals</b>						35	54	51	60	52	54	61	50	61	56	9	543

## 62. TEST EVENTS AT COMPETITION VENUES

As described in Question 20, sport test events will be a major integration effort between the International Sports Federations and LA 2024. Test events will be part of a robust Readiness Program that extends to all aspects of operations to ensure that LA 2024 is truly ready to deliver a successful Paralympic Games.

Similar to the planning and preparation for Olympic test events, LA 2024 will work with the International Federations and the IPC to develop a schedule that considers venue availability, the Olympic test event calendar and the overall test event schedule. Test events for Paralympic sports for which there is a corresponding Olympic sport or where the sport is managed by the same IF will be conducted in the same venue, immediately following the test event for that corresponding Olympic sport. For Paralympic sports that do not have an Olympic counterpart, the overall schedule will be considered and an appropriate time-period selected with the relevant sport governing bodies.

As detailed in Question 20, these test events would begin in the summer of 2023, during the same summer time-period as the Games (July and August) and will extend into mid to late autumn 2023. A few additional test events will be held in the spring of 2024 in the temporary venues scheduled to be delivered in that time period. These later events will be able to test a wider array of venue operations, volunteer operations and technology systems.

LA 2024 looks forward to working closely with the IFs on the scope of testing, which may include “shadow testing” at key IF events around the world leading up to the Games.

## 63. IMMEDIATE ACCESS AFTER TRANSITION

**PARALYMPIC VILLAGE OPENING:** AUGUST 14, 2024

**PARALYMPIC VILLAGE CLOSING:** SEPTEMBER 4, 2024

## 64. SIGNIFICANT HOSTING EXPERIENCE

Over the past 10 years, the United States has successfully hosted numerous major international competitions in Paralympic sports. Some of these events include the ParaVolley Sitting Volleyball World Championships in 2010, the UCI Para-cycling Road World Championships in 2014 and the IPC Skiing World Championships and World Cups in 2015 and 2016. This is in addition to the hundreds of city and regional competitions that occur throughout the Los Angeles area in a myriad of Paralympic sports.

The chart below provides a summary of key international events, and Appendix 21 includes the nearly 250 international Paralympic events that the US has hosted over the past 10 years. In addition to the events on these charts, the USOC created the Warrior Games in 2010, a Paralympic-oriented multi-sport competition for military veterans from all branches of service. The success of the first four editions of the event, which were all hosted in Colorado Springs, CO, led the US Department of Defense to take over the event. The 2017 edition of the Warrior Games will be hosted in Chicago and will include athletes with an impairment from the British Armed Forces as well.

**+** Table 64 (Paralympic Sports Experience) provides a summary of past and future major international competitions. Appendix 21 includes over 7,000 international events and competitions (senior and junior) hosted in the US since 2007.

**TABLE 64 / PARALYMPIC SPORTS EXPERIENCE**

Sport/Discipline	Name of Event	Date	Level of Competition	City, State
Athletics	Desert Challenge Games	2015, 2017	Grand Prix	Mesa, AZ
Bobsled & Skeleton	IBSF ParaSport World Championships	2017	World Championships	Park City, UT
Cycling	UCI Para-Cycling Road World Championships	2014	World Championships	Greenville, SC
Cycling – Track	2012 UCI Para-cycling Track World Championships	2012	World Championships	Carson, CA
Cycling – Track	US Paralympics Track Cycling Open	2014, 2016, 2017	World Cup	Carson, CA
Equestrian	World Equestrian Games – PED	2010	World Championships	Lexington, KY
Ice Hockey – Sled Hockey	Sled Hockey World Championships	2008	World Championships	Marlborough, MA
Ice Hockey – Sled Hockey	IPC Ice Sledge Hockey World Championships	2015	World Championships	Buffalo, NY
Judo	IBSA Judo World Championships	2014	World Championships	Colorado Springs, CO
Multiple	Endeavor Games	Annual	Friendly Invitational	Edmond, OK
Rugby	IWRF Americas Championships	2013	Continental Championships	Birmingham, AL
Sailing	IFDS Disabled Sailing World Championships	2012	World Championships	Charlotte Harbor, FL
Skiing – Nordic	IPC Nordic Skiing World Championships	2015	World Championships	Cable, WI
Skiing – Snowboard	IPC – Alpine World Cup Snowboard X	2014	World Cup	Copper Mountain, CO
Skiing – Snowboard	IPC Snowboard World Cup	2014	World Cup	Copper Mountain, CO
Skiing – Snowboard	IPC Snowboard World Cup	2015	World Cup	Aspen, CO
Skiing – Snowboard	IPC Snowboard World Cup	2016	World Cup	Aspen, CO
Multiple	Special Olympics	2015	International Event	Los Angeles, CA
Swimming	US Paralympics Spring CanAm Swimming Championships	2014	Friendly Invitational	Miami, FL
Swimming	Pan Pacific Para-Swimming Championships	2014	International Event	Pasadena, CA
Triathlon	ITU Paratriathlon International Event	2013	International Event	San Diego, CA
Volleyball – Indoor	World Sitting Volleyball Championships	2010	World Championships	Edmond, OK



65. EXCELLENT VENUES FOR EVERY SPORT

TABLE 65 / PARALYMPIC GAMES COMPETITION OVERVIEW

Sport/discipline	Competition Venues												
	Venue Number	Venue Name	Name of Zone (if applicable)	Name of Cluster (if applicable)	Seating Bowl Capacity	Standing Area Capacity	Total Gross Capacity	Existing Accessible Seating Capacity	Legacy Seating Capacity	Current Use	Post-Games Use	Games-time Warm-up Capability (if required)	
												Number of FoPs	Brief Description
Archery	28	LA Stadium at Hollywood Park	n/a	Inglewood Cluster	8,000		8,000	n/a	n/a	n/a	NFL American Football	3	3 lanes
Para Athletics	2	LA Memorial Coliseum	n/a	Downtown Sports Park	70,000		70,000	700	90,000	USC American Football	USC American Football	1	One set: track, jumps, throws and a 60m track underneath competition platform
Marathon	12	Grand Park & LA City Hall	n/a	Downtown Sports Park	5,000	200,000	205,000	n/a	n/a	Public Park & City Hall	Public Park & City Hall	0	Same as Competition
Badminton	4	Galen Center	n/a	Downtown Sports Park	10,300		10,300	272	10,300	USC Basketball & Volleyball	USC Basketball & Volleyball	4	4 warm-up and 4 additional for training in adjacent facility
Boccia	7	LA Convention Center (South Hall 1)	n/a	Downtown Sports Park	7,000		7,000	n/a	n/a	Convention Center	Convention Center	12	Internal: in athletes' area
Canoe	31	Lake Perris	n/a	n/a	12,000		12,000	n/a	n/a	Legacy Rowing Venue	Legacy Rowing Venue	1	One facility that includes competition, warm-up and training. Has warm-up dedicated lanes.
Cycling – Road	12	Grand Park & LA City Hall	n/a	Downtown Sports Park	5,000	200,000	205,000	n/a	n/a	Public Park & City Hall	Public Park & City Hall	0	Same as competition
Cycling – Track	18	Stubhub VELO Sports Center	n/a	South Bay Sports Park	6,000		6,000	64	6,000	USA Cycling	USA Cycling	0	Infield and competition track
Equestrian	13	Sepulveda Basin – Equestrian	n/a	Valley Sports Park	15,000		15,000	n/a	n/a	Public Park & Recreation Area	Public Park & Recreation Area	1	2 warm-up areas and 10 additional training paddocks at the competition venue
Football 5-a-side	19	Stubhub Center Fields	n/a	South Bay Sports Park	6,000		6,000	n/a	n/a	Football	Football	2	Adjacent to competition FoP
Goalball	8	LA Convention Center (South Hall 2)	n/a	n/a	8,000		8,000	n/a	n/a	Convention Center	Convention Center	2	Internal: in athletes' area
Judo	4	Galen Center	n/a	Downtown Sports Park	10,300		10,300	n/a	10,300	USC Basketball & Volleyball	USC Basketball & Volleyball	4	In adjacent facility
Para Powerlifting	11	Microsoft Theater	n/a	Downtown Sports Park	7,000		7,000	116	7,000	Entertainment Events	Entertainment Events	12	Internal: in athletes' area
Rowing	31	Lake Perris	n/a	n/a	12,000		12,000	n/a	n/a	Public Park & Recreation Area	Public Park & Recreation Area	1	One facility that includes competition, warm-up and training. Has warm-up dedicated lanes.
Shooting Para Sport	15	Sepulveda Basin – Shooting	n/a	Valley Sports Park	3,000		3,000	n/a	n/a	Public Park & Recreation Area	Public Park & Recreation Area	0	Same as competition
Sitting Volleyball	1	Pauley Pavilion	n/a	n/a	12,500		12,500	126	12,800	Volleyball & other	Volleyball & other	2	In temporary facility
Para Swimming	5	Dedeaux Field	n/a	Downtown Sports Park	20,000		20,000	n/a	n/a	Baseball	Baseball	1	2 warm-up areas and 10 additional training paddocks at the competition venue
Table Tennis	9	LA Convention Center (West Hall 1)	n/a	Downtown Sports Park	5,000		5,000	n/a	n/a	Convention Center	Convention Center	16	9 warm-up, 18 training and 4 comp tables on same level
Taekwondo	4	Galen Center	n/a	Downtown Sports Park	10,300		10,300	272	10,300	USC Basketball & Volleyball	USC Basketball & Volleyball	4	In adjacent facility
Triathlon	21	Long Beach Waterfront	n/a	Long Beach Sports Park	2,500	100,000	102,500	n/a	n/a	Public Beach	Public Beach	0	Same as competition
Wheelchair Basketball	6	Staples Center	n/a	Downtown Sports Park	18000 & 7500		18000 & 7500	342	18,000	Basketball & Major Events	Basketball & Major Events	2	External: adjacent to the venue
Wheelchair Fencing	10	LA Convention Center (West Hall 2)	n/a	Downtown Sports Park	8,000		8,000	n/a	n/a	Convention Center	Convention Center	12	Internal: in athletes' area
Wheelchair Rugby	10	LA Convention Center (West Hall 2)	n/a	Downtown Sports Park	8,000		8,000	n/a	n/a	Convention Center	Convention Center	1	Internal: in athletes' area
Wheelchair Tennis	17	StubHub Tennis Center	n/a	South Bay Sports Park	5,000 (Centre Court)		5,000 (Centre Court)	n/a	n/a	Tennis	Tennis	10	Located at the competition venue; resurfaced to match competition courts



Paralympic Archery will be held next to the Los Angeles Stadium at Hollywood Park.

## 66. NO PERMANENT WORKS REQUIRED

No additional venues are required for the LA 2024 Paralympic Games Concept.

## 67. NO ADDITIONAL VENUES REQUIRED FOR THE PARALYMPIC GAMES

Since no additional venues are required for the LA 2024 Paralympic Games, all Paralympic Games venues are covered in the Olympic Games Block Plans.

## 68. NO LAND ACQUISITION – NO RISK REQUIRED

No additional venues are required for the LA 2024 Paralympic Games.

## 69. A MATCHED SET OF NON-COMPETITION FACILITIES

The LA 2024 Games Concept utilizes the same venues for the Paralympic Village, IBC/MPC and Paralympic Games Opening Ceremony as for the Olympic Games. While the Olympic Games Closing Ceremony will be hosted at the LA Memorial Coliseum, the Paralympic Games Closing Ceremony will take place in the LA Stadium at Hollywood Park. This decision reflects the superior accessibility of the new Hollywood Park Stadium.

## 70. CONVENIENT TRAVEL TIMES TO ALL EVENTS

TABLE 70 / PARALYMPIC GAMES TRAVEL TIMES

All Distances in km and Average Travel Times in Minutes by Bus	Gateway International		Paralympic Family Hotel		Paralympic Village		Media Accommodation & MPC		Paralympic IBC	
	km	Minutes	km	Minutes	km	Minutes	km	Minutes	km	Minutes
Gateway International Airport	0	0	27	19	20	16	26	19	44	30
Paralympic Family Hotel	27	19	0	0	19	19	3	4	17	12
Paralympic Village	20	16	19	19	0	0	21	21	28	19
Media Accommodation & MPC	26	19	3	4	21	21	0	0	20	15
IBC	44	30	17	12	28	19	20	15	0	0
Archery	7	8	17	14	18	13	14	12	32	22
Athletics	24	17	5	6	23	23	2	2	22	17
Athletics – Marathon	31	23	3	3	22	22	6	6	15	10
Badminton	25	18	4	4	22	22	2	2	21	15
Boccia	27	19	0	0	19	19	3	4	17	12
Canoe	149	99	122	81	27	26	125	85	133	88
Cycling – Road	31	23	3	3	22	22	6	6	15	10
Cycling – Track	22	19	24	19	36	25	23	17	41	27
Equestrian	38	29	34	24	21	16	37	29	19	15
Football 5-a-side	22	19	24	19	36	25	23	17	41	27
Goalball	7	10	31	24	19	16	29	22	43	31
Judo	27	19	0	0	19	19	3	4	17	12
Powerlifting	27	19	0	0	19	19	3	4	17	12
Rowing	149	99	122	81	27	26	125	85	133	88
Shooting	38	31	34	26	21	17	37	31	19	16
Sitting Volleyball	20	17	19	19	0	0	22	22	28	20
Swimming	26	19	3	4	21	21	0	0	20	15
Table Tennis	27	19	0	0	19	19	3	4	17	12
Taekwondo	27	19	0	0	19	19	3	4	17	12
Triathlon	38	31	41	31	49	34	39	30	57	39
Wheelchair Basketball – Finals	27	19	0	0	19	19	3	4	17	12
Wheelchair Basketball – Preliminaries	27	19	0	0	19	19	3	4	17	12
Wheelchair Fencing	27	19	0	0	19	19	3	4	17	12
Wheelchair Rugby – Finals	27	19	0	0	19	19	3	4	17	12
Wheelchair Rugby – Preliminaries	27	19	0	0	19	19	3	4	17	12
Wheelchair Tennis	22	19	24	19	36	25	23	17	41	27
Average	33	24	19	14	22	19	20	16	31	21



## 71. DEDICATED STAKEHOLDER TRANSPORT SYSTEMS

Consistent with the service levels that will be provided for the Olympic Games, LA 2024 will provide safe, efficient, accessible and on-time transportation for the Paralympic Games stakeholder groups.

It will be the goal of LA 2024 to utilize the same providers, authorities and operational governance used for the Olympic Games – as outlined in the transportation section for this submission. In doing so, the Paralympic Games will benefit from consistency and continuity in planning and operations. During the transition period, the transportation fleet will be converted as appropriate for more accessible vehicles.

Specific to the various stakeholder groups of the Paralympic Games, the following concepts for the provision of transport will apply:

### NPC DELEGATIONS (ATHLETES AND TEAM OFFICIALS)

NPC delegations (athletes, coaches, trainers, team officials, chefs de mission, NPC presidents, and secretaries general) will be provided accessible transport for arrivals and departures, opening and closing ceremonies, competition sessions, scheduled training and spectating athletes. Key elements of this service will include:

- A dedicated athletes' and team officials' transport system;
- Baggage transport (accompanied by participant);
- Dedicated team sport vehicles;
- Dedicated team equipment vehicles;
- NPC dedicated vehicles;
- Required permits from the VAPPS program;
- Access to supplemental rate card permits and vehicles;
- Access to free public transport; and
- Intra-Village transport system.

### GAMES OFFICIALS

International Sports Federations' technical officials and delegates will be provided accessible transport for arrivals and departures, opening and closing ceremonies, competition sessions and scheduled training. Key elements of this service will include:

- A dedicated technical officials transport system;
- Access to the T1, T2 and T3 motor pool systems; (based on accredited transport privilege);
- Required permits from the VAPPS program; and
- Access to free public transport.

### PARALYMPIC FAMILY (IPC, INTERNATIONAL SPORTS FEDERATIONS, NPCS, GUESTS AND SPONSORS)

The International Paralympic Committee (IPC), the International Sports Federations, the NPCs and their sponsors and guests will be provided accessible transport throughout the City of Los Angeles upon arrival until (and including) departure.

Key elements of the IPC and IF transport service will include:

- Access to the T1, T2 and T3 motor pool systems; (based on accredited transport privilege);
- Baggage transport (accompanied by participant);
- Required permits from the VAPPS program; and
- Access to free public transport.

Key elements of the sponsor and guest transport program will include:

- Sponsor coach rate card program;
- T1, T2, and T3 access (as stipulated by agreement);
- Required permits from the VAPPS program; and
- Access to supplemental rate card permits and vehicles.

### MEDIA

Members of the accredited press, broadcast operations and rights-holding broadcasters will be provided accessible transport for arrivals and departures, opening and closing ceremonies, competition sessions and scheduled training.

Key elements of this service will include:

- Dedicated media and broadcast transport system; (transport to the IBC, MPC and all other venues);
- Access to rate card permits and vehicles; and
- Access to free public transport.

### SPECTATORS AND WORKFORCE

Ticketed spectators attending the Paralympic Games will be provided access to public transport to and from the events they are attending. Workforce will be provided access to free public transport and operational vehicles and permits as deemed necessary. In each case, public transport will operate with an enhanced Paralympic Games overlay, to ensure that service periods and frequencies accommodate the demand of transport requirements during the Games period.



## 72. ABUNDANT ACCOMMODATION OPTIONS

LA 2024 has taken a comprehensive approach to the planning and allocation of accommodation for the various Paralympic Games stakeholder groups. Every member of each client group will be allocated a hotel room. The numerous and wide-spread locations of suitable hotel provisions allows LA 2024 to provide all Paralympic Games stakeholder groups with accommodation close to their place of work, and spectators with hotel options near every venue.

For the Olympic and Paralympic Games, the LA 2024 accommodation plan offers Games officials the opportunity to stay within close proximity of each competition venue, offering most officials the ability to walk to their place of work. Minimizing the amount of time spent in transit and maximizing time for rest and refueling outside of official duties, Paralympic Games officials should be in the perfect mind-set to oversee their respective competitions.

For the Paralympic family, LA 2024 proposes the same hotels as for the Olympic Games – the JW Marriot at LA Live and the adjacent Ritz Carlton in Downtown Los Angeles, a shining example of accessible accommodation at the heart of the Games. The prime location of these properties places the Paralympic family right in the center of the Games-time action, guaranteeing an exceptional Games-time experience.

During the Olympic and Paralympic Games, the LA 2024 Media Village will be comprised of existing accommodation facilities within the University of Southern California (USC) – additional information can be found in Question 101. This prime Media Village location will significantly benefit the members of the media, who will be just minutes from the competition venues for nearly 50 percent of the Paralympic Games sports.

LA 2024's spectators accommodation plan will remain the same for the Paralympic Games as it is for the Olympic Games – additional details can be found in Question 103.

<sup>+</sup> Proposed Paralympic Family Hotel is located in the Downtown Sports Park.



### 73. LA'S PROGRESSIVE ACCESSIBILITY LEADERSHIP

The City of Los Angeles is globally recognized as one of the most accessible large cities in the world – this is the direct result of the legal accessibility standards that govern Los Angeles. These standards will apply to the preparation and organization of the Games and are among the strongest and most progressive found anywhere. Our federal, state and local accessibility codes apply to a wide range of contexts, including residential and commercial construction, public spaces, all forms of transportation, employment and communication. Further, our accessibility codes are generally embedded in our licensing process, so that permits and licenses for construction and other undertakings are only issued after evidence of compliance. With its historic accessibility leadership and ongoing improvements, LA is primed to be the premier global gateway for all Olympians, Paralympians, their families, friends and fans for years to come.

#### THE GENERAL CITY ENVIRONMENT

Visitors and residents traveling to the LA 2024 Games will find fully accessible transportation, accommodation, venues and local communities as they make their way from the airport to their accommodation and all proposed venues. Major improvements to our accessible routes and paths of travel are currently underway, and remain an ongoing permanent priority for the City of Los Angeles.

LA has recently expanded compliant public rights of way with new walkways, medians, parkways, sidewalks and intersecting routes of travel. This includes refined intersections and street crossings, tactile warnings, audible signals and other mobility related interfaces. New pedestrian safety and traffic control programs utilizing diagonal scramble crosswalks and extended audio and visual indicators have been installed for those who have a hearing impairment or are visually impaired. Additional programs include: The Great Street Initiative, which identifies clusters and neighborhoods where walking, biking, shopping, eating and generally encouraging the barrier-free interaction of community members with their neighbors, takes place.

#### UNPARALLELED TECHNOLOGY

The City of Los Angeles believes that technology is one of the primary engines for economic activity, education and innovation as it plays an increasingly important role in the lives of all of its residents, particularly individuals with an impairment. The City's Information Technology Agency (ITA), in collaboration with the Mayor's Office on Technology Innovation and the Department on Disability, foster developments in emerging telecommunication technologies, including, but not limited to, videophones, assistive listening systems and videotext displays. Current state-of-the-art systems for effective communications and services to meet the needs of people with an impairment include efforts by the Los Angeles Police Department (LAPD), the Los Angeles Public Library (LAPL) and the Los Angeles World Airports (LAWA).

The City of Los Angeles incorporates multilingual sign language interpreter services, computer aided transcriptions, captioning and real-captioning services as well as any other effective communications systems to allow individuals who have a speech impairment, or a hearing/visual impairment, with

obtaining access to programs and services. Furthermore, the City of Los Angeles has expanded its telecommunications relay services to include personal computers, laptops, mobile phones and tablets to offer more mainstream possibilities.

#### ACCOMMODATION

Los Angeles, home to world-class hotels and diverse lodging accommodation, relies on firm, comprehensive accessibility building codes at the state and local levels. Visitors and residents alike are sure to find lodgings of their choice to be compliant and offering a wealth of accessible features. Accessible hotel rooms along with restaurants, public pools, workout clubs, theaters and more are all available to LA's visitors.

#### VENUES AND VILLAGE

All the existing venues in LA 2024's plan conform to or surpass national and local accessibility standards, and all planned temporary installations will also be designed to ensure full accessibility. The facilities of the Olympic and Paralympic Village on the campus of the University of California – Los Angeles already conform to standards and accommodate hundreds of students with an impairment throughout the school year.

#### AIR TRANSPORTATION AND SYSTEMIC TRANSPORTATION EXCELLENCE

Los Angeles World Airways (LAWA) consists of three airports committed to ensure that the complexities facing persons with an impairment while traveling are comprehensively addressed. Major travel improvements have increased traveler capacity, as well as significantly improved overall mobility, accessible facilities and compliant services. LAWA reflects the successful collaboration between the City of Los Angeles and airport tenant community to ensure compliance with the Air Carrier Access Act (ACAA) and the Americans with Disabilities Act (ADA). As such, LAWA addresses ways of improving services and communications for all communities.

Recent renovations include: accessible parking and passenger loading configurations, walkway and crosswalk improvements, audible and visual alert improvements, and the addition of new lifts, elevators and mechanical movable walkways. In addition, airport restroom facilities have been significantly upgraded and expanded, creating compliant public facilities throughout the airport complex. Food service, retail options and other entertainment areas throughout the terminals provide compliant features and assets.

The LAWA ADA Advisory Committee – consisting of community representatives with impairments, the 51 airlines servicing LAX, Transportation Security Administration (TSA), and the Los Angeles Fire and Police Departments – collaborate monthly on accessibility issues associated with air travel and supportive ground services. Finally, LAWA's full commitment to accessibility is reflected in their Traveler Information for Persons with Disabilities package, which addresses airport area hotels shuttles, shuttles and airline connections, rental cars and taxis, designated pick up locations for persons with an impairment, terminal pick up locations, scheduled buses and shared ride vans.

## 74. US PARALYMPICS – KNOWN FOR EXCELLENCE

Since its formation in 2001, US Paralympics, a division of the United States Olympic Committee (USOC), has supported athletes with Paralympic-eligible impairments through training, coaching and educational resources, spanning grassroots programming up to elite international competition. The USOC is one of only four National Olympic Committees that also serves as the National Paralympic Committee.

Under the leadership of the USOC Executive Team, the Board of Directors and the Paralympic Advisory Committee, US Paralympics has fostered relationships with hundreds of US and international organizations. Through an extensive network, which includes National Governing Bodies/high performance management organizations, Paralympic Sport Clubs, and community-based partner organizations, nearly 90,000 individuals with an impairment participated in ongoing local Paralympic sports programs across the US in 2015.

Additionally, the USOC's work with the US Department of Education, the National Federation of State High School Associations and state high school athletic associations has led to the inclusion of events for Paralympic-eligible student-athletes in 24 state high school championships, with more than 353 athletes competing in these events in 2015. Furthermore, the USOC has been an instrumental partner providing Paralympic sport expertise to the National Collegiate Athletic Association (NCAA) and the Eastern College Athletic Conference (ECAC). The ECAC became the first collegiate athletic conference to offer NCAA-sanctioned events and varsity-level competitions to its 300-member institutions in eight Paralympic sports – goalball, rowing, sitting volleyball, sled hockey, swimming, track and field, wheelchair basketball and wheelchair tennis. USOC staff members also serve in an advisory role to Athletics-for-All, a coalition of more than 30 disability service organizations, led by Paralympic Games partner, Disabled Sports USA, which is committed to creating opportunities for students with a physical impairment in interscholastic sports.

Another key relationship is with the US Department of State through multiple engagement and exchange programs with other nations, including the Global Sports Mentoring Program, the International Visitor Leadership Program and the Sports Envoy Program. In the last six months, a total of 53 international representatives, coaches and athletes from Kazakhstan, Uzbekistan, Afghanistan, Kosovo, Denmark, Norway and Sweden shared best practices and collaborated on Paralympic sport development and athlete identification strategies. These impactful engagements have fostered ongoing communications to implement, enhance and sustain Paralympic sports programs within each of these participating nations.

Through the Paralympic Military Program (PMP), the USOC supports the US Department of Defense (DoD) and US Department of Veterans Affairs by working with community partner organizations across the country to provide opportunities for wounded, ill and injured service members and veterans to participate in Paralympic sports programs promoting a healthy, active lifestyle. In 2015, a total of 21 PMP events, combined with programming offered by 225 Paralympic Sport Clubs, benefited more than 3,700 veterans and members of the Armed Forces. Additionally, between 2010 and 2014, the USOC hosted the annual Warrior Games, a Paralympic-style competition for wounded military personnel that focused national

and international attention on sport as a powerful resource for rehabilitation after injury. This event, now hosted by the DoD, continues to showcase the benefits of ongoing sports programs and was the inspiration for the international Invictus Games.

Since 2013, the USOC has partnered with the Craig H. Neilsen Foundation to provide Paralympic sports programming to improve the quality of life for individuals with spinal cord injuries (SCI). Through this partnership, events and resources benefited 337 individuals with SCI, plus 499 professionals and administrators representing 73 educational institutions through 11 outreach events in 2015. This partnership has grown in 2016, with support to four Paralympic sports – alpine skiing, cycling, Nordic skiing, and track and field. To date, this year's programming has impacted 303 athletes, 34 coaches and 38 programs. Additionally, 50 racing wheelchairs and Nordic sit-skis were provided to support ongoing programs in these four sports.

In addition to these relationships, the USOC is collaborating with the President's Council on Physical Fitness, Sports and Nutrition, a government organization that aims to promote, encourage and motivate Americans of all ages to become physically active and participate in sport, to establish a sitting volleyball program as part of the "I can do it, you can do it" initiative.

Finally, in 2015, the USOC Board of Directors and the Paralympic Advisory Committee recognized the need for a long-term commitment to Paralympic success and tasked the Paralympic Sport Performance division to create a comprehensive strategy for athlete development that included athlete identification for all Paralympic sports. The result was the Gateway to Gold strategy, which aligns four core elements to produce sport-specific athlete development pathways:

1. Awareness and Communication;
2. Grassroots Programs;
3. Athlete Identification; and
4. High Performance Programs. This strategy leverages media coverage anchored by the Rio 2016 Paralympic Games to maximize awareness of the Paralympic Movement and opportunities to connect Paralympic-eligible athletes to sports programs available in communities across the US.

Overall, the leadership, organization, relationships and programs are keenly focused on promoting the Paralympic Movement and the USOC mission: to support US Olympic and Paralympic athletes in achieving sustained competitive excellence while demonstrating the values of the Olympic Movement, thereby inspiring all Americans.



## 75. BUILDING MOMENTUM FOR PARALYMPIC SPORTS

Sensitivity training will be offered to everyone associated with the organizational effort. Once paid staff, contractors, volunteers and security personnel have been screened, they will be enrolled in educational training courses on understanding disability. These courses will be facilitated by people with and without an impairment, working as an interactive team engaging the participants in face-to-face experiential activities, supported by online training modules.

Training will begin by unearthing common unconscious biases, myths, misunderstandings and fears about disability by examining all the major types of impairment – physical, intellectual and hidden – in detail, emphasizing how to use language and etiquette appropriately to communicate and interact with people with an impairment while assisting them. This sensitivity training will dispel any negative biases and myths with knowledge, face-to-face training and tools that will enable all personnel to connect with people with an impairment in a knowledgeable, respectful, professional, calm and friendly manner.

The awareness training will include how to handle mobility devices, interactions with service animals, possible creative adaptations to accommodate individual needs and emergency management procedures. Statistical information on the numbers of people with an impairment globally, information about their purchasing power, traveling needs and employment opportunities will also be included.

The sensitivity education will include the treatment of people with an impairment throughout history and the laws that have affected people with an impairment in negative ways as well as laws that have had a positive impact on elevating civil and human rights for people with an impairment. This survey will cover regional, national and global laws as well as the United Nations Convention on the Rights of People with Disabilities.

Included will be a comprehensive history of the International Paralympic Committee and the Paralympic Games. In addition, Paralympic sports and sport classifications will be explored through classroom presentations and physical activity demonstrations. Paralympic athletes and sports clubs will be engaged to share experiences for disability cultural awareness and skill training.

The Regional Disabled Persons Organizations' (DPO) Diversity and Conflict Resolution professionals will be engaged in the development and facilitation of the disability awareness education and sensitivity training programs. Initial training will be delivered face-to-face. Following the initial training there will be continuous refresher courses, online and face-to-face opportunities for hands-on experience, weekly updates and videos as well as ongoing on demand initial training for all people engaged in both Games.

## 76. PROMOTING THE PARALYMPIC GAMES NATIONALLY

As stated in our Stage 1 Submission, the Paralympic Games will be developed in full equality with the Olympic Games – under the same unified leadership team. The same Village and venues will be deployed for the Paralympic Games and the same level of resources will be dedicated to deliver the equal qualities in the athlete experience created. LAOCOG will ensure that equality becomes a reality. As a foundational communications principle, therefore, the Paralympic Games and the Olympic Games will receive equal emphasis from the beginning of the organizational effort if LA is chosen to host the 2024 Games. LAOCOG will be the committee for the Olympic and Paralympic Games, with an integrated vision event focus from the beginning: two Games, one celebration. Brand development will be based on both the Olympic and Paralympic Games and all the communications and press conferences covering the major organizational milestones will highlight the progress of both Games.

The specific communications strategy designed to promote the Paralympic Games – and achieve a broader societal understanding of people with an impairment and the sports opportunities available to them – will be developed in partnership with US Paralympics, which has effectively led the development of disability sports across the United States since its founding in 2001. All educational materials for public schools developed and distributed by LAOCOG will include an emphasis on the Paralympic Games – their history, sports, heroes and social context. All LAOCOG press conferences covering sport or aspects of the organizational effort that involves athletes will feature both Olympians and Paralympians. The Athlete Ambassadors chosen to help with the overall promotional/communications campaign for the LA 2024 Games across the US in the years leading up to the Games will include both Olympians and Paralympians. As LAOCOG and its broadcast partners put the spotlight on the past heroes and emerging stars preparing to compete in the 2024 Games, Paralympians will take their place in the media coverage.

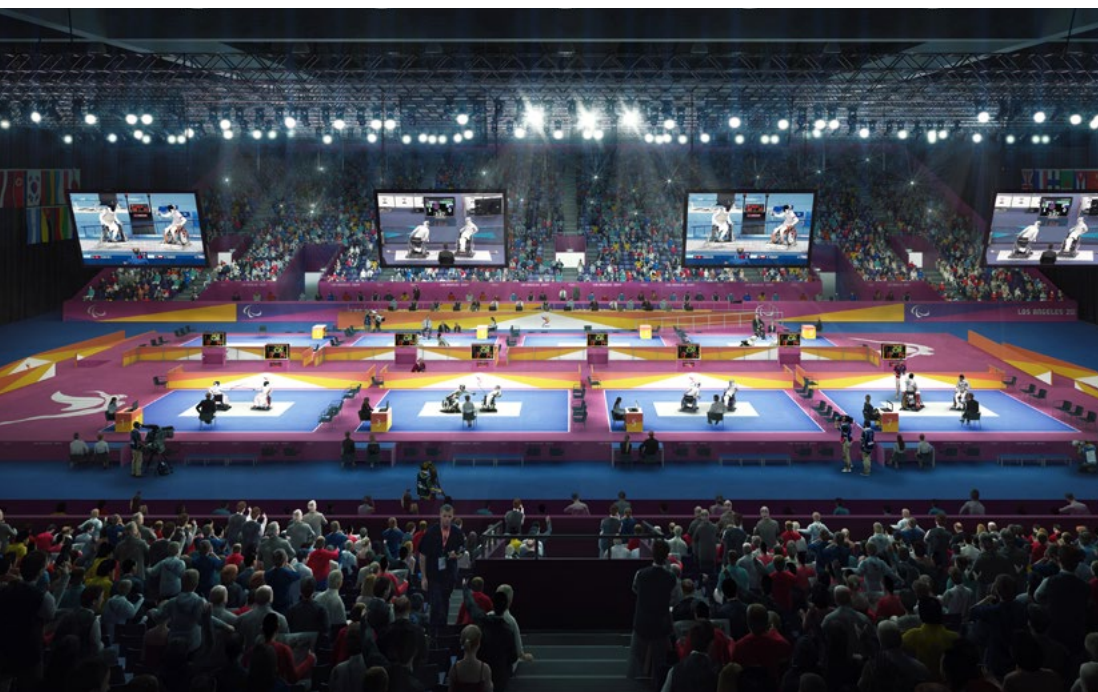
LA 2024 envisions the entire organizational effort of the Games as an opportunity to put forward the message of Olympic and Paralympic equality and help elevate the nation's understanding of people with an impairment, the challenges they face and the sports they engage in. The LAOCOG budget for Paralympic Games communications is part and parcel of the overall communications budget.

As noted, LA 2024 intends to develop and align its communications strategy with US Paralympics and its partner organizations to ensure the narrative power of the next Paralympic Games in the US is fully and appropriately leveraged to support the outreach goals of these successful programs, helping them harness the power of the 2024 Games to expand their efforts and create an enduring legacy for US disability sports.

## 77. A STRONG BUDGET TO DELIVER THE GAMES

LA 2024 is committed to hosting the most innovative and most successful Olympic and Paralympic Games. The Paralympic Games uniquely showcase the determination, grit and strength of humanity for athletes from around the world. The staging of the Paralympic Games is a vital and integrated component of the bid's vision, venue plan and budget projections. Given the growing appreciation across the US for the performances of elite athletes with an impairment – and the increasing social awareness of the nation's responsibility to its veterans with an impairment – LA 2024 believes the Paralympic Games offer an outstanding, if not unprecedented, business opportunity to draw new corporate partners to the Paralympic Movement and strengthen its profile in the US.

The budget for the Paralympic Games was developed in close coordination with the budget for the Olympic Games. There are only a few areas where revenue and expenses for the Paralympic Games were separate from those of the Olympic Games – for all other areas, the budgets are closely intertwined. The areas which are separate ensure that certain additional revenue and expenses for the Paralympic Games are appropriately projected.



## REVENUE

From a revenue standpoint, the Paralympic Games ticketing revenue was explicitly detailed out in order to reflect differences in volume, ticketing tier allocation and ticketing prices for the Paralympic Games. London 2012's historical prices, adjusted for FX and inflation, were used to determine a baseline for ticket prices and ticket tiers, which was then applied to LA 2024's specific Paralympic Games venue plan. Using these ticket sale projections and average spectator spend, food and beverage commissions could also be calculated for the Paralympic Games.

Additionally, specific grant revenues are available for the Paralympic Games but not for the Olympic Games, including grant money from the Wounded Warrior Project and others.

All other revenue streams (i.e. sponsorship, merchandise and lottery) were integrated with the Olympic Games projections. While the Paralympic Games will undoubtedly attract a number of corporate partners who serve the disability community specifically, those revenues are part of the overall revenue numbers.

## EXPENSES

While the vast majority of the Paralympic Games expense budget is integrated with the Olympic Games budget, certain items represent incremental costs for hosting the Paralympic Games, including new venue overlay and infrastructure and other transition costs.

For venue infrastructure, the incremental Paralympic Games costs are embedded into the overall infrastructure budget in the form of ramps, ADA seating/platforms, and other accessibility build-outs. These costs are spread across the competition venues and Paralympic Village to support accessibility for athletes with a wide variety of impairments. The costs are based on guidance from Games construction experts who are familiar with the accessibility requirements for Paralympic athletes.

Any other costs determined by the number of Paralympic athletes or accredited workforce were directly informed by those stakeholder numbers. For instance, food and beverage for Paralympic athletes, Paralympic workforce costs, Paralympic technical official costs or Paralympic spectator transportation elements could be analyzed specifically for the Paralympic Games period. Other costs, including technology, logistics and venue rental costs were estimated, based on the Olympic and Paralympic Games periods and not specifically separated for each.

Overall, while incremental and discrete costs for the Paralympic Games exist, they will be fully offset by the Paralympic Games ticketing revenue and government grants in support of disability sport for veterans. Further details on the incremental Paralympic Games costs and revenues have been submitted separately for review.



# 3.6

## SUSTAINABILITY

- 78. AT THE CORE OF LAOCOG'S MISSION
- 79. FULL STAKEHOLDER ENGAGEMENT
- 80. A SUSTAINABLE VISION IN POLICY AND PRACTICE
- 81. NEGLIGIBLE ENVIRONMENTAL AND SOCIAL IMPACTS
- 82. SUSTAINABLE PROCUREMENT PROCESSES
- 83. ENSURING SUSTAINABLE MANAGEMENT SYSTEMS
- 84. A PLAN THAT MINIMIZES IMPACTS
- 85. EFFICIENT AND EFFECTIVE RESOURCE MANAGEMENT
- 86. LOOKING TOWARD THE FUTURE

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## 3.6 SUSTAINABILITY

### 78. AT THE CORE OF LAOCOG'S MISSION

Sustainability is a core guiding principle of LA 2024, and will continue to be a core guiding principle of LAOCOG's planning and decision-making around successfully delivering the Games.

Oversight of environmental, economic and social sustainability will be imbedded in LAOCOG's executive team through the Chief Impact Officer, who will report directly to the CEO. The Chief Impact Officer will be a member of the executive team to ensure all sustainability initiatives are supported and promoted throughout the organization and through Games planning, delivery and legacy.

In addition to sustainability, the Chief Impact Officer will oversee the cultural, community engagement, impact fund development and legacy strategies – all foundational elements of delivering a sustainable Games beyond 2024. The Sustainability Lead will report directly to the Chief Impact Officer and will be responsible for leading disciplined sustainability policy, programs, commitments and initiatives associated with ensuring the Games deliver the lowest negative impact possible. This includes leadership of the Sustainability Functional Area (FA) and the designation of roles in all sustainability-related areas of the organization (i.e. procurement, construction and human resources, etc.) to ensure all sustainability guidelines are met and goals are achieved. In consultation with the executive team and all related FAs, the Sustainability FA will develop, implement and manage the overall sustainability strategy, the sustainability management strategy and the reporting systems required.

Further described in Question 79, the Chief Impact Officer and the Sustainability Lead will establish an external Sustainability and Legacy Committee, which will include distinct advisory groups. Each group will advise LAOCOG on sustainability and legacy related strategy, and will report directly to LAOCOG and its Board of Directors. LAOCOG will benefit from each group's collective expertise and good practice and, in turn, LAOCOG will create opportunities for each group to collaborate and support one another's goals – leading up to, during and beyond the Games.

The Sustainability and Legacy Committee's government agency and venue advisors will play an especially critical role in developing and managing a consistent approach to sustainable operations across all venues, and will convene to establish distinct targets across energy, water, waste and other important social and economic sustainability issues to ensure coordination and opportunities for acceleration where possible.

### 79. FULL STAKEHOLDER ENGAGEMENT

Engaging our stakeholders in meaningful and frequent ways is imperative to delivering a successful Games. Together, LAOCOG and our stakeholder partners will expand the capacity, reach and impact of our Games programs and legacies through the power of collective expertise, and financial, human and technical resources.

Led by the Sustainability Lead, the sustainability stakeholder engagement strategy will incorporate the principles of the AA1000 Series of Standards: inclusivity, materiality, and responsiveness, and incorporate knowledge gained from the sustainability policies and achievements of London 2012 and Tokyo 2020. In the Candidature Process, LA 2024 is already effectively incorporating these principles by soliciting input from a range of environmental, community, corporate and academic stakeholders in the region, and identifying priority issues and opportunities.

All stakeholders will be engaged through the external Sustainability and Legacy Committee, which will report directly to the Board to guarantee executive oversight and responsiveness. LAOCOG will continue the work already begun by LA 2024 to regularly engage distinct groups of stakeholders to ensure a wide breadth of perspective and consistent feedback, underpinning LAOCOG's commitment to feedback, accountability and transparency. These distinct groups will include environmental NGOs, community support organizations, innovative corporations, including TOP and national partners, government agencies and utilities, universities, and venue partners. The coalition will play a critical role in the development and delivery of LAOCOG's Sustainability Plan, ensuring the Plan reflects the needs of Los Angeles and the region, while also catalyzing opportunities to advance sustainability initiatives for 2024 and beyond which are already well underway in the region.

#### CHIEF IMPACT OFFICER

*The Chief Impact Officer will be an equal member of the executive team to ensure all sustainability initiatives are supported and promoted throughout the organization and through Games planning, delivery and legacy.*

#### SUSTAINABILITY LEAD

*The Sustainability Lead will report directly to the Chief Impact Officer and will be responsible for leading disciplined sustainability policy, programs, commitments and initiatives associated with ensuring the Games deliver the lowest negative impact possible.*



## 80. A SUSTAINABLE VISION IN POLICY AND PRACTICE

Los Angeles will host a financially and environmentally sustainable Games that benefits all participants and their communities – in Los Angeles and around the world. With LA leading the world's largest cities in a collective effort against climate change and a venue plan that utilizes all existing or temporary venues, LA 2024 is committed to a low-waste, low-carbon, water-smart, and socially and economically inclusive Games. As further explained in Question 83, LAOCOG's Sustainability Management System (SMS) will be the management tool to ensure compliance with the Games' regulatory and corporate commitments. In addition, LAOCOG will work with its academic and community partners to map all its sustainability and engagement initiatives to the United Nations' Sustainable Development Goals (SDGs), credibly demonstrating the ways the Games advance global environmental, economic and social sustainability.

Venue construction and operations are large waste generators and resource consumers for the Games. Therefore, delivering a sustainable Games starts with a sustainable venue plan that maximizes use of existing infrastructure. LA 2024 will leverage LA's existing world-class venues, including using UCLA as the Olympic and Paralympic Village. All other venues and overlay construction will be temporary and will adhere to LAOCOG's SMS, including the Sustainable Sourcing Code (SSC) to incorporate high sustainability performance goals associated with construction materials. The embodied impact of all temporary components will be minimized through a rigorous and centralized procurement process that will take advantage of the scale and capacity of the US market to ensure adaptive re-use of all materials. By maximizing the use of existing venues and applying rigorous standards to all necessary construction, LA 2024 will achieve strong sustainability performance in resource consumption, and carbon and waste generation.

Through aggressive environmental regulations and policies, Los Angeles and the state of California are global leaders in the fight against climate change. In 2015, California enacted Senate Bill 32, which requires a 40 percent reduction in greenhouse gas emissions below 1990 levels by 2030, and LA's Sustainable City pLAN aims to achieve a 45% reduction below 1990 levels by 2030. Additionally, Senate Bill 350 requires all electric utilities to derive 50 percent of their energy from renewable sources by 2030. LA also aims to reduce water imports by 50 percent by 2025, and is the first US city to commit to a 90 percent waste diversion goal by 2025.

In support of local and state policy, LA 2024's venue partners also bring a strong commitment to sustainability. Many have implemented, or plan to implement, progressive sustainability practices, including energy efficient LED lighting throughout the venues and associated parking, deploying multi-stream waste programs and staff/community sustainable education initiatives.

A primary example of these commitments gained visibility at the end of 2016 when the LA Memorial Coliseum, under the management of USC and its Office of Sustainability, achieved its Zero Waste Initiative goal for the year, to become the largest NFL stadium to win the Zero Waste Challenge, a national initiative that challenges large stadiums to achieve the high sustainability goal of zero waste. In the effort, USC's team diverted from landfills 400,000 pounds of waste from over 1.2 million stadium guests.



Mountain biking will be held at Frank G. Bonelli Park, located at the foot of the scenic San Gabriel mountain range.

Through initiatives like this and an ongoing dialogue with its venue partners, LA 2024 is already identifying opportunities to support and facilitate additional sustainable venue strategies that can also build community resiliency, including storm water capture, energy efficiency and onsite renewable generation. As described in Question 78, LAOCOG's government agency and venue advisors will play a critical role in implementing a consistent approach to sustainable operations that reflect our sustainability goals, and the targets of the Games and host-region across all venues.

Supporting the efforts of the existing venues to reduce their energy demand, LA 2024's venue partners will also benefit from the commitment of the local electrical utilities to generate at least 40 percent of their energy from renewable resources by the start of the Games, minimizing the Games' carbon footprint directly at the source.

Finally, as explained in Question 86, LAOCOG will implement high social inclusion and diversity standards across the entire Games workforce, sourcing practices, all community engagement initiatives, including the Cultural Olympiad and Live Sites, and overall branding. Collaborations with corporate and community partners will feature activations that demonstrate shared social responsibility goals, such as socio-economic development through hiring and contracting.



Long Beach Waterfront.

## 81. NEGLIGIBLE ENVIRONMENTAL AND SOCIAL IMPACTS

As discussed in LA 2024's Stage 1 Submission, the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) provide the basic framework for environmental and sustainability planning, and disclosure for projects that might have a significant environmental impact in the US and California. Under CEQA, an environmental review would be triggered at the point of relevant permit approval for construction projects. Similarly, under NEPA, a review would be triggered for construction around waterways or construction of temporary security infrastructure.

LA 2024 remains committed to a Games Plan that does not require displacement of any existing businesses or communities.

As requested, please see the separately submitted LA 2024 Sustainability Assessments document for the initial results for the venue sustainability assessments.

## 82. SUSTAINABLE PROCUREMENT PROCESSES

The Chief Impact Officer will collaborate with the executive team to form an internal Sustainable Sourcing Working Group that includes senior stakeholders from all relevant functional areas to ensure environmental, social and ethical factors are integrated into all stages of the procurement process. The working group will include, but not be limited to, representatives from the sustainability, procurement, construction, communications, food and beverage, and licensing and merchandising functional areas. Representatives will be selected to participate in the Sustainable Sourcing Working Group based on their expertise and ability to implement sustainable practices related to the functional areas they support.

The Sustainable Sourcing Working Group will be responsible for developing and stewarding the sustainable sourcing strategy and the Sustainable Sourcing Code (SSC) for sponsors, suppliers, licensees and merchandisers. The SSC will prioritize opportunities to ensure the Games achieve strong sustainability performance through the supply chain, in local and regional spending,

with circular economy solutions to support low-waste and low-carbon operations, as well as contracting designed to attract innovation and diversity for long-term benefit. Additionally, the SSC will define minimum criteria to support ethical business, environmental, social and human rights requirements for vendors. These requirements will adhere to national regulations and standards, including the Fair Labor Standards Act (FLSA), which is a federal law that establishes a minimum wage (on April 4, 2016 California Governor Jerry Brown signed a new minimum wage law to ensure livable wages across the state), overtime pay eligibility, record keeping and child labor standards. Additional requirements will include sourcing the Forest Stewardship Council (FSC) certified wood, Marine Stewardship Council (MSC) certified seafood, and will prioritize locally-sourced food through LA's adopted Good Food Purchasing Policy (GFPP). The Sourcing Strategy will also establish a process for evaluating prospective suppliers, sponsors and licensees, as well as managing, monitoring adherence and reporting performance against the SSC.



### 83. ENSURING SUSTAINABLE MANAGEMENT SYSTEMS

The Sustainability Functional Area (FA), led by the Sustainability Lead, will develop, implement and certify the Sustainability Management System (SMS) to ISO 20121 with third party assurance. The Sustainability Lead will develop the SMS in consultation with the Chief Impact Officer and the full executive team to ensure aligned planning, decision-making and governance. The SMS will specify the requirements for LAOCOG and its key delivery partners, including all suppliers, to collectively ensure strong sustainability performance associated with the Games. The SMS will reflect LA 2024's commitment to lead by example through the provision of a framework to support planning, decision making and implementation of all sustainability and legacy programs across LAOCOG. Key elements of the framework will include planning, implementation, monitoring and review, with strong stakeholder engagement and accountability, as described in Question 79.

The performance of the LAOCOG Sustainability Strategy will be monitored and evaluated through reporting and tracking aligned with the Global Reporting Initiative (GRI) and the Olympic Games Impact (OGI) reporting requirements. For assurance purposes and transparency, performance evaluations will be conducted by an independent third party.



### 84. A PLAN THAT MINIMIZES IMPACTS

A key component of LA 2024's Sustainability Strategy includes delivering a low-carbon Games. LAOCOG will use the Games as a platform to raise awareness and drive behavioral change to support its commitment to a low-carbon Games and the broader region's long-term carbon reduction goals across Los Angeles and the state.

The state of California passed Senate Bill 32 that requires a 40% reduction of greenhouse gas emissions from 1990 levels by 2030, matching the EU's promised reduction made at the 2015 UN Climate Change Conference (COP21). In support of California's efforts, Los Angeles has committed to an even more ambitious target of a 45% reduction in greenhouse gas emissions from 1990 levels by 2025 and is making meaningful progress toward that goal through its commitment to being coal-free by 2025.

In close collaboration with LAOCOG's external Sustainability and Legacy Committee, the Sustainability Lead will oversee the development and implementation of the Carbon Management Strategy (CMS), which will outline LAOCOG's plan to effectively measure, minimize, manage and mitigate impacts of greenhouse gas emissions during Games preparation and Games time. Key elements of the Carbon Management Strategy will include defining the scope of direct and indirect carbon emissions, measuring the carbon footprint, and developing a carbon reduction and renewable energy plan. As demonstrated by LA 2024's foundational commitment to maximizing use of already existing venues, LAOCOG's first priority will be to avoid and reduce emissions wherever possible.

Direct emissions will include any emissions related to operations of Games-time venues, transportation and logistics services, as well as air and ground travel by the IOC, IPC and Organizing Committee for the complete seven years of the event cycle. Air travel by athletes and officials traveling to and from the 2024 Games will also be included. Direct emissions leading up to and during the Games will be reduced by avoiding emissions at the source. For emissions that LAOCOG cannot reduce, the CMS will also include a compensation and mitigation plan that engages key environmental partners. The Nature Conservancy, a globally recognized environmental organization that has protected more than 119 million acres of land around the world and is one of LA 2024's environmental partners, commits to supporting LA 2024's efforts in sourcing a portfolio of globally impactful initiatives through its habitat restoration and management projects to offset Games emissions.

Fuel and energy consumption will play an impactful role in LAOCOG's Carbon Management Strategy. In keeping with our commitment to environmental and fiscal sustainability, LA 2024 will identify reduction solutions that are better for the environment and fiscally responsible. LA 2024 is committed to, and has accounted for, the use of 100% biodiesel in all temporary generators at the venues. LAOCOG will also work closely with its key transport stakeholders, including Metro, to activate and promote existing programs that incentivize use of public transport leading up to the Games. As an example of a current Metro program, venues and events around Los Angeles, including the Museum of Contemporary Art and Aquarium of the Pacific, offer their patrons discounts for taking public transport to and from their sites. As further explained in Question 115, LA 2024 is already collaborating with its transport partners to develop a robust transportation demand management (TDM) program and a TDM communications

campaign to support incentive programs underway, expanded transit during the Games (e.g. express bus services via the Olympic Route Network) and engagement with the multi-modal Los Angeles that is the future of the City and the region.

As a valued advisor in the Sustainability and Legacy Committee, the University of California, Los Angeles (UCLA) Institute of the Environment and Sustainability (IoES) will collaborate with LAOCOG to calculate the Games' carbon footprint. Based on initial guidance from the IoES, at a minimum, LAOCOG's footprint will account for venue and event operations, all associated travel (including athletes), athletic gear, building materials, emissions associated with waste processing, and food production, packaging and transport. An independent monitoring body will be employed to track and verify all emissions accounting.

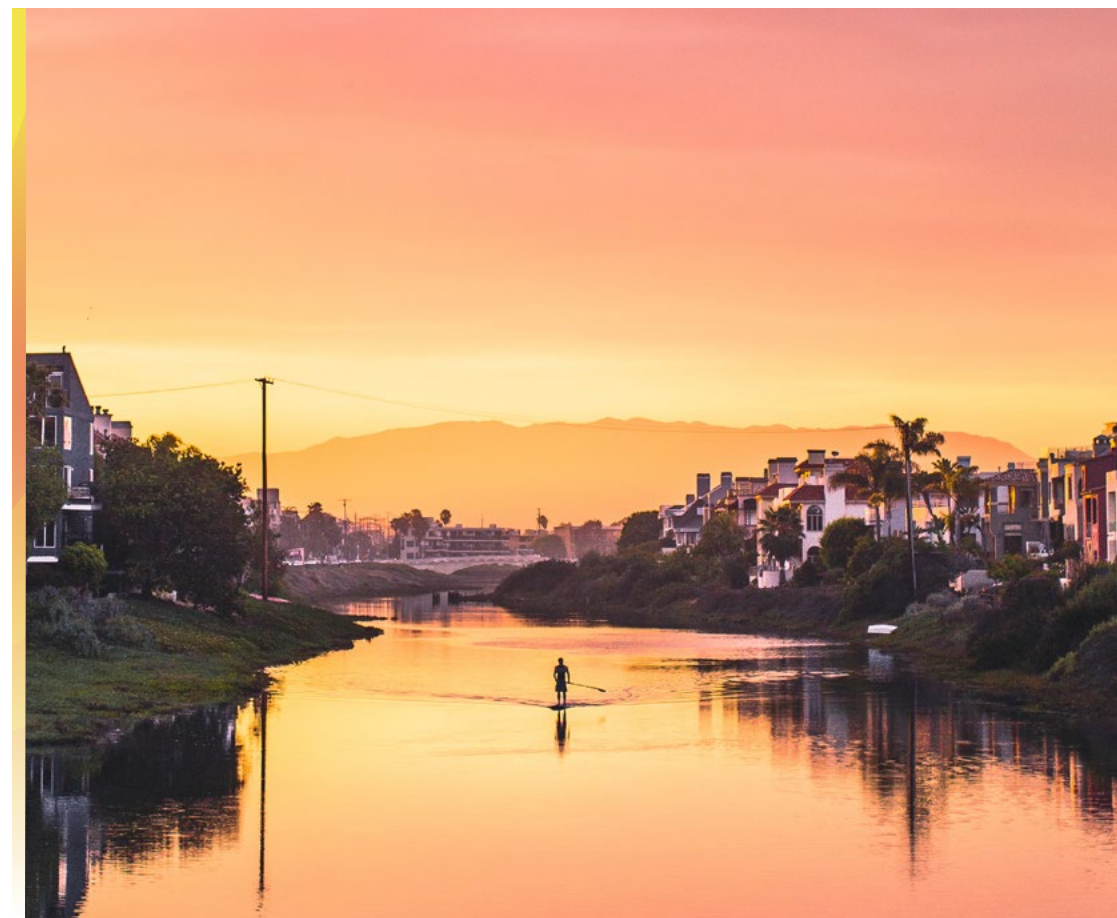
## 85. EFFICIENT AND EFFECTIVE RESOURCE MANAGEMENT

Similar to the Sustainable Sourcing Working Group, the Sustainability Lead will form an internal Resource Management Working Group, which will be responsible for defining and implementing the Resource Management Strategy (RMS). For a fully integrated approach, the Resource Management Working Group will include senior stakeholders across all functional areas and will convene early in the organizing phase to ensure responsible resource management is a high priority in the overall Games planning and delivery strategy. Given the region's commitment to sustainability, the Group will solicit regular input from the Sustainability and Legacy Committee to ensure the strategy is reflective of local needs and long-term sustainability goals. Additionally, to ensure early alignment with venue and hotel partners, all venues and hotels have agreed in their guarantees to cooperate with LA 2024's efforts to reduce waste, increase energy efficiency, conserve water and other resources, and minimize pollution.

Given LA's explicit quantitative goals in the areas of energy, waste and water – as outlined in the Sustainable City pLAN – LA 2024 has the privilege to plan and deliver the Games in a region that prioritizes best-in-class resource management. LA is a leader in adopting renewable energy and energy efficient solutions. LA uses the most solar power of any city in the United States, currently sourcing 25% of its energy from renewables and is on track to be coal-free by 2025. Other major metropolitan regions average less than 5% in renewables. Angelenos are also making critical contributions to the region's energy goals by enrolling in green programs, including distributed solar energy efficiency and demand response, through their respective utility providers.

LA has also implemented a comprehensive water management strategy, including stormwater capture and enhancements in groundwater recharge, to reduce water imports by 50% by 2025. LA 2024 is working with its venue partners to ensure their sustainability commitments and practices advance LA's goals leading up to and during the Games. For example, AEG, owner and operator of three distinct competition venues (Staples Center, LA Convention Center and Microsoft Theater) and one entire Sports Park (the South Bay Sports Park – StubHub Center) is committed to reducing potable water use at water-stressed sites, including Los Angeles, by 2.3% per year from 2010 to 2020. LA County's Flood Control District has also committed to partnering with LAOCOG on opportunities that increase the region's water retention capabilities.

LA also aims to achieve a 90 percent waste diversion by 2025, making LA the first large city in the United States to commit to an ambitious waste diversion goal. LAOCOG's Sustainability Lead will collaborate with the executive team to deliver a low-waste Games, developing a comprehensive waste management plan that supports the City's waste diversion goal a year earlier. With a venue plan that optimizes use of existing venues and requires no new construction for permanent venues, the cost and environmental impact of purchasing building materials is already significantly reduced. For all materials purchased for venue overlay and temporary construction, the Sustainable Sourcing Working Group will apply the Sustainable Sourcing Code (SSC) to ensure best practice and circular economy solutions where possible. Strategies will include, but are not limited to, innovative approaches that optimize reuse of temporary and venue overlay materials.



Ballona Lagoon in Marina del Rey.



## 86. LOOKING TOWARD THE FUTURE

LA 2024's approach to sustainability focuses on the catalytic power of the Games to generate meaningful environmental, social and economic impact throughout the Games planning life cycle and will feature six key elements:

1. Energy-Positive Games
2. Sustainable Venue Operations
3. Green Sports Park
4. Healthy and Well Athletes' Village
5. Biodiversity Initiative
6. High Social Inclusion and Diversity Engagement

### 1. ENERGY-POSITIVE GAMES

Demonstrating LA's leadership in the move toward renewable energy and energy efficiency, LA 2024 will host the first Energy-Positive Games by generating more energy through renewable sources and energy efficiency efforts than the energy needed to power the Games. In the seven years leading up to the Games, LAOCOG will partner with venue operators, the local community and regional utility partners to meet this goal. LA 2024 is currently collaborating with its venue partners to explore opportunities for onsite renewable generation (e.g. solar carports) and additional energy efficiency solutions. LA 2024 and regional utilities have also outlined a plan to engage Angelenos directly through new and existing green programs, accelerating the adoption of rooftop solar and energy efficient behavior.

### 2. SUSTAINABLE VENUE OPERATIONS

LA 2024's plan features four Sports Parks, each offering distinct multi-sport and entertainment experiences while engaging diverse neighborhood communities. Each Sports Park will demonstrate an integrated approach to managing sustainable sports event operations, and will feature a consistent approach to LA 2024's integrated waste management, energy and emissions management, water conservation and quality, and workforce preparedness and training, as well as local community engagement. Each Sports Park will also profile unique features of environmental design, cultural expression, and community and fan engagement.

### 3. GREEN SPORTS PARK

In keeping with California's deep commitment to sustainable design, LA 2024 will designate the South Bay Sports Park as its Green Sports Park and will use the park to showcase leading technology in sport and green innovation. LA 2024 will collaborate with the South Bay Sports Park's venue owner and operator, AEG, to incorporate resilient design, including clean energy, water efficiency and resource reuse, as well as innovative circular economy solutions for all temporary and overlay construction. LA 2024 will also use the Green Sports Park as a demonstration for what is possible and scalable with local and regional business solutions through sustainable sourcing, labor contracting and resource efficient design.

### 4. HEALTHY AND WELL ATHLETES' VILLAGE

In Los Angeles, sustainable and resilient design is not only about clean energy, water efficiency and local sourcing practices: it is also about the health and wellbeing of people. LA 2024 has pledged to deliver the ultimate personalized experience for athletes while setting new standards in sustainability, notably around nutrition and accommodation design. UCLA's planned construction will employ leading sustainability standards, including LEED certification, and LA 2024's planned overlay construction will adhere to the Sustainable Venue Operations plan outlined above. LA 2024 also aspires to collaborate with UCLA to incorporate principles of wellness in athlete accommodation, keeping athletes healthy during their stay and leaving a legacy for this leading university. This work will be coordinated with UCLA's long established "Live Well" Healthy Campus Initiative, a campus-wide wellness movement with the goal of making UCLA the healthiest university in the United States.

### 5. BIODIVERSITY INITIATIVE

Southern California is in one of the world's 35 biodiversity hot spots (the California Floristic Province) and LA 2024 will collaborate with environmental and community non-profit organizations to showcase the region's collective efforts to protect native species and their natural habitats, as well as enhance and expand green space in urban areas. Building on Angelenos' overwhelming support to revitalize and expand green space in Los Angeles County, LA 2024's Biodiversity Initiative will work with its Sustainability and Legacy Committee and the community to feature restoration components within and adjacent to the four Sports Parks, water aquifer and riparian restoration along the LA River, and the reintroduction of endemic biodiversity in the LA Basin. As an example, the Natural History Museum of Los Angeles County (NHM), one of

LA 2024's key community partners, is currently working to complete one of the world's largest urban biodiversity studies through a volunteer citizen science program to collect and inventory all the LA region's urban flora and wildlife. In April 2016, NHM engaged Angelenos in the City Nature Challenge, a model program for citizen science engagement. The program was billed as a competition between San Francisco and LA, collecting over 20,000 biodiversity observations in their respective metropolitan areas in only a week. In 2017, the City Nature Challenge is expanding to include an additional 10 US cities. The museum aims to take the challenge global in 2018 to show that crowdsourced global biodiversity data is not only possible to collect, but also to demonstrate its relevance to the development of resilient cities. LA 2024 will explore opportunities to support biodiversity initiatives such as this leading up to and during the Games.

### 6. HIGH SOCIAL INCLUSION AND DIVERSITY ENGAGEMENT

LA 2024's commitment to diversity and inclusion is the cornerstone of what it means to be an Angeleno. Known as a cultural hot spot, Los Angeles is home to people from more than 140 nations, speaking more than 185 different languages, and has no majority population. LA 2024 will embrace and showcase LA's diversity by implementing high social inclusion and diversity standards across the entire Games workforce, sourcing practices, Cultural Olympiad, Live Sites, celebrations and neighborhood engagement, and overall branding. Additionally, collaborations with corporate and community partners will feature activations that demonstrate shared social responsibility goals, such as socio-economic development through sourcing, hiring and contracting, training and development.

# 3.7

## GAMES SAFETY AND SECURITY

- 87. SINGLE MANAGEMENT STRUCTURE MANDATED
- 88. FULLY INTEGRATED SECURITY FORCES
- 89. INTELLIGENCE ENGAGED FROM THE BEGINNING
- 90. ARMED FORCES FULLY SUPPORTIVE
- 91. NO COMPROMISE FOR PARALYMPIC GAMES SECURITY
- 92. FULLY COORDINATED SECURITY MANAGEMENT
- 93. ROBUST SECURITY FORCES TO BE DEPLOYED
- 94. AIR SPACE CONTROLS TO BE IMPLEMENTED

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## 3.7 GAMES SAFETY AND SECURITY

### 87. SINGLE MANAGEMENT STRUCTURE MANDATED

Current US law not only permits but mandates a single chain of command for integrated security operations for any event designated by the Department of Homeland Security as a National Special Security Event (NSSE). The Olympic Games, summer and winter, meet the criteria for NSSE designation and, in fact, LA 2024 has received a letter from the Secretary of the Department of Homeland Security guaranteeing that the 2024 Olympic and Paralympic Games will be designated an NSSE and will, therefore, receive the full support of the federal government and each of the national agencies involved.

NSSE procedures were established by President Bill Clinton through Presidential Decision Directive 62 in May 1998, which set out the security roles for federal agencies at major events. The Presidential Threat Protection Act of 2000 (Pub.L. 106-544, signed into law on December 19, 2000) added special events explicitly to the powers of the United States Secret Service in 18 United States Code § 3056.

Both the presidential directive and the Presidential Threat Protection Act mandated that the United States Secret Service, under the US Department of the Treasury, would serve as the lead agency for designing, planning and implementing operational security at all NSSE designated events. The Federal Bureau of Investigation is responsible for intelligence, counterterrorism and all criminal investigations. The Federal Emergency Management Agency is responsible for planning and coordinating recovery from terrorist attacks and other emergencies.

The Salt Lake City 2002 Olympic Winter Games were the first Olympic Games to receive the NSSE designation. With the US Secret Service leading the planning, and full interagency coordination provided by the Department of Homeland Security, the services and resources of 15 federal agencies were effectively integrated with dozens of state, county and local entities, and security teams. To enhance coordination and give the entire operation a singular identity, the Utah Olympic Public Safety Command (UOPSC) was formed.

The terrorist attacks of 9/11, which occurred only 154 days before the Salt Lake City 2002 Olympic Winter Games Opening Ceremony, intensified the international focus on Games security but served only to reinforce the planning and security systems already in place for the Games. The overall success of the Games security operations reflected the thoroughness of the plans and implementation.

In assessing the performance, the Secretary of the Department of Homeland Security wrote that, securing the Olympic Games "...is a national, not a federal, effort. Our first line of defense in an emergency – the thousands of 'first responders' on hand in Salt Lake City – are locally based. And the security effort for the Winter Games has been a true partnership, with unprecedented cooperation and coordination between federal, state and local agencies and officials."

Since the Salt Lake City 2002 Olympic Winter Games, more than 30 NSSE events have been effectively secured through the required single management structure. If Los Angeles is awarded the right to host the 2024 Games, it is a certainty that those Games will be effectively secured under a single management structure, led by the US Secret Service.





## 88. FULLY INTEGRATED SECURITY FORCES

Based on the National Special Security Event (NSSE) model of security operations, LA 2024 anticipates that Games security planning and operations would engage the services of over a dozen federal agencies and dozens of security teams from the State of California, the City of Los Angeles, the County of Los Angeles, the various venue municipalities, regional security teams through interstate mutual aid agreements and the US Armed Forces. The descriptions that follow define the roles of each participating agency and entity, and chart the financial commitments documented for the Salt Lake City 2002 Olympic Winter Games as a foundation for future planning.

If LA is awarded the right to host the 2024 Games, the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG) will form a Security Department that will provide vital Games-related information to the US Secret Service (the lead on planning and implementation of the security plan) through the planning and test event stages as well as serve as the principle LAOCOG point of liaison for the multi-agency command center (MACC) created for the Games. The MACC will serve as the focal point for inter-agency security planning and coordination, including coordinating NSSE information from other inter-agency centers, such as centers for intelligence operations.

LAOCOG will work with the US Secret Service to form a single management structure under a unified entity as was established for the Salt Lake City 2002 Olympic Winter Games with the creation of the Utah Olympic Public Safety Command. For purposes of this submission, we will refer to the unified command entity as the California Olympic and Paralympic Public Safety Command (COPPSC). Representatives from LAOCOG will sit on the COPPSC.

### BASED ON THE 2002 WINTER GAMES PRECEDENT, WE ANTICIPATE THE FOLLOWING DIVISION OF RESPONSIBILITIES AMONG FEDERAL AGENCIES:

- According to the NSSE protocol, the US Secret Service will be the lead agency for designing, planning and implementing operational security at the Games.
- The Department of Homeland Security will manage the coordination of the engagement of all federal, state and local agencies and entities in the seamless implementation and delivery of all security operations.
- The Federal Bureau of Investigation (FBI) will serve as the lead agency for crisis management, investigating, hostage rescue and coordinating with international intelligence services in preventing terrorist threats and apprehending those responsible. The FBI would also operate a mobile field laboratory to detect and analyze radioactivity and chemical and bio-weapons materials.
- The Federal Emergency Management Agency (FEMA) will serve as the lead agency for consequence management, coordinating the federal response to any unexpected incident that may adversely affect the health and safety of the public. FEMA's National Emergency Response Team and several of their Urban Search and Rescue Task Forces will be in California to provide assistance.
- The Department of Defense (DoD) will provide personnel and support resources, including from the Reserves and the National Guard, to support local and federal agencies with logistics, communications, explosives detection and aviation support.
- The Federal Aviation Administration will implement and enforce temporary flight restrictions to protect the airspace.
- The Customs and Border Protection (CBP) will provide Border Patrol Agents to assist in securing Olympic venues.
- The US Marshals Service will provide Deputy Marshals and specialized equipment to secure specific Olympic venues and to provide security for Public Health Service emergency medical teams in the case of a major medical crisis. The US Marshals Service will also deputize out-of-state law enforcement officers brought in through an interstate mutual aid agreement.
- The Bureau of Alcohol, Tobacco and Firearms will assist the FBI in preventing, interdicting and investigating explosives and arson crimes.
- The Department of Energy will monitor the critical energy infrastructure in the Los Angeles area, and would have nuclear response teams on alert.
- The Environmental Protection Agency will provide support for state and local HazMat teams.
- The Department of Health and Human Services (HHS) will help the FBI coordinate our crisis response to any bio-terror threat. HHS will deploy medical strike teams and a National Medical Response Team.
- The Centers for Disease Control will have emergency response coordinators, lab scientists and other professionals on the ground.
- The Food and Drug Administration will be responsible for conducting food safety inspections of the food supply chain into the Olympic Village and at other venues.



- The US Department of Agriculture will provide logistical support and security at a limited number of venues.
- The Forest Service and the National Park Service will be the lead entities responsible for providing 24-hour perimeter security and venue security during events and competitions at all outdoor, forested and park venues (e.g. Sepulveda Basin).
- The Los Angeles Department of Transportation (LADOT) will help ensure mobility in and around Los Angeles, and would evacuate people out of the area in the event of a crisis. LADOT will also transport response teams and equipment as needed.
- State and local law enforcement and security entities (e.g. police, fire fighters, rangers, emergency medical technicians) and, if necessary, private security personnel will comprise a blended force to provide primary venue security at points of entry, and will serve as first responders in the event of any emergency.

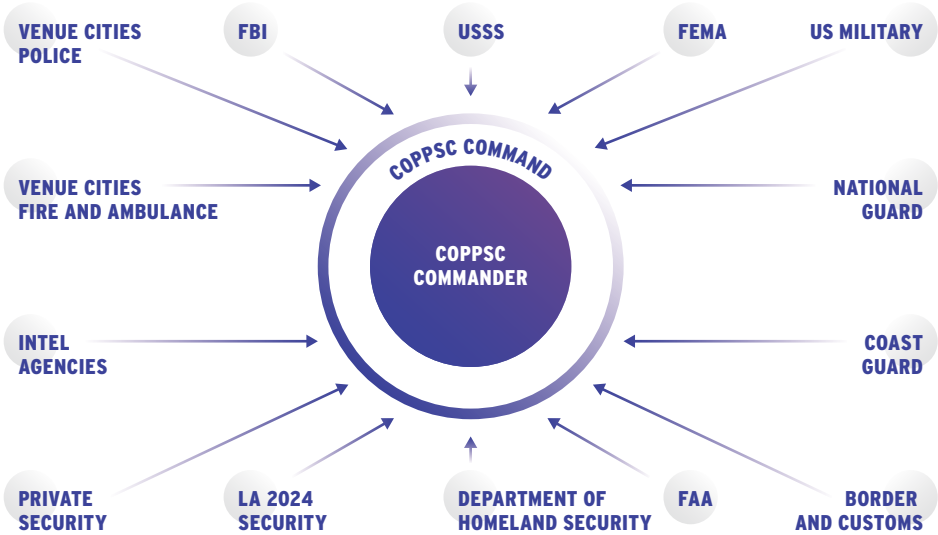
While the ultimate financial commitments will be determined and finalized on the basis of the services required through COPPSC planning, the federal agency contributions to the Salt Lake City 2002 Olympic Winter Games provide an overall framework for the division of responsibilities and costs.

Within the NSSE program, the federal government will allocate existing federal security personnel, equipment and other resources to secure the Games. Additional appropriations or grants will be required to reimburse state and local law enforcement and other security services for certain costs. The US Government has historically appropriated funds to cover these costs, and the NSSE designation will ensure that the federal government remains an engaged partner. As a process matter, the US Government typically provides funding support on an annual basis, which means that a request for funding to support the NSSE planning must be submitted each year leading up to the Games. This funding is frequently provided in the form of discretionary grants awarded by federal agencies. Federal funds are typically disbursed at the beginning of the federal government’s fiscal year, which starts on October 1.

SECURITY PLANNING AND DELIVERY INTEGRATION



LOS ANGELES SECURITY COMMAND STRUCTURE



## 89. INTELLIGENCE ENGAGED FROM THE BEGINNING

As indicated in Question 88, the Federal Bureau of Investigation (FBI) will serve as the lead agency for crisis management, investigating and coordinating with international intelligence services in preventing terrorist threats, and apprehending those responsible. The FBI will network with the Central Intelligence Agency (CIA), the International Criminal Police Organization (Interpol) and other international intelligence services to identify, assess, monitor and prevent any and all terrorism and other security threats to the 2024 Olympic and Paralympic Games. Under the direction of the overall operational security plan developed by the US Secret Service, the FBI will lead the overall intelligence effort at the Games.

## 90. ARMED FORCES FULLY SUPPORTIVE

The Department of Defense (DoD) has a long history of providing military personnel to back up state and local security forces at US hosted summer and winter editions of the Olympic and Paralympic Games. In 2002, in Salt Lake City, the DoD provided 4,500 military personnel to support the security operations of the Winter Games. As noted in Question 88, LA 2024 anticipates that, under the National Special Security Event (NSSE) designation, the DoD will provide all military personnel required by the NSSE plan, including Reserves and the National Guard, to support local and federal agencies with logistics, communications, explosives detection and aviation support.

## 91. NO COMPROMISE FOR PARALYMPIC GAMES SECURITY

The US Department of Homeland Security has committed to ensure the safe and peaceful celebration of the 2024 Olympic and Paralympic Games, through the designation of the event as a National Special Security Event. The process involves conducting an in-depth threat assessment and developing a plan to provide the commensurate level of security required to ensure a safe celebration of the Games, integrated through the California Olympic and Paralympic Public Safety Command (COPPSC). The International Paralympic Committee can rest assured that the level of protection for all Paralympic Games stakeholders will be vigilantly safeguarded by the COPPSC, in coordination with our federal, state and local security partners.

## 92. FULLY COORDINATED SECURITY MANAGEMENT

As indicated in Question 88, the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG) will form a Security Department. The LAOCOG Security Department's responsibility will be to liaise between the LAOCOG and California Olympic and Paralympic Public Safety Command (COPPSC) to ensure each is well-informed of the event, stakeholder operations and requirements, to support in all security planning and implementation, and to serve as the LAOCOG representative on the multi-agency command center (MACC). From the accreditation and arrivals of all Games guests at entry ports in the US to the security operations at each and every venue and event site, the Security Department will be fully engaged to ensure the communicative and effective implementation of the Games' safety and security plans. The Security Department will also oversee general corporate security for LAOCOG.

## 93. ROBUST SECURITY FORCES TO BE DEPLOYED

The staffing for the operational implementation of safety and security at Games time will be determined by the National Special Security Event (NSSE) security threat assessment process. The assessment will provide for a public safety and security effort, consistent with best-practice based on previous Olympic and Paralympic Games, NSSEs and other major events utilizing the California and interstate mutual aid programs. Working with the US Secret Service, the California Olympic and Paralympic Public Safety Command representatives will develop estimates for public safety personnel, based on the principle of providing full coverage at all Games sites without compromising service to the larger community, which will be adjusted for the assessed threat level of the Games-time period. Given the similarities in size and scope between the LA 2024 Games Plan and the London 2012 Games Plan, we estimate a similar number of safety and security personnel.

As discussed in LA 2024's Stage 1 Submission, Los Angeles maintains a robust and highly trained safety and security force. Through California's mutual aid program, the local forces regularly engage in training exercises and implementation of multi-jurisdictional cooperation and coordination to effectively secure large events and provide emergency response. In addition to the federal support discussed in Question 88, the existing cooperation and resource sharing framework in California provides a firm foundation to ensure the public safety and security of the Games, including through the provision of additional staffing and logistical support resources.

## 94. AIR SPACE CONTROLS TO BE IMPLEMENTED

The National Special Security Event (NSSE) framework allows federal, state and local authorities to develop and implement comprehensive security measures to limit and exercise effective control over the use of air space and waterways affected by the Games, while considering the active international airports in the LA region and heavy commercial air and marine traffic. The Department of Homeland Security (DHS), the Federal Aviation Administration (FAA) and the US Coast Guard (Coast Guard) will work together under the NSSE framework to ensure the safety of events within the airspace and maritime environment in the entire region during the Games. Operationally, the FAA would establish airspace security measures through the implementation of temporary flight restrictions, as they did for the Salt Lake City 2002 Olympic Winter Games. Similarly, the Coast Guard would ensure control and security over the waterways affected by the Games through the implementation of temporary safety zones.



# 3.8

## ACCOMMODATION

- 95. LA'S EXTRAORDINARY ACCOMMODATION INDUSTRY
- 96. GUARANTEED RATES ACROSS ALL CATEGORIES
- 97. PARALYMPIC GAMES RATES GUARANTEED
- 98. LA'S MARKET RATE ACCOMMODATIONS
- 99. PRICING REGULATIONS TO ENSURE FAIR RATES
- 100. LA'S ACCOMMODATING POLICIES
- 101. MEDIA ACCOMMODATION PAR EXCELLENCE
- 102. A MEDIA VILLAGE ON THE MPC CAMPUS
- 103. LOTS OF CHOICES FOR WORKFORCE AND SPECTATORS
- 104. OPTIONS NOT REQUIRED FOR PLAN





### 3.8 ACCOMMODATION

#### 95. LA'S EXTRAORDINARY ACCOMMODATION INDUSTRY

The LA 2024 accommodation plan offers all Games stakeholders comfortable, safe and convenient lodging near all venues. LA 2024 has designated the JW Marriott at LA Live and the adjacent Ritz Carlton located within the heart of the Downtown Sports Park for the Olympic and Paralympic Family during the Games. LA 2024's guaranteed room inventory fulfills the IOC requirement of 41,000 rooms with rooms allocated for all IOC Stakeholder Groups.

The LA 2024 allocation plan offers all client groups with accommodation to fit their unique needs. The current room allocations are designed to offer each stakeholder with convenience and affordability, ranging from budget properties to five star offerings. Hotel properties are within walking distance or a short shuttle ride of all Sports Parks, venue clusters, and other key Olympic and Paralympic venues, including the IBC, MPC, the Olympic and Paralympic Village and others. This means key stakeholders can be within minutes of their place of work.

In addition to hotel rooms, the LA 2024 allocation plan utilizes high quality campus apartments at universities surrounding key Olympic and Paralympic venues, leaving hotel capacity for LA's existing business and additional Games stakeholders not captured in the guaranteed inventory.

Please see Table 95 (Total Guaranteed Room Inventory and Allocation) in the separately submitted tables folder for LA 2024's total guaranteed room inventory.



#### 96-97. GUARANTEED RATES ACROSS ALL CATEGORIES

If LA 2024 is granted the opportunity to host the Olympic and Paralympic Games, stakeholders will have a wide variety of accommodation options, ranging across all price points and room types. The LA 2024 accommodation guarantees include a percentage of all room types in each hotel property.

STR Global, a well-recognized provider of premium data and marketplace analysis for the hotel industry, provided data for the Los Angeles hotel market and helped develop forward projections. Using historical data and market trends, STR Global projected rate information for Los Angeles from 2017 to 2024. Using this baseline information, and adjusting for local taxes and fees, average breakfast prices and the LA 2024 accommodation guarantee rate formula, we have projected the maximum room rate for the months of the Olympic and Paralympic Games in 2024.

The estimated maximum rates apply to all room types across LA hotel properties. In the LA Media Village at USC, the maximum rate would not exceed that of a 3-star equivalent property. LA 2024 aims to offer the media with quality accommodations, affordable rates, and convenient transportation. USC's new housing units provide media with excellent accommodation in the heart of the Games, within walking distance of all venues in the Downtown Sports Park.

Room Type	Projected Maxium Rates (per night)			
	2 star	3 star	4 star	5 star
All room types (including breakfast, taxes and fees)	\$175	\$241	\$340	\$775

#### 98. LA'S MARKET RATE ACCOMMODATION

As described in Questions 96 and 97, STR Global provided current, historical and projected hotel room data for the Los Angeles market. Using this baseline information and adjusting for local taxes and fees, we have estimated the average convention rates for 2016 for 2 to 5 star hotels and all room types during the time of the Olympic and Paralympic Games. In the LA market, room rates do not differ for a single or double room. Prices reflect the average convention rate for all room types.

TABLE 98 / AVERAGE LA CONVENTION RATES

Room Type	Average 2016 Convention Rates (per night) during the month of the Olympic and Paralympic Games			
	2 star	3 star	4 star	5 star
Single, including breakfast (per night)	\$126.9	\$179.2	\$251.4	\$572.5
Double/twin, including breakfast (per night)	\$126.9	\$179.2	\$251.4	\$572.5



## 99. PRICING REGULATIONS TO ENSURE FAIR RATES

LA 2024 will work to deliver a spectacular Games experience for all client groups and spectators. To that end, LA 2024 has secured guarantees from the Olympic client group hotels providing for fixed room rate formulas and ordinary and customary charges for additional services.

All of the hotels in LA 2024's accommodation plan have signed a guarantee which controls the rates they are allowed to charge. The rate control formula applies regardless of whether the hotel undergoes refurbishment or renovation prior to 2024. The room rates are a function of the hotel's average rates achieved for the Olympic and Paralympic period during 2019, 2020 and 2021, have been adjusted for inflation, growth and prevailing taxes. The Los Angeles hotel market offers a range of affordable options in every hotel class as evidenced by the projected average 2024 room rate.

As new hotels are constructed, LA 2024 will secure accommodation guarantees with terms identical to the guarantees that have been obtained from existing hotels.

## 100. LA'S ACCOMMODATING POLICIES

All hotels and universities participating in the LA 2024 accommodation plan have signed guarantee letters that prohibit the imposition of a minimum stay for the members of any client group.

## 101. MEDIA ACCOMMODATION PAR EXCELLENCE

LA 2024 is committed to providing members of the media with convenient, quality and affordable accommodation options. The strength of LA's hotel community and impressive university residences ensure that members of the media will have housing and hotel options near every competition and non-competition venue. The bid has reserved and guaranteed 17,000 rooms for members of the media.

The University of Southern California (USC) will offer the largest concentration of LA 2024 media housing in the LA 2024 Media Village, with 3,200 beds (see Question 102 for further details on the Media Village at USC). To accommodate all of the estimated members of the media, hotels will supplement the primary village to reach 17,000 beds. For the media, the bid has reserved and guaranteed more than 13,800 hotel rooms across the City.

## 102. A MEDIA VILLAGE ON THE MPC CAMPUS

Since the Stage 1 Submission, LA 2024 identified an opportunity to enhance the media experience at the Games by co-locating the Main Press Center (MPC) with the Media Village at USC. The MPC will be anchored by USC's new Annenberg Hall, a five-minute walk from the Media Village, offering members of the media unprecedented convenience, state-of-the-art facilities and on-site support services and catering facilities. In addition, the Media Village's dedicated transport hub will connect members of the media with all LA 2024 competition and non-competition venues, including the IBC. Both driving and transit times are just over 30 minutes between the MPC and IBC.

## 103. LOTS OF CHOICES FOR WORKFORCE & SPECTATORS

LA 2024 will deliver a spectacular experience for visitors—with a broad range of accommodation options, a secure pedestrian environment, and ease of travel through our burgeoning public transportation system. From world renowned luxury to modern conference hotels, and everything in between, Los Angeles offers accommodation choices for every style and budget. Spectators will have a generous selection of hotels and price levels from which to choose for the Games.

In total, there are over 125,000 existing hotel rooms within 50km of the Games Center and more than 50,000 3, 4, and 5 star rooms within 20km of the Downtown LA. In addition, LA's flourishing tourism business is generating even more demand for hotels. As a result, LA's pipeline of 47 future properties with nearly 9,500 rooms will further support our Olympic and Paralympic Games accommodations.

Given the total available capacity, the guaranteed room inventory accounts for a small portion of the overall hotel inventory across the LA region. This leaves more than 80,000 rooms available for spectators and the workforce across all price levels and areas of the city. These additional properties are conveniently located to every venue and multiple modes of transportation, reducing the impact on the Games transport system. In addition to hotel rooms and current partner universities, additional universities offer campus apartments as a quality, affordable accommodation option for additional LAOCOG workforce and the workforce for LAOCOG partners.

The abundance and location of suitable hotel rooms gives us the ability to provide key Games Delivery personnel with accommodation close to their place of work and spectators with hotel options near every competition venue.

## 104. OPTIONS NOT REQUIRED FOR PLAN

In addition to the area hotels in our accommodations plan, additional campus residences and the homes of Angelenos will be available to international visitors during the Games. These accommodation options offer quality housing across all price levels.

Local Angelenos will open their homes to all spectators and Games clients through offerings like Airbnb – a California-based company that has revolutionized the concept of home share and home rental. Airbnb hosts are a strong representation of the people of Los Angeles: diverse, welcoming, and hospitable. Currently, there are over 42,000 Airbnb rooms available for rent from Airbnb hosts within 50 km of the Games Center, ranging from affordable quality to luxury options and single bedrooms to full houses. Los Angeles and Ventura County hosts offer a wide range of amenities from kosher kitchens to pet-friendly environments for service dogs and speak many different languages, ensuring that every international visitor can find a place that feels like home in LA.

## 3.9

## TRANSPORT

- 105. **INTEGRATED TRANSPORT MANAGEMENT**
- 106. **GAMES-TIME AGENCY COORDINATION**
- 107. **INFRASTRUCTURE EXPANSION UNDERWAY**
- 108. **SPORTS PARKS ALIGNED WITH INFRASTRUCTURE**
- 109. **LAX TO SERVE AS INTERNATIONAL GATEWAY**
- 110. **TRANSPORT FROM GATEWAY TO KEY SITES**
- 111. **OLYMPIC LEADERS' TRAVEL PROGRAM**
- 112. **DEDICATED STAKEHOLDER TRANSPORT SYSTEMS**
- 113. **TRAINING TRANSPORT TO COMPETITION VENUES**
- 114. **A ROBUST OLYMPIC LANE NETWORK**
- 115. **PROVEN TRAFFIC MANAGEMENT METHODS**
- 116. **GAMES-TIME TRANSPORT TECHNOLOGIES**
- 117. **TRANSPORT DEMAND SPECTATORS AND WORKFORCE**
- 118. **EXCELLENT OPTIONS FOR WORKFORCE AND SPECTATORS**
- 119. **ENHANCING THE TRANSPORT EXPERIENCE**
- 120. **FREE PUBLIC TRANSPORT ON EVENT DAYS**





# 3.9 TRANSPORT

## 105. INTEGRATED TRANSPORT MANAGEMENT

LA 2024 has garnered support from key local public agencies to assist with program execution, incorporating analyzed and validated strategies, and leveraging existing initiatives to develop a pragmatic and viable LA 2024 Transport Strategy. This strategy is devised to meet the following key objectives:

- Ensure the needs of the Games family are at the center of the transport strategy by providing a strategic Olympic Route Network (ORN) between the Olympic Village, IOC Hotel, IBC, MPC and all competition venues as well as temporary Local Area Traffic Management Programs (LATMP) in the vicinity of venues;
- Aim to achieve that 100 percent of ticketed spectators travel to competition venues by public transport or Games transport systems designed specifically for spectators, such as shuttle bus systems for venues and managed first and last mile walking routes;
- Limit Games-time disruption in Los Angeles and the region through minimizing the reliance on private car use and the application of clear and targeted marketing and communications campaigns, and offering alternative travel opportunities;
- Ensure that the Games are accessible for all, including welcoming Games stakeholders and visitors with specific mobility needs;
- Leave a lasting, positive legacy by leveraging existing and planned infrastructure investments to focus on operational and technological enhancements to the user experience for the Olympic family and residents alike;
- Achieve maximum value for every dollar invested into the LA 2024 transport program; and
- Leverage the Games to promote a multi-modal Los Angeles, which increases equity, mobility and livability for all.

There are a number of key authorities responsible for transport operations across the state and the region that will support both daily transport operations and Games-specific needs. These agencies coordinate constantly to ensure safe and efficient transport options for the larger Southern California region. The agencies identified below are the primary transport authorities that will have full representation on the Olympic and Paralympic Games Transport Operations Board. Additional municipal agencies and local transport authorities will be integrated as part of the Unified Command Post (UCP) Operations Group to manage the vicinity of the various Sports Parks

and standalone competition venues. More information on the organizational and operating structure is outlined in Question 106.

### LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

The Los Angeles County Metropolitan Transportation Authority (Metro) serves as Los Angeles County’s Regional Transportation Planning Agency (RPTA) and manages a USD 5.6 billion annual budget (as of FY16) to oversee the planning, construction, operations and maintenance of transit, highway, and active transportation projects and programs. As of 2015, Metro operates and maintains more than 198 kilometers of urban rail and transitways (including bus rapid transit (BRT) – a dedicated bus corridor), with 111 associated stations. By 2024, Metro’s rail expansion will include an increase of approximately 30 kilometers of rail and an additional 18 stations, which includes the acceleration of the Metro Purple Line Extension to UCLA as a result of Measure M funding. To provide broader mass transit, Metro also operates a fleet of more than 2,200 compressed natural gas buses, which serve more than 170 bus routes within its 2,306 square kilometers of service area. System wide, Metro now transports more than 429 million passengers a year.

### CALIFORNIA DEPARTMENT OF TRANSPORTATION

The transport system in California is one of the state’s greatest assets, unmatched in size, capacity and convenience to the traveling public. The California Department of Transportation (Caltrans) is the public agency responsible for designing, building, operating and maintaining California’s state highway system, which consists of freeways, highways, expressways, toll roads and the areas between the road and property line.

Caltrans is subdivided into 12 business units called Districts. Each District has jurisdictional responsibility related to a county or a group of counties, and is led by a District Director, who is authorized by state law to carry out responsibilities related to state highways within the District.

Caltrans District 7, working with the California Highway Patrol Southern Division, manages and monitors the 42 freeways, totaling 1,911 freeway kilometers in Los Angeles and Ventura County. The Los Angeles Regional Transportation Management Center (LARTMC) serves as the operations focal point for maximizing traffic flow and reducing congestion. It is the hub for emergency response efforts and freeway incident management on the Los Angeles County and Ventura County freeway system.

#### LA 2024 TRANSPORT STRATEGY

*Ensure the needs of the Games family are at the center of the transport strategy.*

#### LA 2024 TRANSPORT STRATEGY

*Aim to achieve that 100 percent of ticketed spectators travel to competition venues by public transport, walking or cycling.*

#### LA 2024 TRANSPORT STRATEGY

*Ensure that the Games are accessible for all, including welcoming Games stakeholders and visitors with specific mobility needs.*

#### LA 2024 TRANSPORT STRATEGY

*Achieve maximum value for every dollar invested into the LA 2024 transport program.*

LARTMC employs Intelligent Transport Systems (ITS) to improve transportation safety, mobility, efficiency and dependability. The ITS provides real-time travel information and incident management assistance, which are posted on Changeable Message Signs (CMS) to help motorists make informed choices and have greater control over their commute. In addition, the advanced technology on the highway system includes the ability to manage traffic flows to maximize throughput or directional flow during events such as the Games.

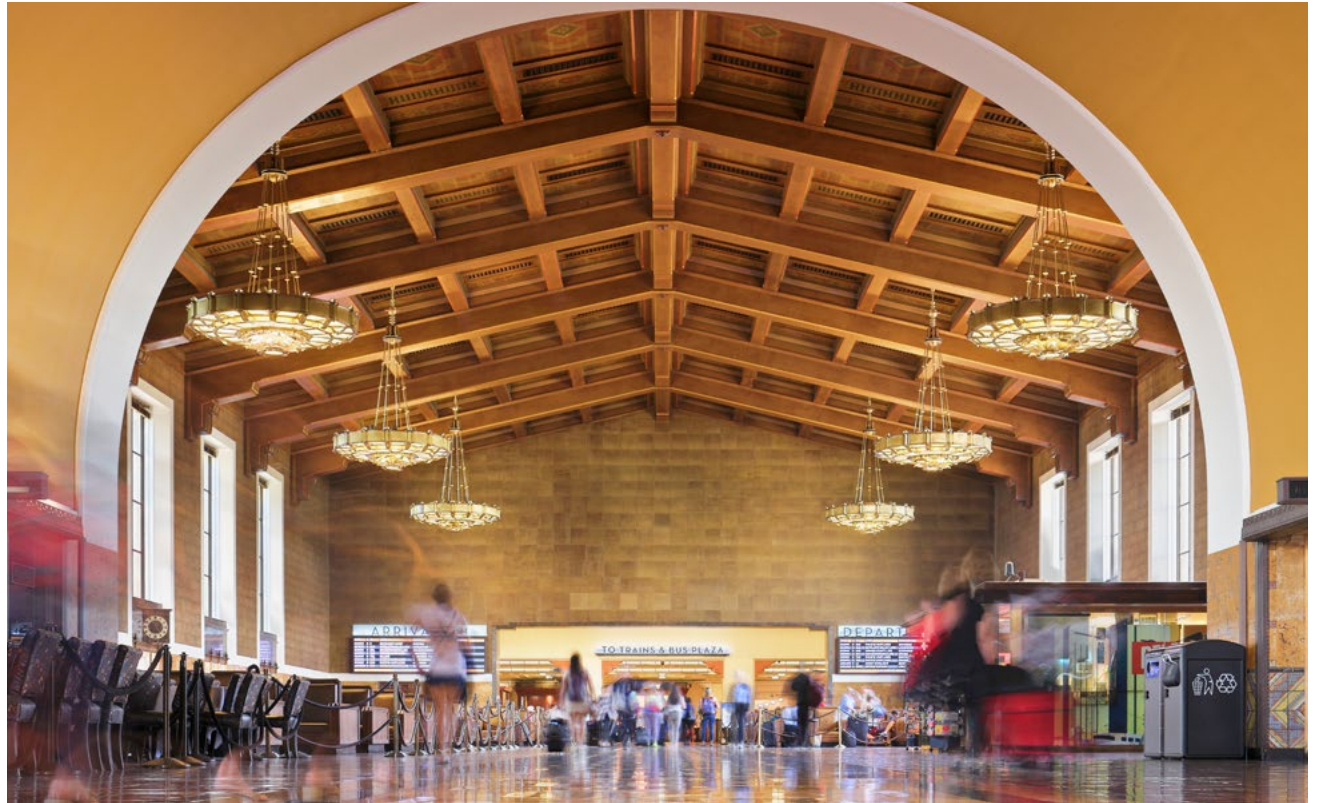
Caltrans District 12 encompasses the entirety of Orange County and is relevant to the Games-time operations at the Honda Center in Anaheim. The jurisdictional boundaries of District 12 encompass a metropolitan area of 1,277 square kilometers, including 34 cities and approximately 3 million people, and include segments of 17 state highway routes. To provide for the transport needs of the traveling public, District 12 maintains and operates 449 route kilometers of highway and 363 directional kilometers of full-time High Occupancy Vehicle (HOV) or carpool lanes, one of the largest HOV lane networks in California.

#### CALIFORNIA HIGHWAY PATROL

The California Highway Patrol (CHP) is a state law enforcement agency that serves as the state police in California. The CHP is responsible for traffic enforcement and control across all California highways, and receives funds from Metro to provide enforcement for the Express Lanes program. In addition to its highway patrol responsibilities, the CHP provides other security services, including protecting state buildings and facilities and serving as a bodyguard to state officials.

#### LOS ANGELES DEPARTMENT OF TRANSPORTATION

The Los Angeles Department of Transportation (LADOT) is a city agency that encompasses six key departments to manage all portions of the City's transport services, including traffic operations, parking management and enforcement, and transit services. LADOT manages traffic control using the centralized Automated Traffic Surveillance and Control System (ATSAC), which allows for full control of traffic signals on all major urban arterials within the city. LADOT manages a fleet of nearly 400 vehicles, which provide two public transport services: DASH and Commuter Express. DASH provides local bus routes across 28 neighborhoods, while the Commuter Express service provides 14 express routes across Los Angeles County, which primarily operate on weekdays only. LADOT is responsible for the regulation of taxis, ambulances and other vehicles for hire, including non-emergency medical vehicles. To coordinate the planning and execution of major events, the City's



+ Union Station – a primary transportation hub in Los Angeles – will play a major role in effectively moving spectators around the city.

Emergency Management Department oversees the Emergency Operations Center (EOC), which includes representation from the following functions: Law Enforcement, Fire Service, Transportation, Utilities, Public Works, Mass Care, Damage Assessment, Emergency Management, Port and Airports.

#### METROLINK

Metrolink is a commuter rail system, governed by the Southern California Regional Rail Authority (SCRRA), which provides service across six Southern California counties (Los Angeles, Orange, Riverside, San Bernardino, Ventura and San Diego) and 862 route kilometers of a network serving 44,000 daily riders. Metrolink provides service via seven rail lines and 59 stations, and contracts with Amtrak to supply the train and engine crews to operate their service.



## 106. GAMES-TIME AGENCY COORDINATION

As outlined and described in Question 105, there are several key authorities, service providers and operators that will be responsible for Games-time transport operations.

The governance scheme for transport operations will be led by the LAOCOG Olympic and Paralympic Transport Executive Board.

The Chief Sports and Games Operations Officer will reside on the Executive Board, along with executive representation from the relevant stakeholder members of the Olympic and Paralympic Games Transport Operations Board.

Members of the Olympic and Paralympic Games Transport Operations Board will include representatives from the following state, regional and local agencies and stakeholders:

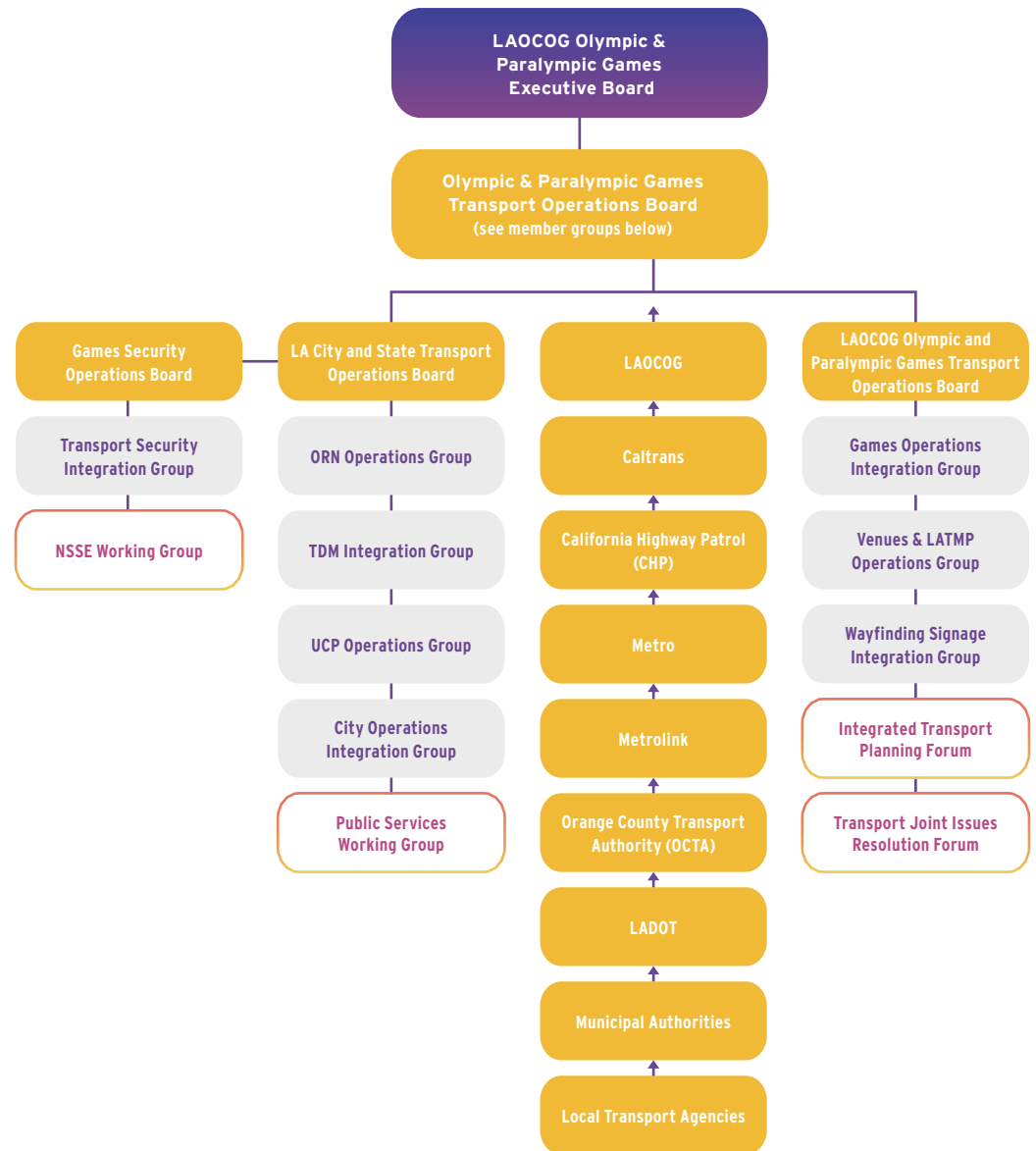
- LAOCOG Transport
- Caltrans
- California Highway Patrol (CHP)
- Metro
- Metrolink
- Orange County Transport Authority (OCTA)
- Los Angeles Department of Transportation (LADOT)
- Relevant municipal authorities
- Relevant local transport agencies

The boards of LAOCOG, LA City and State, and Games Transport Security Operations will also report directly to the Olympic and Paralympic Games Transport Operations board, and will contain the following sub-groups:

- Games Operations Integration Group
- Venues/LATMP Operations Group
- Wayfinding Signage Integration Group
- Olympic Route Network (ORN) Operations Group
- Travel Demand Management (TDM) Integration Group
- Unified Command Post (UCP) Operations Group (also see response to Question 116)
- City Operations Integration Group
- California Olympic and Paralympic Games Public Safety Integration Group

The purpose of this governance scheme will be to ensure that Games operations, LAOCOG, the City of Los Angeles and the State of California are coordinated, that the stakeholders and agencies are represented and that the Games and City transport programs are a success.

CHART 106 / GAMES-TIME TRANSPORT OPERATIONS



## 107. INFRASTRUCTURE EXPANSION UNDERWAY

Since the Stage 1 Submission, there are a limited number of updates to Tables 50A and 50C. There are still no infrastructure projects required for Los Angeles to host the Olympic and Paralympic Games in 2024. However, the City and its people continue to invest in transport improvements.

In Table 50A, the changes are limited to date adjustments. As an update to line 1, the I-105 Freeway is anticipating an acceleration of a High Occupancy Toll (HOT) lane project, with completion before the Games. The I-105 ExpressLanes project will run between the I-405 and I-605 Freeways, and will serve as a critical connection between LAX and Downtown LA, and is a key component of the proposed Olympic Route Network (ORN). Furthermore, lines 50 and 51 have been revised to reflect the completion of two rail projects, the Metro Expo Line and the Metro Gold Line Foothill Extension, each of which has attracted tens of thousands of new daily riders. Both extensions offer new connections to the LA 2024 competition venues at Santa Monica Beach and the Rose Bowl, respectively. The Metro Expo Line now offers the City's first train to the beach. The completion of these two projects also resulted in the removal of lines 54 and 55 from Table 50C, as shown in the Stage 1 Submission, as they have moved from planned projects to completed projects.

Additionally, Table 50C has been streamlined and renumbered to improve Map A, A1 and others. The renumbering now shows the projects in chronological order of their anticipated completion date. The operational improvement projects (described in lines 58 and 59 of the previous Submission) have been removed so that only new construction projects are listed. Line 55 describes a forthcoming BRT project, which will connect the Metro Red/Orange Line in North Hollywood to the Metro Gold Line in Pasadena. This project will be a great benefit for spectators coming from the San Gabriel Valley to attend football at the Rose Bowl, as the Del Mar Station is a short shuttle ride away from the venue. In addition, line 56 describes the 96th Street/LAX Station, which is a separate construction project that will serve as the transfer station between the Metro Crenshaw Line and the LAX Automated People Mover (APM).

Metro is working with the City of LA and the Federal Government on accelerating the extension of the Purple Line in anticipation of the Games. With the recently approved sales tax measure, Measure M, anticipated to generate approximately USD 120 billion to fund transportation infrastructure investments over the next four decades, Metro now has the funding in hand to accelerate the project for completion to Westwood, right at the doorstep of the Olympic and Paralympic Village at UCLA, by 2024. Each of the three segments of the Purple Line Extension is now shown separately. More information on Measure M and the comprehensive span of Metro's transit network can be found in Question 118.

TABLE 50A

Existing Transport Infrastructure, No Permanent Works Required				
Type of Transport Infrastructure (Motorways, Major Urban Arterial Network, Suburban Rail, Subway and Light Rail Public Transport Systems)	Length (km) + Capacity (Number of Traffic Lanes or Tracks)		Construction/Upgrade	
	Within City Boundary	From City Boundary to Outlying Venues	Construction Date	Date of Completed Upgrade(s)
<b>Motorways</b>				
Interstate 105 Freeway – El Segundo/LAX to Norwalk	29km, 8-10 lanes (2 HOV, existing) + (2 HOT, new)	n/a	2020	2023
<b>Transitways, Suburban Rail, Subway and Light Rail</b>				
Metro Expo Line Light Rail – Downtown Los Angeles to Santa Monica	22km, 2 tracks	n/a	Extension completed	2016
Metro Gold Line Light Rail – East Los Angeles to Downtown Los Angeles Union Station to Azusa	49km, 2 tracks	n/a	Extension completed	2016

TABLE 50C

Planned Transport Infrastructure						
Type of Transport Infrastructure (Motorways, Major Urban Arterial Network, Suburban Rail, Subway and Light Rail Public Transport Systems)	Length (km) + Capacity (Number of Traffic Lanes or Tracks)		Construction/Upgrade			
	Within City Boundary	From City Boundary to Outlying Venues	Body Responsible	Start	End	Source of Financing (Public/Private/ Joint)
<b>Transitways, Suburban Rail, Subway &amp; Light Rail</b>						
Metro Crenshaw Line Light Rail – Line Construction Project from Expo Line to Green Line	14km, 2 tracks	n/a	Metro	Ongoing	2019	Public
Metro Regional Connector Light Rail – Line Extension Construction Project from Blue and Expo Lines to Gold Line in Downtown Los Angeles	3km, 2 tracks	n/a	Metro	Ongoing	2021	Public
BRT Connector – Metro Red/Orange Line to Gold Line	26km, 2 lanes (dedicated arterial and freeway HOV lanes)	n/a	Metro	2020	2022	Public
Crenshaw Line 96th St./LAX Station – New Intermodal-Light Rail Station-Transfer Facility at the Los Angeles International Airport (LAX) Auto- mated People Mover	0km, 0 tracks	n/a	Metro	Ongoing	2023	Public
Los Angeles International Airport (LAX) Automated People Mover – New Line Project from Central Terminal Area to Metro 96th St. Station and Car Rental Facility	3km, 2 tracks	n/a	LA World Airports	2018	2023	Public/ Private
Metro Purple Line Subway – Line Extension Construction Project from Western Ave. to Beverly Hills (Segment 1)	6km, 2 tracks	n/a	Metro	Ongoing	2024	Public
Metro Purple Line Subway – Line Extension Project from Beverly Hills to Century City (Segment 2)*	4km, 2 tracks	n/a	Metro	2017	2024	Public/ Private
Metro Purple Line Subway – Line Extension Project from Century City to Westwood (Segment 3)*	4km, 2 tracks	n/a	Metro	2018	2024	Public/ Private

\*Currently pursuing acceleration options with the City. Metro fully intends to pursue completion of the Purple Line Subway Segments 2 and 3 between Beverly Hills and Westwood by 2024.

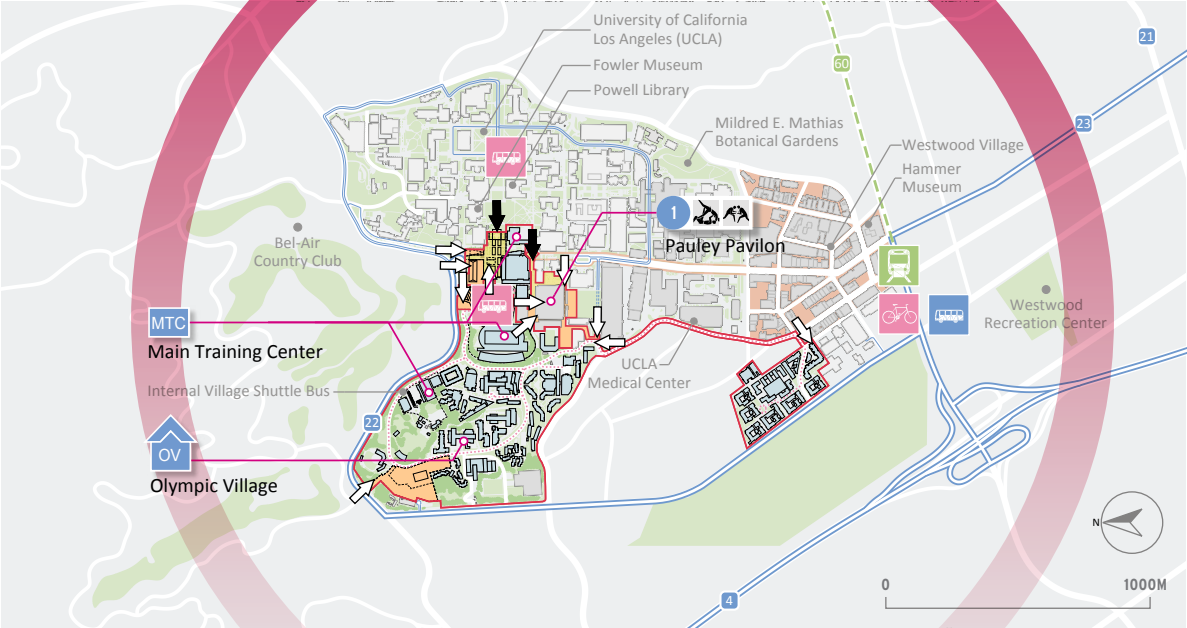
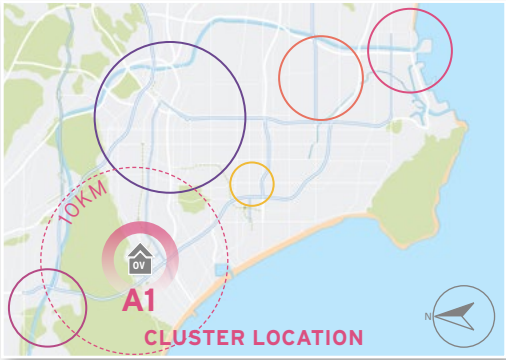


Updated sections of Tables 50A and 50C are shown here. Full versions have been submitted separately.



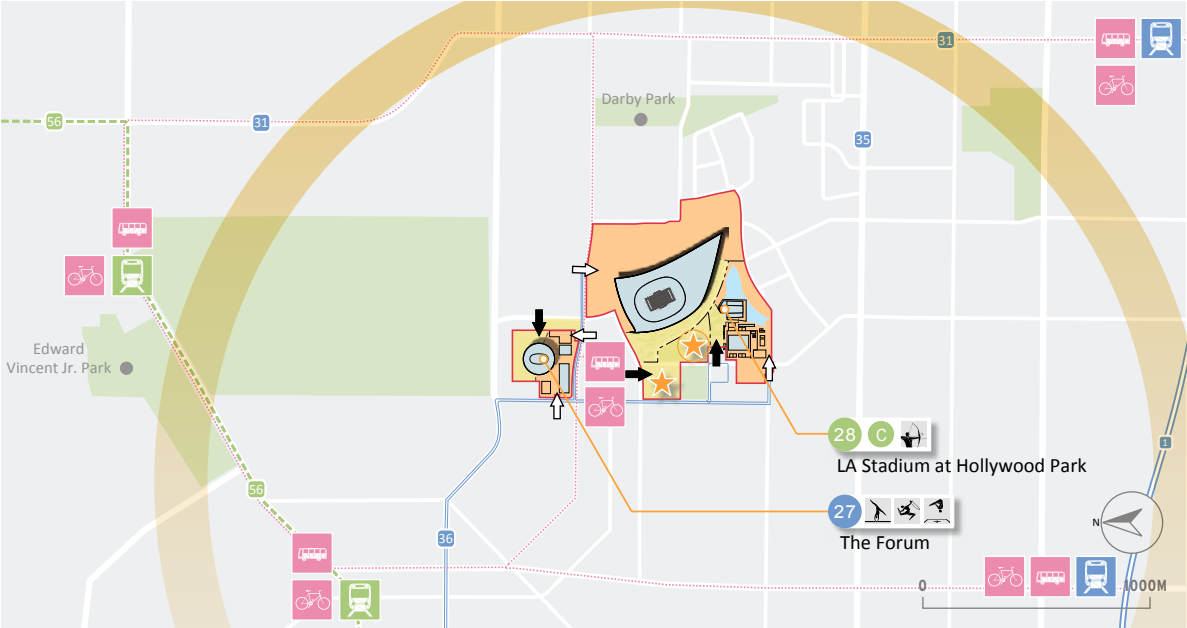
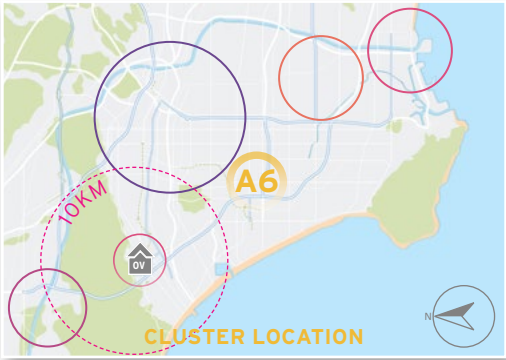
108. SPORTS PARKS ALIGNED WITH INFRASTRUCTURE

A1  
OLYMPIC VILLAGE  
CLUSTER



- Olympic Village
- VENUE OPERATIONS**
- Venue Footprint
- Back of House
- Front of House
- Secure Perimeter
- Accredited Access
- Spectator or Visitor Access
- OLYMPIC CELEBRATION**
- Opening & Closing Ceremonies
- Olympic Corridor
- Olympic Live Site
- Olympic Hospitality
- TRANSPORT INFRASTRUCTURE**
- Venue Rail Station
- Venue Bus Terminal
- Venue Water Taxi Stop
- Venue Bicycle Parking
- Olympic Route Network
- Olympic Priority Lanes
- Commuter Rail Station
- Urban Rail & Station
- Bus Rapid Transit & Stop
- Freeway
- Major Urban Arterial
- Infrastructure Reference Refer Table 50

A6  
INGLEWOOD  
CLUSTER



- COLOR CODES**
- Existing - no permanent work
- Existing - permanent work required
- Planned - under construction
- Additional
- Temporary



## A2 DOWNTOWN SPORTS PARK

- Olympic Village
- VENUE OPERATIONS**
- Venue Footprint
- Back of House
- Front of House
- Secure Perimeter
- Accredited Access
- Spectator or Visitor Access
- OLYMPIC CELEBRATION**
- Opening & Closing Ceremonies
- Olympic Corridor
- Olympic Live Site
- Olympic Hospitality
- TRANSPORT INFRASTRUCTURE**
- Venue Rail Station
- Venue Bus Terminal
- Venue Water Taxi Stop
- Venue Bicycle Parking
- Olympic Route Network
- Olympic Priority Lanes
- Commuter Rail Station
- Urban Rail & Station
- Bus Rapid Transit & Stop
- Freeway
- Major Urban Arterial
- Infrastructure Reference Refer Table 50

- COLOR CODES**
- Existing - no permanent work
- Existing - permanent work required
- Planned - under construction
- Additional
- Temporary

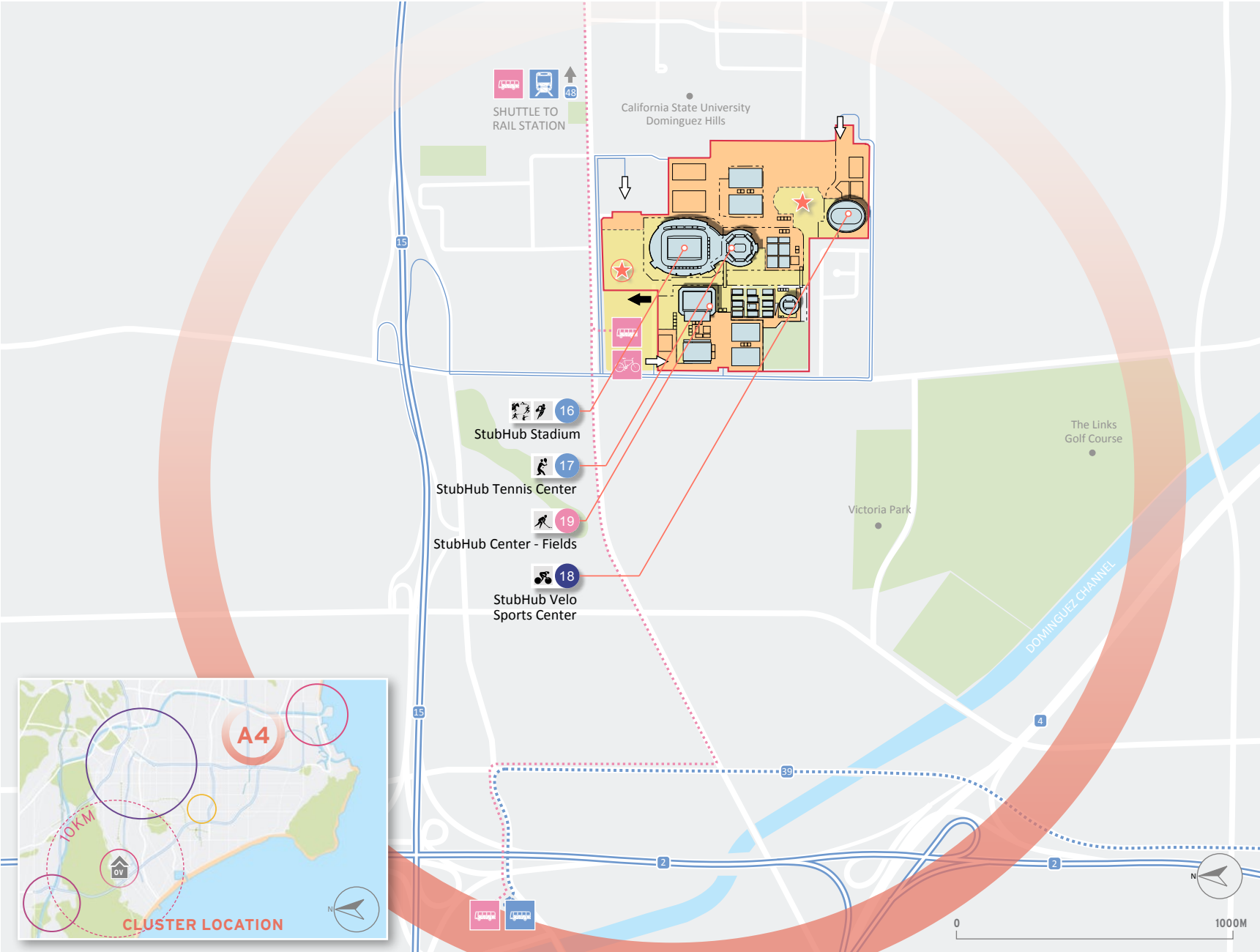




# A3 VALLEY SPORTS PARK

- Olympic Village
- VENUE OPERATIONS**
- Venue Footprint
- Back of House
- Front of House
- Secure Perimeter
- Accredited Access
- Spectator or Visitor Access
- OLYMPIC CELEBRATION**
- Opening & Closing Ceremonies
- Olympic Corridor
- Olympic Live Site
- Olympic Hospitality
- TRANSPORT INFRASTRUCTURE**
- Venue Rail Station
- Venue Bus Terminal
- Venue Water Taxi Stop
- Venue Bicycle Parking
- Olympic Route Network
- Olympic Priority Lanes
- Commuter Rail Station
- Urban Rail & Station
- Bus Rapid Transit & Stop
- Freeway
- Major Urban Arterial
- Infrastructure Reference Refer Table 50

- COLOR CODES**
- Existing - no permanent work
  - Existing - permanent work required
  - Planned - under construction
  - Additional
  - Temporary

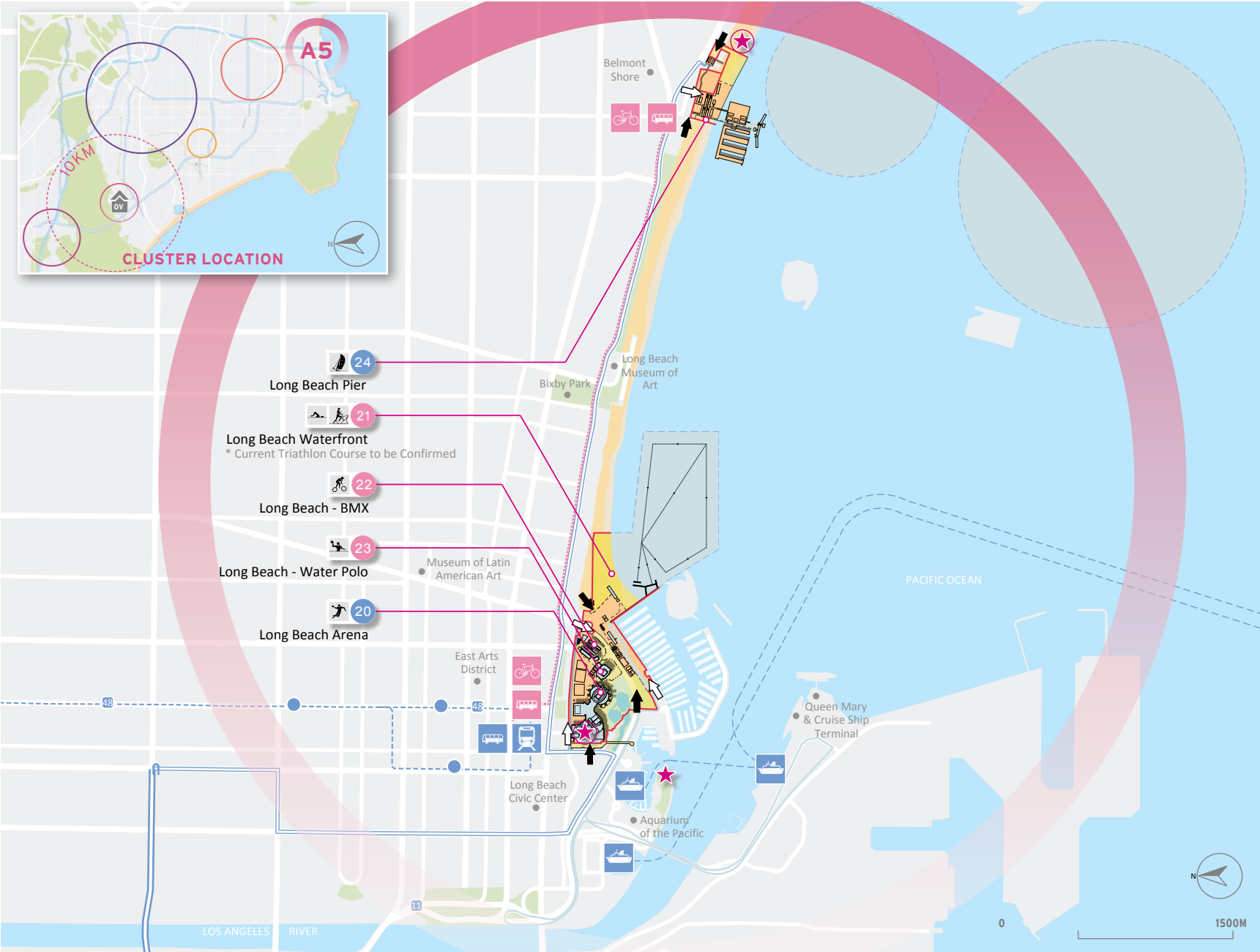


# A4 SOUTH BAY SPORTS PARK

- Olympic Village
- VENUE OPERATIONS**
- Venue Footprint
- Back of House
- Front of House
- Secure Perimeter
- Accredited Access
- Spectator or Visitor Access
- OLYMPIC CELEBRATION**
- Opening & Closing Ceremonies
- Olympic Corridor
- Olympic Live Site
- Olympic Hospitality
- TRANSPORT INFRASTRUCTURE**
- Venue Rail Station
- Venue Bus Terminal
- Venue Water Taxi Stop
- Venue Bicycle Parking
- Olympic Route Network
- Olympic Priority Lanes
- Commuter Rail Station
- Urban Rail & Station
- Bus Rapid Transit & Stop
- Freeway
- Major Urban Arterial
- Infrastructure Reference Refer Table 50

- COLOR CODES**
- Existing - no permanent work
- Existing - permanent work required
- Planned - under construction
- Additional
- Temporary





# A5 LONG BEACH SPORTS PARK

- Olympic Village
- VENUE OPERATIONS**
- Venue Footprint
- Back of House
- Front of House
- Secure Perimeter
- Accredited Access
- Spectator or Visitor Access
- OLYMPIC CELEBRATION**
- Opening & Closing Ceremonies
- Olympic Corridor
- Olympic Live Site
- Olympic Hospitality
- TRANSPORT INFRASTRUCTURE**
- Venue Rail Station
- Venue Bus Terminal
- Venue Water Taxi Stop
- Venue Bicycle Parking
- Olympic Route Network
- Olympic Priority Lanes
- Commuter Rail Station
- Urban Rail & Station
- Bus Rapid Transit & Stop
- Freeway
- Major Urban Arterial
- Infrastructure Reference Refer Table 50

- COLOR CODES**
- Existing - no permanent work
  - Existing - permanent work required
  - Planned - under construction
  - Additional
  - Temporary

109. LAX TO SERVE AS INTERNATIONAL GATEWAY

In addition to our main airport, LAX, the Los Angeles area is served by four other airports, significantly expanding the region's capacity to facilitate travel for those participating in and attending the Games. This network of regional airports supports an annual capacity of over 130 million passengers from across the country and around the world.

Table 109 showcases the extensive airport capacity in Los Angeles:

TABLE 109 / AIRPORT CAPACITY

Capacity	LAX	ONT	SNA	LGB	BUR
Number of Runways	4	2	2	3	2
Number of Gates	137	35	26	11	14
Annual Airport Capacity	96,600,000	10,000,000	12,500,000	5,000,000	7,300,000
Peak Capacity over 24 Hours	265,000	28,000	34,500	14,000	20,000

110. TRANSPORT FROM GATEWAY TO KEY SITES

The majority of surface transport links between the Los Angeles International Airport (LAX) and the IOC Hotel, Olympic Village, the IBC and the MPC are composed of highways, followed by major arterials and local roads. The journey between the airport and these key Games hubs will be served by a combination of the Olympic Route Network (ORN) lanes and managed lanes through the Local Area Traffic Management Program (LATMP). Through a comprehensive and nuanced traffic management program, the journey from LAX to the key Games hubs will include designated lanes, signal preemption and the flexibility for fully dedicated streets on any roads leading into the major hubs. As evidenced by the travel times for each journey, the extensive use of the freeway network, which will comprise the backbone of the ORN, permits efficient and reliable use of existing infrastructure, while minimizing impacts to background traffic. For more information on the ORN and LATMP designations, please refer to Question 114.

The table below provides details on the types and lengths of surface transport:

DISTANCE FROM LAX (AIRPORT)

	Highway	Major Arterials	Local Roads	Total	Travel Time
	Distance (km)	Distance (km)	Distance (km)	Distance (km)	Minutes (ORN)
IOC Hotel (DTLA)	24	2	1	27	19
MPC (USC)	20	4	2	26	19
IBC (Universal Studios)	38	5	1	44	30
Olympic Village (UCLA)	14	5	1	20	16



+ LAX is the seventh busiest airport in the world and third busiest in the USA serving approximately 75 million passengers annually.

111. OLYMPIC LEADERS' TRAVEL PROGRAM

For most international visitors and Games stakeholders entering the United States, Los Angeles International Airport (LAX) will be the first port of entry. LA 2024 will also work closely with the United States Department of Homeland Security (DHS) and the USOC to ensure that all other first point of entry airports around the country apply the same measures to facilitate coordinated and efficient entry of Games stakeholders into the US. The DHS has already provided LA 2024 with a written guarantee to ensure cooperation and support in Games planning and delivery.

If any Games stakeholders drive from Canada and Mexico, the first port of entry will be at the United States Custom and Border Protection (CBP) checkpoints. The CBP is the largest federal law enforcement agency of the DHS and is responsible for monitoring and regulating the flow of people and goods across US borders at all airports and other ports of entry.

In addition, the USOC's Olympic Leader Travel Program (OLTP), which facilitates expedited entry procedures for Olympic leaders, will be deployed in the years leading up to and throughout the Games. The USOC has extensive experience working with the DHS and airports around the country to ensure that first point of entry experiences for the Olympic family are respectful and efficient.



112. DEDICATED STAKEHOLDER TRANSPORT SYSTEMS

TABLE 112 / DISTANCE AND TRAVEL TIMES TO COMPETITION VENUES

All Distances in km and Average Travel Times in Minutes by Bus	Year	Gateway International Airport			Main Hotel Area			Olympic Village(s)			Main Stadium			Media Village & MPC			IBC		
		km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)
Gateway International Airport	2016	0	0 (n/a)	0 (n/a)	27	26 (52)	52 (52)	20	21 (n/a)	42 (n/a)	24	23 (63)	47 (63)	26	26 (63)	53 (63)	44	41 (76)	82 (76)
	2024	0	0 (n/a)	0 (n/a)	27	19 (50)	19 (50)	20	16 (52)	16 (52)	24	17 (43)	17 (43)	26	19 (43)	19 (43)	44	30 (74)	30 (74)
Main Hotel Area	2016	27	26 (52)	52 (52)	0	0 (n/a)	0 (n/a)	19	24 (57)	48 (57)	5	7 (27)	14 (27)	3	4 (27)	8 (27)	17	16 (39)	32 (39)
	2024	27	19 (50)	19 (50)	0	0 (n/a)	0 (n/a)	19	19 (38)	19 (38)	5	6 (27)	6 (27)	3	4 (27)	4 (27)	17	12 (39)	12 (39)
Olympic Village	2016	20	21 (n/a)	42 (n/a)	19	24 (57)	48 (57)	0	0 (n/a)	0 (n/a)	23	29 (47)	59 (47)	21	26 (47)	53 (47)	28	25 (81)	51 (81)
	2024	20	16 (52)	16 (52)	19	19 (38)	19 (38)	0	0 (n/a)	0 (n/a)	23	23 (40)	23 (40)	21	21 (40)	21 (40)	28	19 (50)	19 (50)
Olympic Stadium	2016	24	23 (63)	47 (63)	5	7 (27)	14 (27)	23	29 (47)	59 (47)	0	0 (n/a)	0 (n/a)	2	3 (n/a)	6 (n/a)	22	22 (51)	45 (51)
	2024	24	17 (43)	17 (43)	5	6 (27)	6 (27)	23	23 (40)	23 (40)	0	0 (n/a)	0 (n/a)	2	2 (n/a)	2 (n/a)	22	17 (51)	17 (51)
Media Village & MPC	2016	26	26 (63)	53 (63)	3	4 (27)	8 (27)	21	26 (47)	53 (47)	2	3 (n/a)	6 (n/a)	0	0 (n/a)	0 (n/a)	20	19 (51)	39 (51)
	2024	26	19 (43)	19 (43)	3	4 (27)	4 (27)	21	21 (40)	21 (40)	2	2 (n/a)	2 (n/a)	0	0 (n/a)	0 (n/a)	20	15 (51)	15 (51)
IBC	2016	44	41 (76)	82 (76)	17	16 (39)	32 (39)	28	25 (81)	51 (81)	22	22 (51)	45 (51)	20	19 (51)	39 (51)	0	0 (n/a)	0 (n/a)
	2024	44	30 (74)	30 (74)	17	12 (39)	12 (39)	28	19 (50)	19 (50)	22	17 (51)	17 (51)	20	15 (51)	15 (51)	0	0 (n/a)	0 (n/a)
Aquatics	2016	26	26 (63)	53 (63)	3	4 (27)	8 (27)	21	26 (47)	53 (47)	2	3 (n/a)	6 (n/a)	0	0 (n/a)	0 (n/a)	20	19 (51)	39 (51)
	2024	26	19 (43)	19 (43)	3	4 (27)	4 (27)	21	21 (40)	21 (40)	2	2 (n/a)	2 (n/a)	0	0 (n/a)	0 (n/a)	20	15 (51)	15 (51)
Aquatics – Open Water Swimming	2016	38	40 (62)	81 (62)	41	41 (69)	83 (69)	49	45 (110)	91 (110)	37	37 (80)	75 (80)	39	40 (80)	81 (80)	57	53 (93)	106 (93)
	2024	38	31 (60)	31 (60)	41	31 (69)	31 (69)	49	34 (98)	34 (98)	37	28 (80)	28 (80)	39	30 (80)	30 (80)	57	39 (93)	39 (93)
Aquatics-Water Polo	2016	38	40 (62)	81 (62)	41	41 (69)	83 (69)	49	45 (110)	91 (110)	37	37 (80)	75 (80)	39	40 (80)	81 (80)	57	53 (93)	106 (93)
	2024	38	31 (60)	31 (60)	41	31 (69)	31 (69)	49	34 (98)	34 (98)	37	28 (80)	28 (80)	39	30 (80)	30 (80)	57	39 (93)	39 (93)
Archery	2016	7	11 (n/a)	21 (n/a)	17	18 (65)	36 (65)	18	18 (56)	36 (56)	12	13 (40)	27 (40)	14	16 (40)	33 (40)	32	29 (86)	58 (86)
	2024	7	8 (21)	8 (21)	17	14 (40)	14 (40)	18	13 (37)	13 (37)	12	10 (28)	10 (28)	14	12 (28)	12 (28)	32	22 (64)	22 (64)
Athletics	2016	24	23 (63)	47 (63)	5	7 (27)	14 (27)	23	29 (47)	59 (47)	0	0 (n/a)	0 (n/a)	2	3 (n/a)	6 (n/a)	22	22 (51)	45 (51)
	2024	24	17 (43)	17 (43)	5	6 (27)	6 (27)	23	23 (40)	23 (40)	0	0 (n/a)	0 (n/a)	2	2 (n/a)	2 (n/a)	22	17 (51)	17 (51)
Athletics – Marathon & Race Walk	2016	31	31 (49)	62 (49)	3	4 (12)	8 (12)	22	28 (54)	56 (54)	8	10 (24)	20 (24)	6	7 (24)	14 (24)	15	14 (32)	27 (32)
	2024	31	23 (47)	23 (47)	3	3 (12)	3 (12)	22	22 (28)	22 (28)	8	8 (24)	8 (24)	6	6 (24)	6 (24)	15	10 (32)	10 (32)
Badminton	2016	25	24 (57)	47 (57)	4	5 (18)	9 (18)	22	28 (44)	55 (44)	2	3 (n/a)	7 (n/a)	2	2 (n/a)	5 (n/a)	21	21 (44)	41 (44)
	2024	25	18 (40)	18 (40)	4	4 (18)	4 (18)	22	22 (35)	22 (35)	2	3 (n/a)	3 (n/a)	2	2 (n/a)	2 (n/a)	21	15 (44)	15 (44)
Basketball	2016	27	26 (52)	52 (52)	0	0 (n/a)	0 (n/a)	19	24 (57)	48 (57)	5	7 (27)	14 (27)	3	4 (27)	8 (27)	17	16 (39)	32 (39)
	2024	27	19 (50)	19 (50)	0	0 (n/a)	0 (n/a)	19	19 (38)	19 (38)	5	6 (27)	6 (27)	3	4 (27)	4 (27)	17	12 (39)	12 (39)
Boxing	2016	27	26 (52)	52 (52)	0	0 (n/a)	0 (n/a)	19	24 (57)	48 (57)	5	7 (27)	14 (27)	3	4 (27)	8 (27)	17	16 (39)	32 (39)
	2024	27	19 (50)	19 (50)	0	0 (n/a)	0 (n/a)	19	19 (38)	19 (38)	5	6 (27)	6 (27)	3	4 (27)	4 (27)	17	12 (39)	12 (39)
Canoe – Slalom	2016	38	39 (93)	77 (93)	34	32 (56)	64 (56)	21	21 (98)	43 (98)	39	41 (68)	82 (68)	37	38 (68)	76 (68)	19	20 (36)	40 (36)
	2024	38	29 (91)	29 (91)	34	24 (56)	24 (56)	21	16 (67)	16 (67)	39	31 (68)	31 (68)	37	29 (68)	29 (68)	19	15 (36)	15 (36)
Canoe – Sprint	2016	149	135 (212)	271 (212)	122	110 (175)	221 (175)	27	33 (n/a)	67 (n/a)	127	118 (187)	236 (187)	125	115 (187)	230 (187)	133	120 (107)	240 (107)
	2024	149	99 (162)	99 (162)	122	81 (127)	81 (127)	27	26 (n/a)	26 (n/a)	127	87 (139)	87 (139)	125	85 (139)	85 (139)	133	88 (59)	88 (59)
Cycling – BMX	2016	38	40 (62)	81 (62)	41	41 (69)	83 (69)	49	45 (110)	91 (110)	37	37 (80)	75 (80)	39	40 (80)	81 (80)	57	53 (93)	106 (93)
	2024	38	31 (60)	31 (60)	41	31 (69)	31 (69)	49	34 (98)	34 (98)	37	28 (80)	28 (80)	39	30 (80)	30 (80)	57	39 (93)	39 (93)
Cycling – Mountain Bike	2016	74	66 (120)	132 (120)	47	41 (83)	81 (83)	67	65 (125)	130 (125)	52	47 (95)	95 (95)	50	44 (95)	89 (95)	58	50 (102)	100 (102)
	2024	74	48 (118)	48 (118)	47	29 (83)	29 (83)	67	49 (103)	49 (103)	52	35 (95)	35 (95)	50	33 (95)	33 (95)	58	36 (102)	36 (102)
Cycling – Road	2016	31	31 (49)	62 (49)	3	4 (12)	8 (12)	22	28 (54)	56 (54)	8	10 (24)	20 (24)	6	7 (24)	14 (24)	15	14 (32)	27 (32)
	2024	31	23 (47)	23 (47)	3	3 (12)	3 (12)	22	22 (28)	22 (28)	8	8 (24)	8 (24)	6	6 (24)	6 (24)	15	10 (32)	10 (32)
Cycling – Time Trial	2016	31	31 (49)	62 (49)	3	4 (12)	8 (12)	22	28 (54)	56 (54)	8	10 (24)	20 (24)	6	7 (24)	14 (24)	15	14 (32)	27 (32)
	2024	31	23 (47)	23 (47)	3	3 (12)	3 (12)	22	22 (28)	22 (28)	8	8 (24)	8 (24)	6	6 (24)	6 (24)	15	10 (32)	10 (32)
Cycling – Track	2016	22	25 (41)	51 (41)	24	25 (53)	49 (53)	36	34 (94)	68 (94)	21	21 (64)	41 (64)	23	24 (64)	47 (64)	41	37 (77)	74 (77)
	2024	22	19 (29)	19 (29)	24	19 (49)	19 (49)	36	25 (78)	25 (78)	21	15 (60)	15 (60)	23	17 (60)	17 (60)	41	27 (73)	27 (73)
Equestrian	2016	38	39 (93)	77 (93)	34	32 (56)	64 (56)	21	21 (98)	43 (98)	39	41 (68)	82 (68)	37	38 (68)	76 (68)	19	20 (36)	40 (36)
	2024	38	29 (91)	29 (91)	34	24 (56)	24 (56)	21	16 (67)	16 (67)	39	31 (68)	31 (68)	37	29 (68)	29 (68)	19	15 (36)	15 (36)

TABLE 112 / DISTANCE AND TRAVEL TIMES TO COMPETITION VENUES

All Distances in km and Average Travel Times in Minutes by Bus	Year	Gateway International Airport			Main Hotel Area			Olympic Village(s)			Main Stadium			Media Village & MPC			IBC		
		km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)	km	Min (Avg)	Min (Peak)
Fencing	2016	27	26 (52)	52 (52)	0	0 (n/a)	0 (n/a)	19	24 (57)	48 (57)	5	7 (27)	14 (27)	3	4 (27)	8 (27)	17	16 (39)	32 (39)
	2024	27	19 (50)	19 (50)	0	0 (n/a)	0 (n/a)	19	19 (38)	19 (38)	5	6 (27)	6 (27)	3	4 (27)	4 (27)	17	12 (39)	12 (39)
Football – Finals	2016	50	47 (80)	94 (80)	23	22 (43)	44 (43)	46	41 (85)	82 (85)	28	28 (55)	57 (55)	26	25 (55)	51 (55)	24	24 (62)	47 (62)
	2024	50	34 (74)	34 (74)	23	16 (39)	16 (39)	46	30 (59)	30 (59)	28	21 (51)	21 (51)	26	19 (51)	19 (51)	24	18 (58)	18 (58)
Football – Preliminaries	2016	24	23 (63)	47 (63)	5	7 (27)	14 (27)	23	29 (47)	59 (47)	0	0 (n/a)	0 (n/a)	2	3 (n/a)	6 (n/a)	22	22 (51)	45 (51)
	2024	24	17 (43)	17 (43)	5	6 (27)	6 (27)	23	23 (40)	23 (40)	0	0 (n/a)	0 (n/a)	2	2 (n/a)	2 (n/a)	22	17 (51)	17 (51)
Golf	2016	26	29 (n/a)	59 (n/a)	25	34 (82)	67 (82)	8	12 (n/a)	24 (n/a)	31	40 (72)	80 (72)	29	37 (72)	74 (72)	32	32 (106)	64 (106)
	2024	26	23 (64)	23 (64)	25	27 (46)	27 (46)	8	9 (n/a)	9 (n/a)	31	32 (58)	32 (58)	29	30 (58)	30 (58)	32	24 (58)	24 (58)
Gymnastics	2016	7	11 (n/a)	21 (n/a)	17	18 (65)	36 (65)	18	18 (56)	36 (56)	12	13 (40)	27 (40)	14	16 (40)	33 (40)	32	29 (86)	58 (86)
	2024	7	8 (21)	8 (21)	17	14 (40)	14 (40)	18	13 (37)	13 (37)	12	10 (28)	10 (28)	14	12 (28)	12 (28)	32	22 (64)	22 (64)
Handball	2016	38	40 (62)	81 (62)	41	41 (69)	83 (69)	49	45 (110)	91 (110)	37	37 (80)	75 (80)	39	40 (80)	81 (80)	57	53 (93)	106 (93)
	2024	38	31 (60)	31 (60)	41	31 (69)	31 (69)	49	34 (98)	34 (98)	37	28 (80)	28 (80)	39	30 (80)	30 (80)	57	39 (93)	39 (93)
Hockey	2016	22	25 (41)	51 (41)	24	25 (53)	49 (53)	36	34 (94)	68 (94)	21	21 (64)	41 (64)	23	24 (64)	47 (64)	41	37 (77)	74 (77)
	2024	22	19 (29)	19 (29)	24	19 (49)	19 (49)	36	25 (78)	25 (78)	21	15 (60)	15 (60)	23	17 (60)	17 (60)	41	27 (73)	27 (73)
Judo	2016	20	21 (n/a)	42 (n/a)	19	24 (57)	48 (57)	0	0 (n/a)	0 (n/a)	23	29 (47)	59 (47)	21	26 (47)	53 (47)	28	25 (81)	51 (81)
	2024	20	16 (52)	16 (52)	19	19 (38)	19 (38)	0	0 (n/a)	0 (n/a)	23	23 (40)	23 (40)	21	21 (40)	21 (40)	28	19 (50)	19 (50)
Modern Pentathlon	2016	22	25 (41)	51 (41)	24	25 (53)	49 (53)	36	34 (94)	68 (94)	21	21 (64)	41 (64)	23	24 (64)	47 (64)	41	37 (77)	74 (77)
	2024	22	19 (29)	19 (29)	24	19 (49)	19 (49)	36	25 (78)	25 (78)	21	15 (60)	15 (60)	23	17 (60)	17 (60)	41	27 (73)	27 (73)
Rowing	2016	149	135 (212)	271 (212)	122	110 (175)	221 (175)	27	33 (n/a)	67 (n/a)	127	118 (187)	236 (187)	125	115 (187)	230 (187)	133	120 (107)	240 (107)
	2024	149	99 (162)	99 (162)	122	81 (127)	81 (127)	27	26 (n/a)	26 (n/a)	127	87 (139)	87 (139)	125	85 (139)	85 (139)	133	88 (59)	88 (59)
Rugby	2016	22	25 (41)	51 (41)	24	25 (53)	49 (53)	36	34 (94)	68 (94)	21	21 (64)	41 (64)	23	24 (64)	47 (64)	41	37 (77)	74 (77)
	2024	22	19 (29)	19 (29)	24	19 (49)	19 (49)	36	25 (78)	25 (78)	21	15 (60)	15 (60)	23	17 (60)	17 (60)	41	27 (73)	27 (73)
Sailing	2016	42	46 (62)	93 (62)	46	48 (69)	95 (69)	53	50 (110)	99 (110)	42	43 (80)	87 (80)	44	46 (80)	93 (80)	61	59 (93)	118 (93)
	2024	42	36 (60)	36 (60)	46	36 (69)	36 (69)	53	37 (98)	37 (98)	42	33 (80)	33 (80)	44	35 (80)	35 (80)	61	44 (93)	44 (93)
Shooting	2016	38	39 (93)	77 (93)	34	32 (56)	64 (56)	21	21 (98)	43 (98)	39	41 (68)	82 (68)	37	38 (68)	76 (68)	19	20 (36)	40 (36)
	2024	38	29 (91)	29 (91)	34	24 (56)	24 (56)	21	16 (67)	16 (67)	39	31 (68)	31 (68)	37	29 (68)	29 (68)	19	15 (36)	15 (36)
Table Tennis	2016	27	26 (52)	52 (52)	0	0 (n/a)	0 (n/a)	19	24 (57)	48 (57)	5	7 (27)	14 (27)	3	4 (27)	8 (27)	17	16 (39)	32 (39)
	2024	27	19 (50)	19 (50)	0	0 (n/a)	0 (n/a)	19	19 (38)	19 (38)	5	6 (27)	6 (27)	3	4 (27)	4 (27)	17	12 (39)	12 (39)
Taekwondo	2016	27	26 (52)	52 (52)	0	0 (n/a)	0 (n/a)	19	24 (57)	48 (57)	5	7 (27)	14 (27)	3	4 (27)	8 (27)	17	16 (39)	32 (39)
	2024	27	19 (50)	19 (50)	0	0 (n/a)	0 (n/a)	19	19 (38)	19 (38)	5	6 (27)	6 (27)	3	4 (27)	4 (27)	17	12 (39)	12 (39)
Tennis	2016	22	25 (41)	51 (41)	24	25 (53)	49 (53)	36	34 (94)	68 (94)	21	21 (64)	41 (64)	23	24 (64)	47 (64)	41	37 (77)	74 (77)
	2024	22	19 (29)	19 (29)	24	19 (49)	19 (49)	36	25 (78)	25 (78)	21	15 (60)	15 (60)	23	17 (60)	17 (60)	41	27 (73)	27 (73)
Triathlon	2016	38	40 (62)	81 (62)	41	41 (69)	83 (69)	49	45 (110)	91 (110)	37	37 (80)	75 (80)	39	40 (80)	81 (80)	57	53 (93)	106 (93)
	2024	38	31 (60)	31 (60)	41	31 (69)	31 (69)	49	34 (98)	34 (98)	37	28 (80)	28 (80)	39	30 (80)	30 (80)	57	39 (93)	39 (93)
Volleyball – Beach	2016	24	28 (n/a)	56 (n/a)	24	32 (63)	63 (63)	11	15 (35)	30 (35)	29	38 (53)	76 (53)	27	35 (53)	70 (53)	37	38 (87)	75 (87)
	2024	24	22 (52)	22 (52)	24	25 (63)	25 (63)	11	12 (28)	12 (28)	29	31 (53)	31 (53)	27	29 (53)	29 (53)	37	28 (87)	28 (87)
Volleyball – Indoor	2016	65	58 (97)	115 (97)	65	57 (60)	113 (60)	79	67 (102)	135 (102)	61	52 (72)	105 (72)	63	55 (72)	111 (72)	81	68 (79)	136 (79)
	2024	65	42 (95)	42 (95)	65	41 (60)	41 (60)	79	49 (80)	49 (80)	61	38 (70)	38 (70)	63	40 (72)	40 (72)	81	49 (79)	49 (79)
Weightlifting	2016	27	26 (52)	52 (52)	0	0 (n/a)	0 (n/a)	19	24 (57)	48 (57)	5	7 (27)	14 (27)	3	4 (27)	8 (27)	17	16 (39)	32 (39)
	2024	27	19 (50)	19 (50)	0	0 (n/a)	0 (n/a)	19	19 (38)	19 (38)	5	6 (27)	6 (27)	3	4 (27)	4 (27)	17	12 (39)	12 (39)
Wrestling	2016	20	21 (n/a)	42 (n/a)	19	24 (57)	48 (57)	0	0 (n/a)	0 (n/a)	23	29 (47)	59 (47)	21	26 (47)	53 (47)	28	25 (81)	51 (81)
	2024	20	16 (52)	16 (52)	19	19 (38)	19 (38)	0	0 (n/a)	0 (n/a)	23	23 (40)	23 (40)	21	21 (40)	21 (40)	28	19 (50)	19 (50)

\*All Lake Perris routes, times and distances between the Olympic Village are based on UCR-Pentland Hills. Remaining competition venues are based on UCLA times and distances.

Note: Transit time includes walking time of the first and last mile (last mile only included if there would be no shuttle provided), the time of the train and shuttle, but not waiting time. Shuttle times used speeds designated by roadway type (30-60-90 kmph) 2016 = existing traffic, 2024 = ORN

	Inner City Traffic	Major Arterials	Motorways
2016 Average Speeds (kmph)	24	48	72
2024 ORN Speeds (kmph)	30	60	100



### 113. TRAINING TRANSPORT TO COMPETITION VENUES

LA 2024's training venue plan seeks to maximize on-site training at the Olympic Village and competition venues. This provides both convenience and enhanced reliability for travel times, as the established ORN and LATMP networks will ensure the road network is enabled to guarantee an efficient journey for all training. In effect, training journeys will be treated just as seriously as the competitions themselves, with the fully designated network in place at all times to serve any activities throughout the Games. As such, travel times for training will be either the same length or shorter than for the competitions, which applies to those sports that are able to train at the Village. This ensures compelling travel times for training, with an average of 20 minutes for all athletes traveling from the UCLA Village to the training venues.

**TABLE 113 / DISTANCES AND TRAVEL TIMES TO TRAINING VENUES**

Training Venue	Sport/Discipline/Event	Olympic Village(s)	
		km	Minutes (average travel time)
UCLA	Aquatics – Swimming & Synchronized	0	0
Dedeaux Field	Aquatics – Diving	21	21
Long Beach Waterfront	Aquatics – Open Water Swimming	49	34
Long Beach – Water Polo	Aquatics – Water Polo	49	34
LA Stadium at Hollywood Park	Archery	18	13
LA Memorial Coliseum & USC	Athletics	23	23
MTC/UCLA	Marathon and Race Walk	0	0
Galen Center	Badminton	22	22
MTC/UCLA	Basketball	0	0
LA Convention Center	Boxing	19	19
Sepulveda Basin – Canoe Slalom	Canoe – Slalom	21	16
Lake Perris	Canoe – Sprint	27	26
Long Beach – BMX	Cycling – BMX	49	34
Frank G. Bonelli Park – San Dimas	Cycling – Mountain Bike	67	49
S: LA City Hall	Cycling – Road	22	22
Grand Park & LA City Hall	Cycling – Time Trial	22	22
StubHub VELO Sports Center	Cycling-Track	36	25
Sepulveda Basin	Equestrian	21	16
LA Convention Center (South Hall 1)	Fencing	19	19
Rose Bowl Stadium	Football – Finals	46	30
LAFC & Regional Football Stadiums	Football – Preliminaries	23	23
Riviera Country Club	Golf	8	9
The Forum	Gymnastics	18	13
Long Beach Convention Center	Handball	49	34
StubHub Center	Hockey	36	25
Pauley Pavilion	Judo	0	0
StubHub Center & UCLA	Modern Pentathlon	36	25
Lake Perris	Rowing	27	26
StubHub Center	Rugby	36	25
Long Beach Pier	Sailing	53	37
Sepulveda Basin	Shooting	21	16
LA Convention Center	Table Tennis	19	19
UCLA	Taekwondo	0	0
StubHub Tennis Center	Tennis	36	25
Long Beach Waterfront	Triathlon	49	34
Santa Monica Beach	Volleyball – Beach	11	12
UCLA	Volleyball – Indoor	0	0
LA Convention Center	Weightlifting	19	19
UCLA	Wrestling	0	0

*\*All Lake Perris routes, times and distances between the Olympic Village are based on UCR. Remaining competition venues are based on UCLA times and distances.*



## 114. A ROBUST OLYMPIC LANE NETWORK

The proposed geography of the road network connecting LA 2024 Sports Parks and venues is provided on Map A (Games Concept Map) and Maps A1-A6 (Sports Parks and venue cluster maps).

In order to ensure safe, secure and efficient access throughout the region, we will be developing two roadway designations to serve the Games. The Olympic Route Network (ORN) will provide strategic, regional connectivity between all LA 2024 competition and non-competition venues, and will serve as the priority lanes for the duration of the Games. The Local Area Traffic Management Program (LATMP) will provide temporary traffic management measures in the vicinity of each venue, with emphasis on the section of roadway between the termination point of the ORN and the client parking and/or load zones.

### OLYMPIC ROUTE NETWORK

The Olympic Route Network (ORN) will serve as the primary network for all accredited vehicles to and from the Olympic Village, IOC Hotel, IBC, MPC, the four Sports Parks and the stand-alone competition venues. The ORN assumes designating one lane of travel in each direction, across the network, for accredited vehicles to travel safely, efficiently and seamlessly to and from all key Games destinations. The ORN will primarily assume lanes on LA's extensive existing highway network, with carpool lanes and toll lanes (such as the ExpressLanes network, currently operating on the I-110 and I-10 Freeways) serving as the majority of the network in order to maximize capacity and mitigate impacts on background traffic.

The ORN is anticipated to assume major arterial streets and local roads surrounding the UCLA Village, in order to provide ongoing access to serve the athletes and other accredited vehicles into the area. Several major arterials are also identified to serve the ORN, such as the iconic Olympic Boulevard, which has significant capacity across the entirety of the corridor. All arterial roadways that will be deployed for use by the ORN, with the exception of those directly surrounding UCLA on Veteran Avenue, include at least two lanes of existing travel in each direction, in addition to active turn lanes and parking lanes.

Further information regarding the permitted ORN user groups, which includes LA 2024's innovative approach to ensuring reliable and efficient accessibility for key constituents, spectators and residents alike, can be found in Question 115.

### LOCAL AREA TRAFFIC MANAGEMENT PROGRAM

The Local Area Traffic Management Program (LATMP) arrangements are a critical element of achieving the strategic transport objectives, particularly where Games Family Client load zones are located outside the secure venue perimeters on public roads. A key component of all competition and non-competition venues (including arrivals/departures, training and competition phases) will be the LATMP arrangements. These arrangements define the event day traffic management and event day parking controls in the area surrounding each venue. These measures are vital both to ensure that:

1. All Games-related traffic operates efficiently.
2. The Sports Parks and venues operate without causing undue adverse effects on local residents and businesses.

The LATMP will develop plans to operate the road network around the venues to make sure traffic keeps moving during the Games, and to protect access and parking for local residents and businesses. The scale of the temporary measures will be commensurate to the event requirements and nature of the existing traffic conditions in the vicinity of the venue.

The scope of the LATMP, delivered through the multi-agency Transport Working Groups, effectively encompasses the investigation, planning, design, installation, operation and decommissioning of all temporary traffic management and parking measures, required to ensure the successful operation of these key locations throughout the Games period.

The ORN and LATMP networks will serve as a critical component of the LA 2024 transport operations, which will be delivered in conjunction with a comprehensive suite of transport demand management (TDM) strategies to ensure efficient travel for the Games constituents and Angelenos alike. More information about the complete TDM program, as well as the TDM communications plan, can be found in Question 115.



## 115. PROVEN TRAFFIC MANAGEMENT METHODS

As described in Question 105, the LA 2024 overarching transport strategy is to provide a transport system that connects our key stakeholders from accommodation centers and major hubs to the competition and non-competition venues in a reliable and efficient manner. Due to the extensive infrastructure that is both existing and planned for delivery by Games time, the transport program will leverage existing infrastructure in order to serve stakeholders, spectators and residents to ensure that Los Angeles continues to move.

At the core of the LA 2024 traffic management strategy is the bid's ambition to reduce Games-time traffic volumes across Los Angeles County by a minimum of 15 percent. As part of the bid process, LA 2024 has conducted preliminary analyses to determine the impacts of the Games – specifically, the designation of the Olympic Route Network (ORN) – on background traffic. The analysis incorporated the designated ORN lanes, which constitute over 480 kilometers, and evaluated the level of traffic demand management (TDM) reduction required to manage the displaced traffic. The analysis demonstrated that a 15 percent traffic reduction would ultimately improve journey times for 96 percent of the total traffic volumes across Los Angeles County.

The LA 2024 transport program acknowledges the complexities of traffic in LA and, through ongoing, comprehensive workshops with local transport agency leadership, we have devised a program that will provide both near- and long-term benefits.

The five themes detailed below outline both Games-specific and legacy strategies to manage and mitigate traffic, encourage the increased use of other transport modes, and ultimately facilitate a safe, reliable and convenient transport experience for all travelers during the Games and beyond.

### THEME 1 – CONGESTION REDUCTION

We have identified three focus areas for execution:

#### 1. Expanding LARTMC: a Regional Intelligent Transportation Solutions (ITS) Response

The Los Angeles Automated Traffic Surveillance and Control System (ATSAC), a successful legacy of the Los Angeles 1984 Games, continues to be one of the most advanced traffic management systems in the world, and the region is slated to expand additional traffic management centers in the coming years as a result of coordinated regional ITS programs. The Los Angeles Regional Transportation Management Center (LARTMC) will serve as the focal point for this expansion and regional coordination. Managed by Caltrans, the LARTMC has already initiated a co-location with Metro to manage some of the most critical initiatives related to traffic management across the region, and will expand to include LADOT, starting in 2017.

Through the hosting of the Games, if LA is awarded this honor, the LARTMC has a viable path to expand to include additional municipalities so that all key jurisdictions can integrate their ITS capabilities into a unified and cohesive system.

#### 2. Enhanced Incident Response

Incident management is one of the most readily available strategies that can be implemented for the Games, and can serve to immediately mitigate up to 43 percent of non-recurring congestion. The TDM reduction goal of at least 15 percent across Los Angeles County will also help to alleviate incident-related traffic, as the levels of non-recurring congestion are also anticipated to decrease with fewer cars on the roadways, leading to fewer overall incidents.

Enhanced incident management will also include the expansion of response teams, for both minor and major incidents, to quickly clear any issues on the roadways to ensure a safe, reliable journey during the Games. A coalition of representatives from Caltrans, the California Highway Patrol (CHP), LA County Fire and Metro would collectively facilitate the response to both minor and major incidents during the Games, utilizing the existing, effective response protocols while expanding assistance and coordination via the OCOG transport operations.

#### 3. Integrated Freight Management Planning

For the purpose of the Games, the LA 2024 transport strategy will leverage existing freight management initiatives and enhance certain restrictions and operations to ensure reliability and reduced congestion in key corridors and at key times. Enhanced initiatives will include retiming of freight and deliveries to night-time operation, a freight consolidation scheme – similar to that implemented for the London 2012 Games (involving a depot in outer areas and then consolidated onto a single electric vehicle for onward delivery to retailers) – and enhancing enforcement of idling and parking restrictions to minimize the impact of truck traffic from commercial deliveries. The program has both short-term and legacy implications for LA, with the potential to mitigate up to 17 percent of total traffic on key trucking corridors throughout the county.

### THEME 2 – ROADWAY MODIFICATIONS AND RESTRICTIONS

As part of the overall traffic management strategy, several roadway modifications and enhancements will be implemented, along with roadway restrictions to ensure reliability of the network throughout the Games. Examples include:

- A. *Implementation of reverse flow lanes: paired one-way street conversions can increase travel speed by roughly 20 percent and reduce travel time by 20 to 30 percent.*
- B. *Diversion routes to manage traffic demand across the network and locally.*
- C. *Signalization enhancements – to facilitate capacity improvements and movements where required.*
- D. *Alterations to permitted regulations and legislation, including turning movements, parking, loading and waiting restrictions to maximize corridor capacity and mitigate conflicting demands for road space.*
- E. *Parking near key competition and non-competition locations are restricted to Games vehicles, residents and businesses through the implementation of the LATMP.*

### THEME 3 – TRAVEL DEMAND MANAGEMENT (TDM) STRATEGIES

The TDM program will provide practical and innovative solutions to help all Games clients manage multiple transport options and improve journeys, using the following mechanisms referred to as the “four Rs”:

- Reduce – the need to travel;
- Re-mode – use public transport, walking or cycling;
- Reroute – to avoid congested areas; and
- Retime – to avoid the peak hours.

We have identified five areas for execution within this theme:

#### 1. An Expanded ORN: Innovations through Anticipated Capacity

As over 80 percent of the 480-kilometer ORN is served by freeway lanes, the network is enabled by high-speed, reliable infrastructure that will support equally reliable travel times between the major competition and non-competition venues.

Our analysis concluded that, as a conservative estimate, the combination of accredited vehicles, spectator and public transit buses would not exceed 10,000 vehicles across the roadway network at any given time. In comparison to the free-flow speeds achieved during the night, with more than 25,000 vehicles on these lanes today, the total vehicles required for the Games would be less than half, presenting our program with a degree of confidence that our transport program can look to, to maximize the available capacity and serve a greater good. Due to the significant capacity available, the LA 2024 transport program is proposing to include both spectator and public transit buses on the ORN, in addition to the traditional accredited vehicles, as part of the VAPPs program. This approach ensures reliability and convenience for Games constituents, spectators and residents alike, allowing for significant innovation in the movement of all people during the Games.

As part of the overall traffic management strategy, compliance and enforcement of the Games roadway network – both the ORN and the LATMP – will be prioritized to ensure the safety and reliability of the network for the designated users.

#### 2. Commuter-based TDM Program

As a popular and reliable strategy for reducing congestion from commuter-based traffic, the LA 2024 transport program will initiate a regional commuter-based TDM program, which will coordinate with the local Transportation Management Organizations (TMOs) and individual employers to initiate the following suite of programs:

- Promote telecommuting and working remotely;
- Implement staggered work hours to minimize ridership during peak hours;

- Promote increased use of public transit through proactive coordination on reduced employer-based transit pass discounts – a program already in place through Metro’s Annual Transit Access Pass (ATAP) and Business Transit Access Pass (BTAP) programs, which would be aggressively enhanced leading up to the Games;
- Implementing or expanding employer vanpool programs: LA and California are leading the way on commuting innovations, including being the birthplace of companies such as Chariot and Green Commuter, which provide vanpooling via the use of Tesla vehicles; and
- Incentivizing traditional carpooling.

#### 3. Ticketing Integration

LAOCOG will install a technology platform, integrating the ticketing process with the selection of transport mode options. In doing so, Games spectators will use modes of transport and roadways based on available capacities, ensuring that the traffic impact on the existing roadways and Sports Parks are manageable. LADOT and Metro already have trip planning apps that can be leveraged and built upon to offer sophisticated solutions to manage demand, move key stakeholders throughout the ORN and distribute relevant event information in order to keep all of LA moving, whilst ensuring an amazing Games-time experience.





#### 4. Expanding Transit

Thanks to revenues from four local sales tax measures, in addition to state and federal funds, LA is experiencing a transport renaissance, and the commitment demonstrated through the recent passing of Measure M indicates the county's strong interest and support in growing the program. Capitalizing on Measure M, the region can now anticipate another USD 7.4 billion in transport projects and services leading up to and including the Games, which has facilitated the funding and acceleration of key projects: most notably, the Purple Line Extension to UCLA.

As the regional public transport network is slated to grow exponentially over the coming decades, the LA 2024 Games Concept can help to leverage enhancements in the user experience for transit riders in the region. This includes a combination of operational improvements, such as increasing headways, extending late night service to accommodate the competitions, signalization improvements to optimize transit travel times, and increasing capacity to accommodate all Games users and residents. As Measure M is also investing more than USD 2.4 billion into the first and last mile connections to transit, the Games transport program can leverage and expand upon these initiatives.

As part of the Games transport operation, existing public transit will be supplemented with a robust spectator and resident bus system, which will provide an express bus service via use of the ORN. This express bus network will be deployed through the expansion and acceleration of the "mobility hubs", which are the new and improved version of the traditional park-and-rides, provided for the LA 1984 Games.

#### 5. Expansion and Acceleration of Mobility Hubs

One of the key objectives of the LA 2024 bid is to aim for all ticketed spectators to use public transport for some part of their journey during the Games. Therefore, the LA 2024 transport program will provide a series of multi-modal transport hubs, or mobility hubs, to facilitate multiple reliable and efficient connections between the competition and non-competition venues, as well as other critical sites throughout the region. The mobility hubs will supplement the existing public transit network to ensure there is sufficient capacity to all the venues, and that the transport options are comprehensive, so as to ensure convenience and efficiency for all spectators.

The mobility hubs will include a number of services, including traditional park-and-ride, pick-up and drop-off locations for passenger and transport network companies (TNCs), bike share and other multi-modal transport linkages, including local bus, express bus (such as the spectator bus system), Metro and Metrolink systems. Mobility hubs will facilitate critical first and last mile connections to avoid generating additional traffic, particularly in the urban core. The mobility hubs will provide spectators with multiple mode choices to travel to and from these locations, and ultimately access the express shuttle network to their desired destination via the use of the ORN lanes.

#### THEME 4 – TDM COMMUNICATIONS CAMPAIGN

To ensure the widespread understanding and awareness of the many initiatives underway, both as a result of the Games and as part of LA's positive transport program, a coordinated TDM communications campaign will be implemented well in advance of the Games to provide details on the TDM program and encourage mode shift during the Games. Leveraging a robust set of media platforms to reach all stakeholders, LA is well-equipped to execute a large-scale traffic reduction campaign, with convenient solutions provided for Angelenos through the robust TDM program outlined above.

#### THEME 5 – THE MOBILITY FUTURE: THE OLYMPIC GAMES AS A LIVING LABORATORY

While LA is experiencing a transport renaissance in the expansion of its rail system, the region is also leveraging the entrepreneurial spirit encapsulated in LA and across California in exploring and implementing new mobility strategies. LA is implementing "mobility laboratory" demonstrations in key congested locations, which would explore future mobility strategies for expanded application in the coming years. In effect, this sentiment of innovation is part and parcel of the LA 2024 transport vision that the Games will serve as a living laboratory for piloting new mobility solutions, which will enhance accessibility and livability for all Angelenos and visitors alike.



## 116. GAMES-TIME TRANSPORT TECHNOLOGIES

The State of California, the City of Los Angeles and the surrounding cities in Los Angeles County operate some of the most sophisticated Intelligent Transportation Systems (ITS) in the nation.

As described in Question 115, the California Department of Transportation (Caltrans) operates the Los Angeles Regional Transportation Management Center (LARTMC). The LARTMC provides for real-time management of the major motorways and freeways within District 7 of the State of California. District 7 encompasses all of the LA 2024 Sports Parks and venues, with the exception of the venues located in Anaheim. The Anaheim venues fall into District 12, which operates its own Traffic Management Center, with similar capabilities.

Relevant to the areas of the LA 2024 Sports Parks and venues – and most importantly to the Olympic Route Network (ORN) – Caltrans District 7 controls 1,160 traffic-signal locations, 120 closed circuit (CCTV) cameras, 120 changeable message signs and 1,070 ramp meters. The changeable message signs are controlled remotely, using the Advanced Transportation Management System (ATMS), and Caltrans has the capability of placing additional event-specific changeable message signs in key areas.

Caltrans also operates the Transportation Management System (TMS). The TMS is a central mainframe computer system that gathers and processes traffic data from wire-loop surveillance equipment, embedded at one-to-two-mile intervals in the freeway pavement. The loops can determine how long a vehicle has occupied that particular space on the freeway, assessing speed, movement, a delay, an accident, a hazard or some other incident. The TMS measures freeway occupancy and vehicle speed, and analyses the data, providing hard copy reports and electronic video map displays. A large video map wall displays this information at the LARTMC.

Embedded in the LARTMC are the traffic management and incident response teams of the California Highway Patrol (CHP). Computer-Aided Dispatch (CAD), operated by the CHP, is a computer database of freeway incidents. Caltrans staff have direct access to CAD to check the status of freeway traffic incidents, or to enter information on new occurrences that may require a CHP response.

To improve mobility in the region, information from these two computers (TMS and CAD) is disseminated to Caltrans' transport partners, including the Los Angeles Department of Transportation (LADOT), the Los Angeles County Metropolitan Transportation Authority (Metro) and the Ventura County Transportation Commission (VCTC).

The Automated Traffic Surveillance and Control System (ATSAC) is the primary ITS used in LADOT's Traffic Management Center, and covers all of Los Angeles County. Similar to LARTMC, ATSAC provides innovative, real-time ability to manage traffic on all major urban arterials within the City. This will allow for designated Games vehicles to complete travel to venues as quickly as possible.



Relevant to the areas of the LA 2024 Sports Parks, ATSAC controls 1,032 traffic-signal intersections, 110 traffic cameras and 46 changeable message signs (with the capability of placing additional event-specific signs in key areas).

Additionally, agencies within the cities of Carson (South Bay Sports Park), Long Beach (Long Beach Sports Park), Pasadena, Anaheim, Santa Monica and Inglewood, operate local Traffic Management Centers for their respective jurisdiction.

The Los Angeles County Metropolitan Transportation Authority (Metro), described in Question 105, operates its own Bus Operations Control Center (BOC), utilizing an Advanced Transportation Management System (ATMS). The ATMS combines mobile voice and data communications, Computer Aided Dispatch (CAD) and Automated Vehicle Location (AVL), using GPS and terrestrial communications technology. ATMS gives a bus or rail operations controller the ability to better manage vehicle location, incident response and on-time performance.

In addition, Metro's Rail Operations Control Center (ROC) uses Supervisory Control and Data Acquisition (SCADA) systems to monitor and manage all aspects of the rail network, including train movement, supporting and station systems, including fire suppression in the underground stations. ROC also has an extensive closed circuit television system, used to monitor all stations and a Transit Passenger Information System (TPIS) and a Variable Message System (VMS), used to provide up-to-date system information to passengers. Metro also maintains an Emergency Operations Center (EOC) for consolidated security and operations oversight for event-based service, and is in the planning phases to construct a new Emergency Security Operations Centre (ESOC), which will consolidate a new EOC with Metro Security and Law Enforcement functions. The ESOC will also have the capacity to include a new BOC and ROC in the future, bringing all control, security and emergency/event management functions into one location. This project is due to be completed in 2020.

Metro's future plans include co-location with the Caltrans LARTMC, which would include its monitoring, command and control capabilities of express lanes, as well as the Regional Integration of Intelligent Transportation Systems (RIITS).

### GAMES-TIME COMMAND, CONTROL AND COMMUNICATION

During the Games, real-time management of the ORN and the entire Games-time transport network will be done in conjunction with the above agencies and the OCOG's Transportation Operations Center (TROC). The City of Los Angeles' Unified Operations Center (UOC) will be activated during the Games-time period and will allow for this single management structure. The UOC has accommodation for all transport providers, transport agencies and key support departments, and is regularly used for multiple events such as the Oscars, Grammys, LA Marathon and events at the Los Angeles Memorial Coliseum.

Additionally, each Sports Park will be managed using a Unified Command Post (UCP) approach. Similar to the process that City, state, regional, and local authorities use today within the UOC, each UCP will be organized in order to directly manage specific Sports Parks and venues, and each will contain representation of the relevant agencies, while deploying a common Incident Command System (ICS).

Finally, LAOCOG will install a technology platform integrating the ticketing process with the selection of transport mode options. In doing so, Games spectators will use modes of transport and roadways based on available capacities, ensuring that the traffic impact on the existing roadways and Sports Parks are manageable. During operations, the data captured through this process will be used from within the relevant UCPs to provide "real time" updates and transit options when spectators are going about their journeys each day. LADOT and Metro already offer trip planning apps that can be leveraged and built upon to offer sophisticated solutions to manage demand, move key stakeholders throughout the ORN and distribute relevant event information in order to keep all of LA moving, whilst ensuring an amazing Games-time experience.

117. TRANSPORT DEMAND SPECTATORS AND WORKFORCE

TABLE 117 / TRANSPORT DEMAND SPECTATORS AND WORKFORCE

Cluster	Sports/Events	Total Number of Sessions	Number of Days	Maximum Sessions in a Day	Number of Spectators per Day		Number of Spectators per Session (Morning/Afternoon/Evening)		Number of Games Workforce per Day		Number of Games Workforce per Session	
					Avg	Max	Avg	Max	Avg	Max	Avg	Max
Downtown Sports Park												
USC – LA Coliseum	Athletics	15	9	2	69,682	83,618	41,809	41,809	5,600	6,720	3,360	3,360
USC – Galen Center	Badminton	20	10	3	12,298	18,447	6,149	6,149	1,133	1,700	567	567
Staples Center	Basketball (Finals)	44	16	3	29,480	32,160	10,720	10,720	2,723	2,970	990	990
LA Convention Center	Basketball (Prelim)	18	9	2	8,922	8,922	4,461	4,461	900	900	450	450
LA Convention Center	Boxing	27	16	2	7,768	9,206	4,603	4,603	810	960	480	480
City Hall	Cycling (Time Trial & Road)	3	3	1	2,600	2,600	2,600	2,600	300	300	300	300
USC – Dedeaux Field	Diving	16	13	2	6,613	10,746	5,373	5,373	1,354	2,200	1,100	1,100
LA Convention Center	Fencing	18	9	2	8,366	8,366	4,183	4,183	840	840	420	420
USC – LA FC Stadium	Football (Prelim)	4	4	1	21,620	21,620	21,620	21,620	1,680	1,680	1,680	1,680
City Hall	Marathon/Race Walk	3	2	2	3,900	5,200	2,600	2,600	450	600	300	300
USC – Dedeaux Field	Swimming	15	8	2	10,074	10,746	5,373	5,373	2,063	2,200	1,100	1,100
USC – Dedeaux Field	Synchronized Swimming	5	5	1	7,800	7,800	7,800	7,800	825	825	825	825
LA Convention Center	Table Tennis	32	12	3	7,531	8,472	2,824	2,824	800	900	300	300
LA Convention Center	Taekwondo	12	4	3	9,360	9,360	3,120	3,120	1,080	1,080	360	360
Microsoft Theater	Weightlifting	23	10	3	9,207	12,009	4,003	4,003	966	1,260	420	420
Valley Sports Park												
Sepulveda Basin	Canoe/Kayak (Slalom)	5	5	1	4,680	4,680	4,680	4,680	480	480	480	480
Sepulveda Basin	Equestrian (Dressage)	4	4	1	8,287	8,287	8,287	8,287	825	825	825	825
Sepulveda Basin	Equestrian (Eventing)	4	4	1	23,400	23,400	23,400	23,400	1,920	1,920	1,920	1,920
Sepulveda Basin	Equestrian (Jumping)	4	4	1	8,287	8,287	8,287	8,287	825	825	825	825
Sepulveda Basin	Shooting	14	9	2	2,427	3,120	1,560	1,560	280	360	180	180
South Bay Sports Park												
Velo Sports Center	Cycling (Track)	9	6	2	4,095	5,460	2,730	2,730	540	720	360	360
Hockey Center	Field Hockey	42	14	4	36,909	49,212	12,203	12,303	3,300	4,400	1,100	1,100
StubHub Stadium	Modern Pentathlon	5	3	2	27,680	33,216	16,608	16,608	2,475	2,970	1,485	1,485
StubHub Stadium	Rugby	12	6	2	33,216	33,216	16,608	16,608	2,970	2,970	1,485	1,485
Tennis Center	Tennis	33	9	5	20,955	28,575	5,715	5,715	2,017	2,750	550	550
Long Beach Sports Park												
Long Beach	Cycling (BMX)	3	3	1	3,120	3,120	3,120	3,120	360	360	360	360
Long Beach Arena	Handball	46	16	4	18,688	26,000	6,500	6,500	1,977	2,750	688	688
Long Beach Waterfront	Sailing	11	11	1	5,200	5,200	5,200	5,200	550	550	550	550
Long Beach Waterfront	Triathlon	2	2	1	910	910	910	910	120	120	120	120
Long Beach Waterfront	Marathon Swimming	2	2	1	910	910	910	910	120	120	120	120
Long Beach Waterfront	Water Polo	21	8	3	9,555	10,920	3,640	3,640	1,260	1,440	480	480

+ Table 117 (Transport Demand Spectators and Workforce) details the maximum and average number of spectators and workforce at the four LA 2024 Sports Parks.



### 118. EXCELLENT OPTIONS FOR WORKFORCE AND SPECTATORS

As detailed in our Stage 1 Submission, as well as Tables 50A and 50C in Question 107, Los Angeles has existing and planned transport infrastructure, which will be available to all the Games spectators and workforce, while also accommodating City demand. Regardless of the Games, all planned transport infrastructure will be developed with investment from the City.

Los Angeles is experiencing a transport renaissance, and is defining the future of mobility with the nation's largest expansion program to build out the region's public transport infrastructure. Since the Stage 2 Submission, Los Angeles County approved Measure M, which will generate an estimated USD 7.4 billion of additional funding dedicated to transport projects and services in Los Angeles County in the seven years leading up to and including the Olympic Games. Measure M was approved by Los Angeles County voters, as it presents a balanced, comprehensive program to construct new rail and bus rapid transit routes, fund roadway and freeway improvements, enhance bike and pedestrian connections to transit, and sustain the operations and maintenance of the vastly expanded transport network.

As outlined in Question 105, Metro's current fixed guideway transit (including subway, light rail and BRT) includes 198 kilometers of transitways and 111 stations. By 2024, the system will add over 32 kilometers of rail and 24 stations, increasing the size of the network by nearly 20 percent in just seven years. This includes 3 kilometers and six stations for the Automated People Mover (APM) at LAX, one of the notable projects underway, with funding from Measure M, which will dramatically improve accessibility and reduce traffic congestion at one of the busiest airports

in the world. This also includes over 13 kilometers and six new stations as part of the Metro Purple Line Extension, which has received accelerated funding as a result of Measure M. While the Los Angeles bus system is already the second largest in the nation (in terms of fleet size and ridership), these projects will catapult Metro's rail network to become the second largest in the US (in terms of total miles) by 2024, behind only New York City.

Each Sports Park is already served by accessible public transport and, in many cases, by multiple modes and/or lines. In effect, every Sports Park is within 3.5 kilometers of a rail station or BRT stop. Every standalone venue also can be linked to public transport, with all but Lake Perris (which is approximately 32 kilometers from a commuter rail station) being within 8 kilometers of a rail station. Where required, LA 2024 will provide shuttle links between the "first and last mile" of existing or planned rail lines and the venue. The rail network, supported by Metro and Metrolink, has capacity to support the vast majority of spectators to and from each venue. Required operational enhancements, such as adding capacity and extending late night service to support evening competitions, are already anticipated as Metro expands its rail network over the coming years, and will be prioritized to ensure accessibility for all transit users during the Games.

Lastly, spectators and workforce will also have the ability to utilize the designated mobility hubs, which will provide comprehensive multi-modal transport services in a safe and controlled environment. With additional information on the mobility hubs concept, Question 115 outlines the comprehensive transport demand management program that will allow spectators and residents alike to travel efficiently and conveniently in Los Angeles during the Games.

## 119. ENHANCING THE TRANSPORT EXPERIENCE

If LA is awarded with the honor of hosting the 2024 Olympic and Paralympic Games, all visitors will benefit from a connected and accessible City with strong policies and initiatives to ensure safety and ease of access when traveling throughout the City. The City of Los Angeles regularly hosts over 2,000 special events per year, with an extensive network of public and private agencies that ensure participants move about the City in a safe, accessible and enjoyable manner. This is accomplished through California's "Complete Streets Act", which provides a transport network that meets the needs of all people using its streets, roads and highways.

The Rehabilitation Act of 1973 (Section 504) (29 U.S.C. Section 794) and Title II of the Americans with Disability Act of 1990 (ADA) (42 U.S.C. Section 12131-12164) guide the City's approach toward new infrastructure: "To accommodate the needs of people with disabilities when modifying or installing infrastructure in the public right of way." The City's commitment to uphold these acts drives its effort for enhanced mobility, accessible pathways and streets without barriers. During the Games, the Los Angeles Organizing Committee of the Olympic Games (LAOCOG) and the City will work in close partnership to ensure that these acts are enforced across all transport operations, allowing easy access to all of LA 2024's proposed venues, as well as the City's numerous cultural attractions and dining options.

Spectators and workforce will benefit from the City's continued commitment to substantial improvements in accessible public transport options, including investment in significant funding for light-rail routes, dedicated busways, underground rail transport, bikeways, scooter and skate pathways, and other alternative modal

options to automobile driving. The City also operates an accessible neighborhood DASH bus system to facilitate local transport near venues and local neighborhoods.

In addition, Los Angeles is supported by a paratransit service, unique to our region, and a model system for many municipalities throughout the United States. Access Services is a public entity that provides ADA paratransit services as required under 42 U.S.C. (12143), providing alternative flexible passenger transport for persons with an impairment beyond the accessible fixed-route buses and trains. This service will ensure that all eligible out of area visitors to the Games will receive paratransit privileges during their time in LA.

### THE FUTURE OF TRANSPORT, PUBLIC SAFETY AND ACCESSIBILITY

As noted in Question 73, LA is a premier destination for travelers requiring accessibility. Our dedication to the tenets, policies and codes of federal, state and local accessibility is unmatched in commitment to the experience of all citizens and guests. LA continues to expand the accessibility of our transport, public safety and infrastructure systems at an unprecedented scale, with many improvements to existing infrastructure and new programs planned for completion before 2024.

New compliant stations, information kiosks, assistive listening and visual communication aid improvements throughout public thoroughfares are all elements of the City's major commitment to accessibility for all who use its public transport network.

LA's critical communication link, called Next Generation emergency communication, is soon to be implemented so that local first responders, such as police, fire and medical services, can be

reached by individuals with a hearing impairment via text messaging. The deployment of the NG9-1-1 emergency service, utilizing all elements: voice, video, text; and data across the United States is expected to be completed by the end of 2020. Los Angeles World Airports (LAWA) has already implemented a text to emergency services program.

Los Angeles International Airport (LAX) is also in the midst of a multi-billion dollar development program featuring sustainable and accessible design, which will be completed by 2023, and fully operational in time for the 2024 Games. The program includes the installation of visual displays for audible announcement systems, servicing individuals who have a hearing impairment, as well as services for persons with lesser hearing loss, enable them to hear public service announcements via an induction loop or hearing aid.

Finally, the City is currently executing one of the world's largest accessibility-related public works improvement programs through our Sidewalk Repair Program. By 2024, the program will be well on its way to improving or replacing nearly 11,000 miles of concrete sidewalk, and associated curb and crosswalk curb ramps, assuring compliant paths of travel and adherence to Vision Zero, LA's incident-free program, with the goal of total pedestrian safety. New streetlights, directional signage and accessible routes to public facilities are additional facets of the City's commitment to access, which will be in place by Games time.

## 120. FREE PUBLIC TRANSPORT ON EVENT DAYS

During the Games, ticketed spectators will be provided access to public transport to and from the events they are attending.

In addition, accredited stakeholders, including Games workforce volunteers and the media contractors, will benefit from free access to LA's public transport to reach their places of work.



# 3.10

## FINANCE

121. **BUDGETING FOR A NEW GAMES FOR A NEW ERA**

122. **A PRUDENT LOW-RISK FINANCIAL PLAN**

LA  
20





## 3.10 FINANCE

### 121. BUDGETING FOR A NEW GAMES FOR A NEW ERA

If Los Angeles has the honor of being elected as the host city of the 2024 Olympic and Paralympic Games, LA 2024 has committed to deliver a transformative Games Concept, which both elevates the Games experience and minimizes financial risk, not only for 2024 but for the Games that follow. Financial responsibility has been a critical guiding principle in the development of the LA 2024 budget projections.

As a privately financed non-profit corporation, the Los Angeles Organizing Committee of the Olympic and Paralympic Games (LAOCOG) will serve as the central body for the planning and delivery of the 2024 Olympic and Paralympic Games in close partnership with public and private entities. Because careful budgeting and strong project management are critical to any risk mitigation program, the bid committee committed to a large, integrated team of senior in-house executives and top tier third-party experts to develop a robust, bottom-up budget.

The City of Los Angeles has been a supportive and diligent partner throughout the Candidature Process, and LA 2024 has committed to transparency and prudence in developing a comprehensive risk mitigation strategy. Over the past two years, we have tested our model, key assumptions, benchmarks and estimates with our advisors, who offer in-depth experience in finance and business, and knowledge of the Olympic Movement.

At the outset, our budget process embodied a set of key guiding principles:

- Define a Games Plan that embodies Olympic Agenda 2020 reforms;
- Utilize existing, world-class facilities to minimize financial risk;
- Establish venue agreements with reliable cost estimates;
- Produce a credible, balanced budget;
- Demonstrate rigorous, reasonable and achievable estimates;
- Ensure a prudent contingency;
- Work closely with local, regional and federal partners to understand models of support ; and
- Refine the budget based on feedback from the City, the IOC, the International Federations, venue partners and experts.

On December 2, 2016, a third-party review of the LA 2024 projections was released publicly and presented to the LA City Council. The globally-respected advisory and audit firm KPMG conducted an independent assessment of the proposed LA 2024 budget. The objective was to obtain independent, third-party validation of the budgeting process, the budget estimates and underlying assumptions. KPMG found that the approach to the estimated USD 5.3 billion budget prepared by LA 2024 was substantially reasonable, complete and consistent with a bottom-up, conservative approach. The review noted that the level of rigor considered in the development of the budget is “detailed for this stage of the bid process”. KPMG also provided valuable recommendations to further improve certain estimates – the budget submitted in this deliverable benefits from those inputs and modifications.

To develop a budget in 2024 dollars, Beacon Economics and UC Riverside, the third-party partnership responsible for developing the LA 2024 Economic Impact Report, provided guidance for escalation.

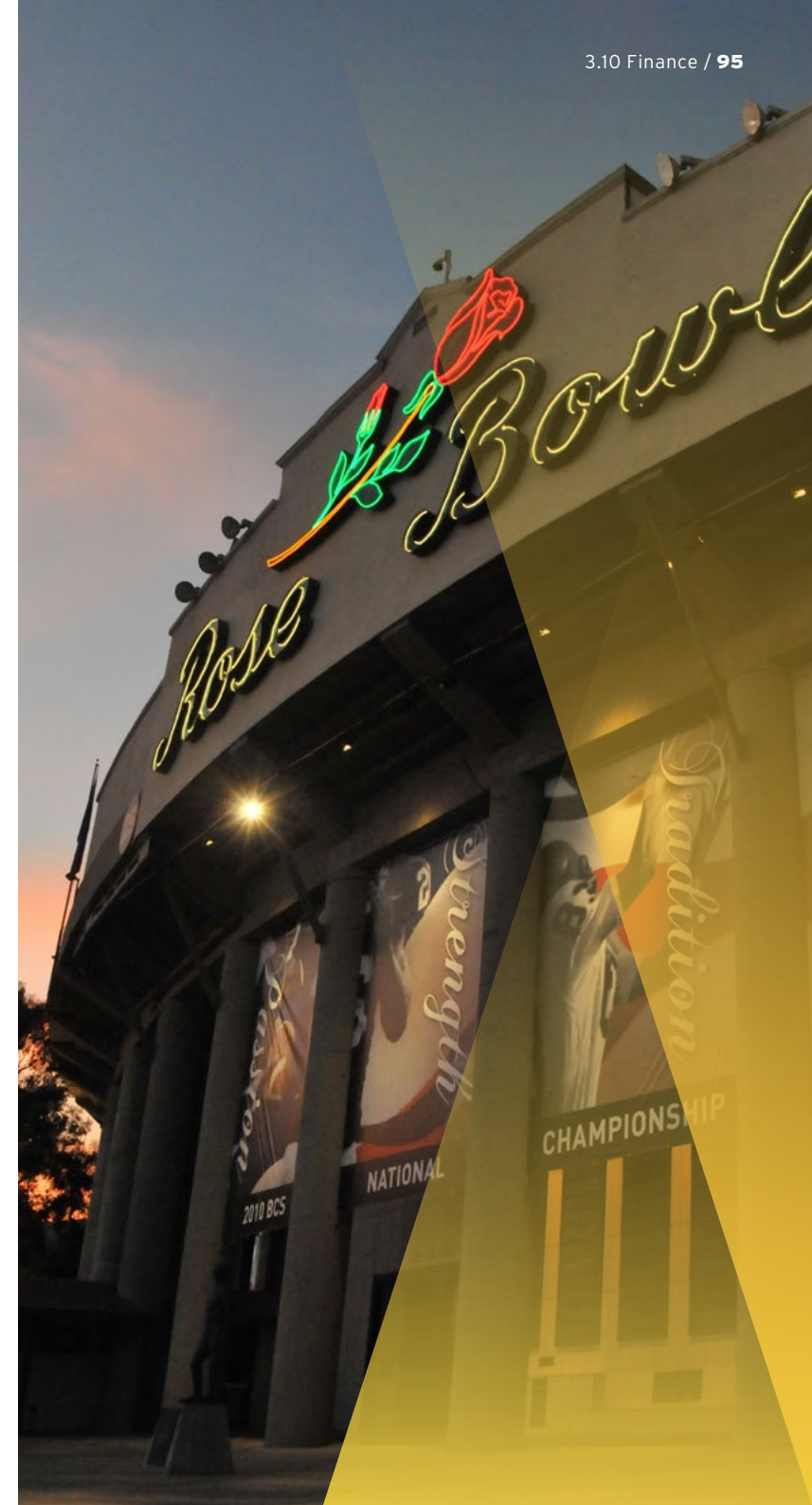


TABLE 121A-121B / OCOG BUDGET

Revenue	USD (\$M 2016)	Percent	USD (\$M 2024)	Percent
<b>1. IOC Contribution</b>	<b>734.8</b>	<b>13.8</b>	<b>855.0</b>	<b>13.8</b>
1.1 Broadcast Revenues	734.8		855.0	
1.2 Broadcast Relief	Net Zero		Net Zero	
1.3 Knowledge Transfer	Net Zero		Net Zero	
<b>2. TOP Programme (gross)</b>	<b>389.7</b>	<b>7.3</b>	<b>453.5</b>	<b>7.3</b>
<b>3. Domestic Sponsorship (gross)</b>	<b>1,930.7</b>	<b>36.3</b>	<b>2,246.5</b>	<b>36.3</b>
3.1 Domestic Sponsorship	1,760.7		2,048.7	
3.2 Sponsor Activation	170.0		197.8	
<b>4. Ticket Sales</b>	<b>1,536.7</b>	<b>28.9</b>	<b>1,788.1</b>	<b>28.9</b>
4.1 Ticket Sales Revenue	1,374.6		1,599.5	
4.2 Additional Ticketing Products(Incl. Hospitality)	162.1		188.6	
<b>5. Licensing &amp; Merchandising</b>	<b>225.5</b>	<b>4.2</b>	<b>262.4</b>	<b>4.2</b>
5.1 Licensing Products	205.5		239.2	
5.2 Philatelic	10.0		11.6	
5.3 Coins	10.0		11.6	
<b>6. Government Contribution or Grants</b>	<b>10.0</b>	<b>0.2</b>	<b>11.6</b>	<b>0.2</b>
6.1 Olympic Games	n/a*		n/a*	
6.1.1 National Government	n/a*		n/a*	
6.1.2 Regional Government	n/a*		n/a*	
6.1.3 Local Government	n/a*		n/a*	
6.2 Paralympic Games	10.0		11.6	
6.2.1 National Government	n/a*		n/a*	
6.2.2 Regional Government	n/a*		n/a*	
6.2.3 Local Government	n/a*		n/a*	
6.2.4 Military Grants	10.0		11.6	
<b>7. Lotteries</b>	<b>7.0</b>	<b>0.1</b>	<b>8.1</b>	<b>0.1</b>
<b>8. Other Revenues</b>	<b>490.6</b>	<b>9.2</b>	<b>570.9</b>	<b>9.2</b>
8.1 Donations	152.4		177.3	
8.2 Asset Disposal	29.5		34.4	
8.3 Other Revenues	308.7		359.2	
<b>9. Total Revenues</b>	<b>5,325.1</b>	<b>100.0</b>	<b>6,196.3</b>	<b>100</b>

n/a\*: All levels of government support LA 2024 however, the government will not directly provide revenues but rather they will provide services/resources at cost where relevant (e.g., NSSE)

1. Conversion factor from 2016 to 2024 dollars provided by economic firm Beacon Economics; the total change factor breaks down to an average annual inflation rate of approximately 1.9

Expenditure	USD (\$M 2016)	Percent	USD (\$M 2024)	Percent
<b>1. Venue Infrastructure</b>	<b>1,190.9</b>	<b>22.4</b>	<b>1,385.7</b>	<b>22.4</b>
1.1 Capital Investment (as per table on capital investment)	72.0		83.8	
1.2 Temporary-Demountable Infrastructure	436.0		507.3	
1.2.1 Competition venues	313.7		365.0	
1.2.2 Non-Competition venues	122.3		142.3	
1.3 Temporary Infrastructure	425.4		495.0	
1.3.1 Competition venues	186.4		216.8	
1.3.2 Olympic/Paralympic Village	53.0		61.6	
1.3.3 IBC/MPC	107.8		125.4	
1.3.4 Other Key Olympic Venues	75.8		88.2	
1.3.5 Other venues/sites	2.5		2.9	
1.4 Energy (Excluding consumption)	257.5		299.7	
1.5 Other Venue Infrastructure & Operations expenses	Included		Included	
<b>2. Sport, Games Services &amp; Operations</b>	<b>995.2</b>	<b>18.7</b>	<b>1,158.0</b>	<b>18.7</b>
2.1 Accommodation	25.4		29.5	
2.2 Food and Beverage	67.4		78.5	
2.3 Medical Services (including Anti-Doping)	32.8		38.2	
2.4 Logistics	52.7		61.4	
2.5 Stakeholder services	62.7		73.0	
2.6 Security	NSSE		NSSE	
2.7 Sports	92.2		107.3	
2.8 Transport	175.6		204.3	
2.9 Events Services	43.4		50.5	
2.10 Venue Operations Management	311.4		362.4	
2.11 Villages Operations	37.9		44.1	
2.11.1 Olympic/Paralympic Village Operations	28.9		33.6	
2.11.2 Media village(s) Operations	7.0		8.1	
2.11.3 Other villages Operations	2.0		2.3	
2.12 Test Events	63.6		74.0	
2.13 Other Games Services & Operations expenses	30.0		34.9	
<b>3. Technology</b>	<b>527.5</b>	<b>9.9</b>	<b>613.8</b>	<b>9.9</b>
3.1 Information Technology	249.2		290.0	
3.2 Telecoms	138.3		161.0	
3.3 Internet Infrastructure	139.9		162.8	
3.4 Other Technology expenses	-		-	
<b>4. People Management</b>	<b>687.8</b>	<b>12.9</b>	<b>800.4</b>	<b>12.9</b>
<b>5. Ceremonies &amp; Culture</b>	<b>195.2</b>	<b>3.6</b>	<b>227.1</b>	<b>3.6</b>
5.1 Opening & Closing Ceremonies	143.3		166.7	
5.2 Torch Relay	30.0		34.9	
5.3 Culture and Education	Net zero		Net zero	
5.4 Other Ceremonies & Culture expenses	21.9		25.5	
<b>6. Communications, Marketing and Look</b>	<b>194.6</b>	<b>3.6</b>	<b>226.5</b>	<b>3.6</b>
6.1 Communication, Community Relations & PR	48.6		56.6	
6.2 Look of the Games	56.7		66.0	
6.3 Marketing and Commercial Programme	89.3		103.9	
6.4 Other Comms, Marketing and Look expenses	-		-	
<b>7. Corporate Administration and Legacy</b>	<b>285.9</b>	<b>5.4</b>	<b>332.6</b>	<b>5.4</b>
7.1 Administration and Governance	260.9		303.5	
7.2 Environment, Sustainability and Legacy	25.0		29.1	
7.3 Other Corporate Administration expenses	-		-	
<b>8. Other Expenses</b>	<b>760.4</b>	<b>14.3</b>	<b>884.8</b>	<b>14.3</b>
8.1 Marketing Rights & Royalties	710.4		826.6	
8.2 Athlete & Innovation	50.0		58.2	
<b>9. Contingency (10.1 of costs excluding contingency)</b>	<b>487.6</b>	<b>9.2</b>	<b>567.4</b>	<b>9.2</b>
<b>10. Total Expenditures</b>	<b>5,325.1</b>	<b>100</b>	<b>6,196.3</b>	<b>100</b>



## 122. A PRUDENT LOW-RISK FINANCIAL PLAN

The LA 2024 cash flow forecast was produced in close coordination with the LA 2024 budget projections, ensuring adequate rigor to minimize any undue risk with regard to solvency. LA 2024 leveraged guidance from the IOC, prior Games, Games experts and the LA 2024-specific Games Plan to model timing of cash inflows and outflows.

The cash flow figures are based on the in-depth review and benchmarking of previous Games cash flows, as well as detailed preliminary sequencing for the timing of budget line items. Advisers with expert knowledge of Games finance, operations and experience in the areas of sport and venues, technology, transport, security, marketing, workforce and the Olympic Village contributed their knowledge to the analysis of the overall model.

LA 2024 intends to operate a lean organization in the early years, allocating approximately 10 percent of outflows prior to 2022. As the bid does not require complex or costly infrastructure construction projects to stage the Games, the early outflows from 2017 to 2021 are driven by people costs, technology infrastructure costs and expenses related to the marketing joint venture with the USOC. Prior to 2022, the LAOCOG expects to generate approximately 14 percent of its inflows, driven primarily by domestic sponsorship, licensing and merchandising, and donations.

By 2022, or two years out from the Games, both inflows and outflows accelerate. The increase in inflows first comes from signing additional sponsors and then ticket sales, greater portions of the IOC contribution, and then licensing and merchandising. Operations outflows increase in 2022 and ramp up quickly as the organization grows, and planning, preparing and coordinating across the functional departments accelerates. As no new permanent competition and non-competition venues are being built, LA 2024 expects most outflows for temporary construction and venue overlay to occur within 12 to 18 months of Games time.

Post-Games revenue and expenditures are focused on inflows from the marketing joint venture, asset disposal, venue restoration and cost reconciliation.

A revolving credit facility will be established during the early years for an anticipated cash shortfall in 2018 and potential intra-year cash flow needs.



**TABLE 122 / CASH FLOW (\$US MILLIONS\*\*)**

Cash position, Beginning of year	Games -7	Games -6	Games -5	Games -4	Games -3	Games -2	Games -1	Games year	Games +1	Games +2
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Cash inflows</b>	0.0	12.7	76.5	283.7	433.0	553.6	2,055.4	2,411.2	257.6	0.0
Bank financing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
IOC contribution	0.0	0.0	0.0	39.6	80.8	82.3	167.8	470.3	0.0	0.0
TOP sponsorship	0.0	0.0	0.0	0.0	64.3	65.5	126.1	189.0	0.0	0.0
State, region, city	0.0	0.0	0.0	0.0	2.2	2.2	2.3	12.8	0.0	0.0
Other income	0.0	12.7	76.5	244.1	285.7	403.6	1,759.3	1,739.1	257.6	0.0
<b>Cash outflows</b>	0.0	20.0	71.4	133.0	307.9	417.6	1,017.8	3,488.5	101.2	0.0
Capital investments	0.0	0.0	0.0	2.4	42.7	83.2	178.8	1,054.5	15.1	0.0
Operations	0.0	20.0	71.4	130.6	265.1	334.4	839.0	2,433.9	86.1	0.0
<b>"Cash position, End of year (includes contingency)"</b>	0.0	(7.3)	(2.2)	148.4	273.5	409.6	1,447.2	369.9	526.2	526.2
Bank credit line	0.0	20.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	0.0
-less cash utilised	0.0	7.3	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Cash available*</b>	0.0	12.7	27.7	178.4	303.5	439.6	1,477.2	399.9	556.2	526.2

\*Cash available is the sum of bank credit line (less cash utilized) and cash position at the end of the year

\*\*Real dollars: dollar value in relevant year



# 3.11

## MARKETING

- 123. A REALISTIC NATIONAL PARTNERSHIP PROGRAM
- 124. HISTORICAL ANALYSIS AND MARKET ASSESSMENT
- 125. TICKETING PROJECTIONS & ESTABLISHED TRENDS
- 126. PREDICTING A HIGH RATE OF SOLD-OUT EVENTS
- 127. PRICES ALIGNED WITH CONSUMER TRENDS
- 128. NEW LICENSING MILESTONES FORESEEN
- 129. THE POWER OF THE OLYMPIC BRAND IN THE US
- 130. NO LOTTERIES IN THE FINANCIAL PLAN
- 131. NO LOTTERY REVENUES INCLUDED
- 132. CALIFORNIA LAWS EXCLUDE LOTTERY INCOME
- 133. NO LOTTERY COMPETITION FOR THE GAMES





3.11 MARKETING

123. A REALISTIC NATIONAL PARTNERSHIP PROGRAM

The United States Sports Industry is the largest, fastest growing market of its type in the world, propelled by major revenue streams from ticketing, media rights, sponsorship and merchandise sales. In particular, sport-specific marketing and sponsorship activity continues to grow in both aggregate value and activation opportunities. This growth looks to continue as multiple vertical industries are increasingly using sport to connect with key consumer segments through more engaging, more impactful and immersive sponsorship opportunities.

The LA 2024 approach to sponsorship revenues leveraged multiple models, detailed market analysis, expert guidance, USOC experience and past Games experience. The projections are based on a rigorous, bottom-up approach to sponsorship value by tier. Furthermore, these projections were pressure tested by using two additional approaches: top-down and category-based builds.

To minimize market clutter and ensure maximum opportunity, LAOCOG will form a joint venture with the USOC to undertake sponsorship sales and servicing activities for the Games. This structure is outlined in the Joint Marketing Program Agreement and the related Joint Venture Letter Agreement, agreed upon by LA 2024, the City of Los Angeles and the USOC. The strong sponsor relationships that the USOC has built provide a strong platform from which to build and grow during the OCOG phase. The Joint Venture will also be responsible for servicing TOP sponsors’ US activations and will work with the NBC to ensure robust advertising support for the Games’ broadcast.

Overall, this approach supports a revenue projection of USD 1.76 billion in gross Olympic and Paralympic Games revenue from a traditionally tiered domestic sponsorship program of national partners, sponsors and suppliers.

Table 123 (Sponsorship Income) showcases a three-tiered structure and the detailed revenue projections for each.

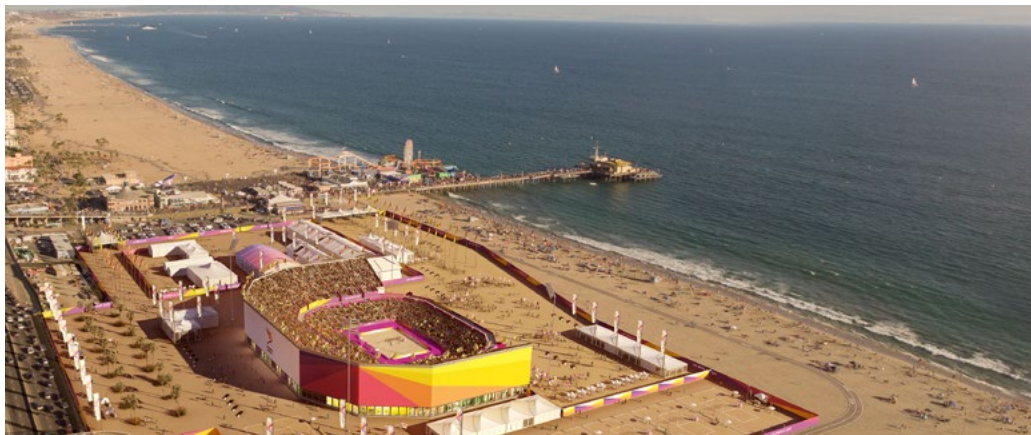
TABLE 123 / SPONSORSHIP INCOME

Level of Sponsorship	Possible Project Categories (Projected minimum numbers may be fewer than potential categories)	Projected Income by Level of Sponsorship (USD m 2016)
First Level	Telecom Services	Avg. income per sponsor: 97.2
	Banking (multiple)	
	Airlines (multiple)	Number of Tier 1 sponsors: 10
	Software (multiple)	
	Insurance (multiple)	Total projected income (Tier 1): 972.3
	Utilities	
	Beer	
	Food (multiple)	
	Reprographics	
	Apparel/Footwear (multiple)	
	Logistics and Courier	
	Building Supplies	
	Data Center Hardware	
	Networking Equipment	
Second Level	Hotel/Lodging	Avg. income per sponsor: 39.9
	Food (multiple)	
	Wine & Spirits (multiple)	Number of Tier 2 sponsors: 12
	Search	
	Social Media	Total projected income (Tier 2): 479.3
	Video Games and Console	
	Health Care & Bio Tech (multiple)	
	Office Supplies	
	Ticketing	
	Home Improvement	
	E-commerce	
	Professional Services	
	Airplane/Defense Contractors	
	Career Services	
	Retail (multiple)	
	Apparel/Footwear (multiple)	
	Digital Life Management Services	
	Personal Investing	

TABLE 123 / SPONSORSHIP INCOME (CONT.)

Level of Sponsorship	Possible Project Categories (Projected minimum numbers may be fewer than potential categories)	Projected Income by Level of Sponsorship (USD m 2016)
Third Level	Hospitality (multiple)	Avg. income per sponsor: 10.3
	Retail (multiple)	
	Apparel/Footwear (multiple)	Number of Tier 3 sponsors: 30
	Food (multiple)	
	Candy and Gum	Total projected income (Tier 3): 309.1
	Wine & Spirits (multiple)	
	Car Service Rental	
	Pharmaceutical and Laboratory Services	
	Health Care & Bio Tech (multiple)	
	Human Security Services	
	Language Translation	
	Airport Management Services	
	Outdoor Advertising Space	
	Staffing Services	
	For Profit Education Provider	
	Recruiting	
	Career Services	
	Eyewear	
	Technology Services and Applications	
	Temporary Building Structures	
	Home Goods	
	Toys and Games	
	Marine Equipment and Services	
	Elite Athletes’ Insurance	
	Mattress Toppers	
	Jams/Coffee/Peanuts	
	Graphics Suppliers (multiple)	
	Retail Fitness	





Beach Volleyball venue at Santa Monica Beach.

## 124. HISTORICAL ANALYSIS AND MARKET ASSESSMENT

The LA 2024 budget exercise utilized a rigorous methodology to develop all revenue projections for the Olympic and Paralympic Games. The approach began by calculating bottom-up estimates for each revenue line item. These estimates were vetted against relevant benchmarks from prior Games as well as the local Los Angeles and United States sports markets. The models were then validated with feedback and insights from third-party subject matter experts, IOC review sessions, International Federation meetings and partner discussions.

Underlying the LA 2024 sponsorship revenue projections is a vigorous and growing domestic marketplace for sports sponsorship. The North America marketplace has a strong tradition of sports sponsorship and activation, with over USD 14.6 billion in 2014 and a projected annual growth rate of 4.5 percent through 2019. Previous Games in the United States have generated strong Olympic sponsorship awareness and relationships and a considerable investment in the Olympic and Paralympic Games. LA 2024 is confident that this interest and investment in the Olympic Movement will only continue to grow for the 2024 Games as new engagement opportunities arise. The local, regional and national markets offer strong pools of potential sponsor organizations. Seven of 12 TOP sponsors are headquartered in the United States. Even at a local City level, Los Angeles is one of the world's largest city economies and home to 13 Fortune 500 companies that have a history of supporting local sport.

As highlighted in Table 123, this approach supports a revenue projection of USD 1.76 billion in gross Olympic and Paralympic Games revenue from a traditionally tiered domestic sponsorship program of national partners, sponsors and suppliers. In this projection, the primary drivers are the number of sponsorship tiers, the number of sponsors per tier and the pricing per tier.



Figueroa Corridor will serve as a live site connecting all venues in the Downtown Sports Park.

The methodology focuses on historical benchmarks and market validation:

- **Games Benchmarks for Sponsor Counts:** The revenue was estimated by reviewing detailed London 2012 Games sponsorship data and current Tokyo 2020 Games sponsor counts.
- **Historical Benchmarks for Sponsor Pricing:** The adjusted London 2012 Games sponsorship data served as the baseline for the LA 2024 projections. From this baseline, our projections incorporate growth in the local sponsorship market since 2012.
- **Local Market Data:** The pricing levels were developed based on benchmark levels of the latest sponsorship programs and sports sponsorship market growth. The LA 2024 price level estimates represent a 10 percent growth over the London 2012 Games benchmarks. The North American sponsorship market grew over 20 percent from 2012 to 2016.
- **Additional Review:** The estimated revenues were tested with two additional approaches, which leveraged top down and category-based analyses respectively.
- **Expert Input:** The leading subject matter experts with in-depth experience in sponsorship sales were consulted to validate the final revenue projections

To ensure maximum opportunity, LAOCOG will form a joint venture with the USOC to undertake sponsorship sales and servicing activities for the Games. This will allow LAOCOG to kick-start a strong sponsorship program early, recruiting and hiring the right team to achieve these projections. LA 2024 and our partners at the USOC are confident in our joint ability to develop a truly innovative program for sponsor activation and engagement, building on the continued growth of the sports sponsorship market in the US, and achieving higher Olympic and Paralympic Games sponsorship than past Games.

As detailed in Question 121, KPMG LLP (KPMG) conducted an independent assessment of the proposed LA 2024 budget. For LA 2024's domestic sponsorship projections, KPMG saw no concerns given the conservative approach, the degree of analysis and the comparison to actuals realized by previous Games.

## LA 1984

*Set a new Olympic ticket sales record of 2.9 million tickets, generating USD 155 million in revenues for the Games.*

## ATLANTA 1996

*Broke all Olympic records, selling 8.6 million tickets and generating USD 468 million in revenues, which represented approximately 25 percent of the Games overall revenues.*

## 125. TICKETING PROJECTIONS AND ESTABLISHED TRENDS

Los Angeles enjoys an extensive annual calendar of professional and collegiate sports events. Almost every day, our City hosts live sports and entertainment events in our world-class venues. A common theme across all events is the thousands of passionate fans that fill these stadia and arenas to cheer on their teams. From LA Live and the LA Memorial Coliseum in Downtown LA to the Pauley Pavilion and the Drake Stadium in Westwood, to the Forum in Inglewood or the StubHub Center in Carson – sport is an integral part of life in LA. The City's diverse population of enthusiastic sports fans create the kind of electric atmosphere loved by athletes and spectators alike.

Annually, domestic and international guests to our City purchase more than 20 million tickets to sports events in the City; additionally tens of millions of tickets are sold to entertainment and cultural attractions and events. The public's absorption rate for sports tickets is exceptional. One example is the LA Dodgers Major League Baseball team, which consistently ranks as the top ticket seller in the 30-team league. Last year, the LA Dodgers sold over 3.7 million seats to 81 home games, averaging over 45,700 spectators per game. Sports passion reaches a fever pitch during the playoffs each year in each pro sport – and sold-out events results across the board.

That level of ticket sales is relevant to the 2024 Olympic Games, which, in the US, always perform at the playoff level. During the LA 1984 Games and again during the Atlanta 1996 Games, American sports fans responded to the Olympic Games opportunity with great enthusiasm. LA 1984 set a new Olympic Games ticket sales record of 2.9 million tickets, generating USD 155 million

in revenues for the Games. Twelve years later, Atlanta 1996 broke all Olympic Games records, selling 8.6 million tickets and generating USD 468 million in revenues, which represented approximately 25 percent of the Games overall revenues.

Given the robust local and national ticket market for the Olympic and Paralympic Games in the US, LA 2024 has developed a ticket pricing and marketing strategy, designed to produce high rates of sale and appeal to the most passionate fans, while ensuring broad access to those who are on a budget but want the thrill of experiencing the Games for the first time.

The LA 2024 ticket pricing strategy will be predicated on stadium size, seat location and desirability, the anticipated demand per sport and session (preliminaries vs medal rounds), historical and contemporaneous ticket pricing data and various economic factors, including revenue goals and fair ticket pricing practices. It is anticipated that ticket prices will be stratified into bands as they traditionally are, with high-end prices designed to optimize revenues and low-end bands geared to increase mass participation in the Games. Once the Olympic family quotas and commercial partner allocations are established, prices for public sales will be finalized.

In developing our ticket marketing strategy, LA 2024 will consult with, and more than likely engage, one of the leading ticket marketing companies in the US (e.g. StubHub and Ticketmaster, both of which are Californian businesses). It is anticipated that the marketing campaign for ticketing will launch approximately two years before the Games, with an internet

based pre-registration period, more than likely based on a lottery system set up to ensure fairness, geographic equity and national participation. The pre-registration data will establish demand and desirability across all sports, and the second round of sales will be based on the remaining inventory and fresh sales initiatives by authorized travel partners offering transport and accommodation ticket packages. The final stages of ticket sales will include box office sales at the venues and mobile ticket sales offices. The use of this tiered marketing strategy will ensure the highest rates of sold-out events at the earliest possible dates.

While ticket sales can indicate which events are sold out – and the objective will be to sell out every session – achieving the full stadia goal is dependent on the cooperation and attendance of those holding tickets distributed through the Olympic family and commercial partners. To achieve full stadia, LA 2024 will implement a dynamic ticketing program that creates an OCOG controlled secondary market, allowing ticket holders to redeem and redistribute their tickets on short notice to ensure every ticket is used and every seat is filled. Several professional teams in the US have implemented systems that perform this function, with success. A subsystem of an Olympic family communications network will be established to ensure familiarity with this initiative pre-Games.

In addition to the overriding ticket marketing strategy, LA 2024 will broadly promote spectator opportunities for non-ticketed events – such as the marathon and cycling courses – to ensure the popularity of the full stadia phenomena is reflected at the street level as well.



## 126. PREDICTING A HIGH RATE OF SOLD-OUT EVENTS

The LA 2024 ticketing revenue projections capture revenues from admission fees to all Olympic and Paralympic Games competitions and ceremonies, as well as modest estimates for additional ticketing related opportunities operated by the LAOCOG, including Sports Park access, test events and the sale of hospitality rights to official travel and hospitality companies.

As outlined in Question 125, LA 2024 is committed to delivering full stadia at all competitions. We are confident in these projections, based on a unique value proposition in the LA 2024 Games Concept. LA 2024 will offer spectators an unparalleled experience, given an innovative approach to the Sports Parks and spectator engagement.

Leveraging benchmarks from prior Games, LA 2024 projections are rooted in actual ticket sales and prices. Given similarities in the markets, London 2012 serves as the primary benchmark for both ticket pricing and ticket distributions. The three main variables that impact ticketing revenue in these projections include ticket volumes, allocation of ticket tiers and price by tier.

As shown in Table 126 (Ticketing Revenue), these inputs lead to a projected income of USD 1.22 billion from Olympic Games ticket sales and USD 126 million from Paralympic Games ticket sales, totaling USD 1.3 billion in ticket sales. Furthermore, hospitality rights and other ticket sales total USD 188 million.

These estimates have not contemplated potential revenue upside from ticketing innovation. Such opportunities include secondary ticketing, dynamic pricing in the secondary market, flex seating for unclaimed seats, and even tertiary markets.

TABLE 126 / TICKETING REVENUE

Sport/Ceremony	Type	Number of Sessions	Gross Capacity per Session	Available Seats for Sale per Session	Average Sell Rate (Gross capacity)	Average Sell Rate (Available seats)	Average Ticket Price (USD)	Total Revenue (USD m)
<b>Olympic ticketing revenue by sport/discipline</b>								
Opening Ceremony	Ceremonies	1	85,000	54,034	62	97	1,783.02	93.45
Closing Ceremony	Ceremonies	1	70,000	41,297	57	97	1,225.56	49.09
Opening Ceremony – Celebration	Ceremonies	1	70,000	63,556	88	97	350.00	21.58
Closing Ceremony – Celebration	Ceremonies	1	85,000	71,250	81	97	300.00	20.73
Aquatics – Diving	Preliminaries	4	12,000	9,704	78	97	159.06	5.99
Aquatics – Diving	Finals	12	12,000	9,324	75	97	270.79	29.39
Aquatics – Open Water Swimming	Finals Only	2	2,000	1,810	88	97	65.84	0.23
Aquatics – Swimming	Preliminaries	7	20,000	14,067	68	97	149.29	14.26
Aquatics – Swimming	Finals	8	20,000	12,925	63	97	420.17	42.14
Aquatics – Synchronized Swimming	Preliminaries	3	15,000	11,666	75	97	102.22	3.47
Aquatics – Synchronized Swimming	Finals	2	15,000	11,400	74	97	174.49	3.86
Aquatics – Water Polo	Preliminaries	23	8,000	6,267	76	97	65.02	9.09
Aquatics – Water Polo	Finals	10	8,000	5,689	69	97	102.39	5.65
Archery	Preliminaries	10	8,000	7,548	92	97	65.02	4.76
Archery	Finals	4	8,000	7,397	90	97	95.48	2.74
Athletics	Preliminaries	6	70,000	57,115	79	97	136.13	45.25
Athletics	Finals	9	70,000	54,634	76	97	457.35	218.14
Athletics – Marathon	Finals Only	2	5,000	4,397	85	97	54.32	0.46
Athletics – Race Walk	Finals Only	3	5,000	3,072	60	97	39.51	0.35
Badminton	Preliminaries	12	10,300	9,129	86	97	73.25	7.78
Badminton	Finals	12	10,300	8,808	83	97	107.41	11.01
Basketball	Preliminaries – Primary Venue	16	18,000	16,008	86	97	116.68	28.99
Basketball	Preliminaries – Secondary Venue	14	8,000	6,150	75	97	103.38	8.63
Basketball	Finals	12	18,000	15,429	83	97	256.77	46.11
Boxing	Preliminaries	8	8,000	6,064	74	97	95.89	4.51
Boxing	Finals	21	8,000	5,785	70	97	137.32	16.18
Canoe – Slalom	Preliminaries	2	8,000	7,514	91	97	63.38	0.92
Canoe – Slalom	Finals	3	8,000	7,352	89	97	134.98	2.89
Canoe – Sprint	Preliminaries	3	12,000	10,875	88	97	65.84	2.08
Canoe – Sprint	Finals	3	12,000	10,875	88	97	100.41	3.18
Cycling – BMX	Preliminaries	1	6,000	5,255	85	97	97.12	0.50
Cycling – BMX	Finals	2	6,000	5,007	81	97	104.94	1.02
Cycling – Mountain Bike	Finals Only	2	8,000	7,321	89	97	49.38	0.70
Cycling – Road	Finals Only	4	5,000	4,659	90	97	65.84	1.19
Cycling – Track	Preliminaries	3	6,000	4,654	75	97	110.54	1.50
Cycling – Track	Finals	6	6,000	4,314	70	97	254.24	6.38
Equestrian – Dressage	Preliminaries	2	15,000	13,882	90	97	89.71	2.42
Equestrian – Dressage	Finals	2	15,000	13,509	87	97	190.13	4.98
Equestrian – Eventing	Preliminaries	3	40,000	39,175	95	97	85.32	9.73
Equestrian – Eventing	Finals	1	40,000	38,900	94	97	134.98	5.09
Equestrian – Jumping	Preliminaries	2	15,000	13,802	89	97	89.71	2.40
Equestrian – Jumping	Finals	2	15,000	13,402	87	97	190.13	4.94
Fencing	Preliminaries	5	7,000	4,867	67	97	65.02	1.53
Fencing	Finals	13	7,000	4,867	67	97	86.10	5.28
Football – Primary venue	Preliminaries	4	78,000	73,886	92	97	46.25	13.26
Football – Primary venue	Finals	10	78,000	73,301	91	97	94.48	67.18
Football – Secondary venue A	Preliminaries – Venue A	4	35,000	32,186	89	97	56.89	7.10
Football – Secondary venue B	Preliminaries – Venue B	4	35,000	32,186	89	97	56.89	7.10
Football – Secondary venue C	Preliminaries – Venue C	4	35,000	32,186	89	97	56.89	7.10
Football – Secondary venue D	Preliminaries – Venue D	4	35,000	32,186	89	97	60.48	7.55
Football – Secondary venue E	Preliminaries – Venue E	3	35,000	32,186	89	97	63.28	5.93
Football – Secondary venue F	Preliminaries – Venue F	3	35,000	32,186	89	97	69.74	6.53

TABLE 126 / TICKETING REVENUE (CONT.)

Sport/Ceremony	Type	Number of Sessions	Gross Capacity per Session	Available Seats for Sale per Session	Average Sell Rate (Gross capacity)	Average Sell Rate (Available seats)	Average Ticket Price (USD)	Total Revenue (USD m)
Football – Secondary venue A	Finals – Venue A	2	35,000	31,601	88	97	83.21	5.10
Football – Secondary venue B	Finals – Venue B	2	35,000	31,601	88	97	83.21	5.10
Football – Secondary venue C	Finals – Venue C	2	35,000	31,601	88	97	83.21	5.10
Golf	Preliminaries	6	30,000	26,185	85	97	13.12	2.00
Golf	Finals	2	30,000	25,967	84	97	61.92	3.12
Gymnastics – Artistic	Preliminaries	6	17,500	14,623	81	97	127.90	10.89
Gymnastics – Artistic	Finals	7	17,500	13,848	77	97	370.95	34.88
Gymnastics – Rhythmic	Preliminaries	2	17,500	15,187	84	97	81.83	2.41
Gymnastics – Rhythmic	Finals	2	17,500	14,600	81	97	154.98	4.39
Gymnastics – Trampoline	Finals Only	2	17,500	14,676	81	97	150.34	4.28
Handball	Preliminaries	30	12,500	10,818	84	97	57.61	18.14
Handball	Finals	16	12,500	10,387	81	97	83.95	13.53
Hockey	Preliminaries – Primary Venue	18	15,000	13,809	89	97	67.49	16.27
Hockey	Preliminaries – Secondary Venue	16	5,000	4,121	80	97	67.49	4.32
Hockey	Finals	8	15,000	13,568	88	97	110.70	11.66
Judo	Preliminaries	7	8,000	5,991	73	97	79.01	3.21
Judo	Finals	7	8,000	5,991	73	97	134.98	5.49
Modern Pentathlon	Finals Only	2	30,000	28,072	91	97	86.71	4.72
Rowing	Preliminaries	3	12,000	10,986	89	97	95.06	3.04
Rowing	Finals	5	12,000	10,648	86	97	129.96	6.71
Rugby	Preliminaries	6	27,000	20,851	75	97	34.12	4.14
Rugby	Finals	6	27,000	20,601	74	97	77.32	9.27
Sailing	Preliminaries	7	10,000	9,681	94	97	42.80	2.81
Sailing	Finals	7	10,000	9,574	93	97	90.54	5.89
Shooting	Preliminaries	2	3,000	2,985	97	97	32.92	0.19
Shooting	Finals	13	3,000	2,980	96	97	59.51	2.24
Table Tennis	Preliminaries	13	5,000	4,063	79	97	79.01	4.05
Table Tennis	Finals	19	5,000	3,768	73	97	93.57	6.50
Taekwondo	Preliminaries	4	6,000	4,415	71	97	63.38	1.09
Taekwondo	Finals	8	6,000	4,112	66	97	87.24	2.78
Tennis	Preliminaries – Center Court	3	10,000	8,965	87	97	87.99	2.30
Tennis	Preliminaries – Secondary Court	3	5,000	4,172	81	97	92.49	1.12
Tennis	Preliminaries – Other Match Courts	6	4,000	3,380	82	97	99.15	1.95
Tennis	Finals – Center Court	11	10,000	8,758	85	97	169.33	15.82
Tennis	Finals – Secondary Court	1	5,000	3,965	77	97	113.80	0.44
Triathlon	Finals Only	2	2,500	2,207	86	97	65.84	0.28
Volleyball – Beach	Preliminaries	18	12,000	10,427	84	97	95.06	17.31
Volleyball – Beach	Finals	16	12,000	10,165	82	97	166.40	26.25
Volleyball – Indoor	Preliminaries	30	18,000	15,509	84	97	78.03	35.22
Volleyball – Indoor	Finals	12	18,000	14,883	80	97	142.10	24.62
Weightlifting	Preliminaries	8	7,000	5,421	75	97	65.02	2.74
Weightlifting	Finals	15	7,000	5,170	72	97	141.24	10.62
Wrestling (Freestyle)	Preliminaries	5	8,000	6,231	76	97	67.49	2.04
Wrestling (Freestyle)	Finals	5	8,000	6,231	76	97	82.31	2.49
Wrestling (Greco-Roman)	Preliminaries	3	8,000	6,231	76	97	67.49	1.22
Wrestling (Greco-Roman)	Finals	3	8,000	6,231	76	97	82.31	1.49
Totals / Average		668	18,152	15,310	82	97	136.87	1,182.0



TABLE 126 / TICKETING REVENUE (CONT.)

Sport/Ceremony	Type	Number of Sessions	Gross Capacity per Session	Available Seats for Sale per Session	Average Sell Rate (Gross capacity)	Average Sell Rate (Available seats)	Average Ticket Price (USD)	Total Revenue (USD m)
<b>Paralympic ticketing revenue by sport/discipline</b>								
Opening Ceremony	Ceremonies	1	85,000	54,034	62	97	359.29	18.83
Closing Ceremony	Ceremonies	1	85,000	54,047	62	97	279.04	14.63
Archery	Preliminaries	3	8,000	7,548	92	97	16.46	0.36
Archery	Finals	9	8,000	7,397	90	97	16.46	1.06
Athletics	Finals Only	18	70,000	54,634	76	97	36.60	34.92
Athletics – Marathon	Finals Only	1	5,000	4,397	85	97	16.46	0.07
Badminton	Finals Only	15	10,300	8,808	83	97	29.09	3.73
Boccia	Preliminaries	6	5,000	3,296	64	97	24.69	0.47
Boccia	Finals	8	5,000	2,814	55	97	24.69	0.54
Canoe	Preliminaries	1	12,000	10,554	85	97	5.10	0.05
Canoe	Finals	1	12,000	10,072	81	97	12.74	0.12
Cycling – Road	Finals Only	8	5,000	4,659	90	97	16.46	0.60
Cycling – Track	Preliminaries	1	6,000	4,654	75	97	24.69	0.11
Cycling – Track	Finals	7	6,000	4,314	70	97	37.33	1.09
Equestrian	Preliminaries	4	15,000	13,554	88	97	16.46	0.87
Equestrian	Finals	8	15,000	13,072	85	97	16.46	1.67
Football 5-a-side	Preliminaries	12	10,000	8,039	78	97	10.53	0.99
Football 5-a-side	Finals	2	10,000	7,557	73	97	19.87	0.29
Goalball	Preliminaries	18	5,000	3,296	64	97	24.69	1.42
Goalball	Finals	7	5,000	2,814	55	97	24.69	0.47
Judo	Preliminaries	3	8,000	6,442	78	97	24.69	0.46
Judo	Finals	3	8,000	5,991	73	97	24.69	0.43
Powerlifting	Finals Only	20	7,000	4,711	65	97	24.69	2.26
Rowing	Preliminaries	2	12,000	10,986	89	97	16.46	0.35
Rowing	Finals	1	12,000	10,648	86	97	16.46	0.17
Shooting	Finals Only	8	3,000	2,980	96	97	16.46	0.38
Sitting Volleyball	Preliminaries	19	13,500	11,358	82	97	24.69	5.17
Sitting Volleyball	Finals	7	13,500	10,876	78	97	27.75	2.05
Swimming	Preliminaries	10	20,000	17,523	85	97	32.92	5.60
Swimming	Finals	10	20,000	17,041	83	97	51.85	8.57
Table Tennis	Preliminaries	5	5,000	4,063	79	97	24.69	0.49
Table Tennis	Finals	13	5,000	3,768	73	97	24.69	1.17
Taekwondo	Finals Only	8	6,000	4,112	66	97	24.69	0.79
Triathlon	Finals Only	2	2,500	2,207	86	97	5.10	0.02
Wheelchair Basketball	Preliminaries	22	18,000	15,626	84	97	24.69	8.23
Wheelchair Basketball	Finals	8	18,000	15,144	82	97	32.31	3.80
Wheelchair Fencing	Preliminaries	3	7,000	4,711	65	97	24.69	0.34
Wheelchair Fencing	Finals	7	7,000	4,711	65	97	24.69	0.79
Wheelchair Rugby	Preliminaries	7	8,000	6,142	74	97	24.69	1.03
Wheelchair Rugby	Finals	2	8,000	5,660	69	97	30.04	0.33
Wheelchair Tennis	Preliminaries	1	10,000	8,039	78	97	24.69	0.19
Wheelchair Tennis	Finals	7	10,000	7,557	73	97	26.46	1.36
<b>Totals / Average</b>		<b>299</b>	<b>14,138</b>	<b>10,746</b>	<b>77</b>	<b>97</b>	<b>37.24</b>	<b>123.6</b>

Note: Product of Totals / Average components may not equal 'Total revenue' due to averaging, however product of individual Paralympic sport components equals 'Total revenue'.

127. PRICES ALIGNED WITH CONSUMER TRENDS

In the development of the LA 2024 ticketing projections, historical Games were the key factor in determining potential ticket prices. By adjusting London 2012 Olympic and Paralympic ticket prices for inflation and exchange rates, the LA 2024 baseline was rooted in proven, achievable price levels. At this range, London 2012 achieved an impressive 97 percent aggregate sell-out rate of tickets available for sale. LA 2024 aims to continue the growth trends toward complete sell-out.

In addition to historical benchmarks, local ticket prices were used to test price levels. LA 2024 ticket prices compared favorably with those of other major professional or international sporting events hosted in Los Angeles and throughout the United States. The Greater Los Angeles area has a deep and enduring love for sport, as evidenced by the nine major league professional teams, championship winning college sports programs and robust historical ticket consumption patterns for major sports events.

As proven in this comparative analysis, certain sports enjoy high levels of popularity in the US, and more specifically in LA, and command a price premium versus non-US pricing. These sports include basketball, football, golf, swimming, rugby and tennis. For these sports, a market premium based on comparable examples from the US and LA markets for similar events in the sport category was applied. This premium could exist for numerous additional sports, but was not included in our calculations to ensure conservatism.

Across all sports and price tiers, LA 2024 ticket prices are in line with the affordability levels of other local, regional, national and international events. Given the maturity of the sports ticketing market in the US and the potential for further innovation, the LA 2024 approach offers a balance of accessibility for spectators from all socio-economic statuses and a strong revenue opportunity with considerable upside potential.

Table 127 (Comparative Prices) showcases a selection of local tickets prices for comparison with Olympic benchmarks.

TABLE 127 / COMPARATIVE PRICES

Sport	Event Gender	Location	Venue	Avg. Local Comp Price (USD 2016)	Avg. London Price (USD 2016)	Ticket prices adjusted for local market premium?
<b>Athletics – Finals</b>						
IAAF World Indoor Championships	M/W	Portland, OR	Oregon Convention Center	121.0	405.5	No
<b>Basketball – Preliminaries</b>						
Orlando Magic @ LA Lakers	M	Los Angeles, CA	Staples Center	115.0	96.7	Yes – slight adjustment to baseline prices
<b>Basketball – Finals</b>						
LA Clippers @ LA Lakers	M	Los Angeles, CA	Staples Center	240.0	197.0	Yes – slight adjustment to baseline prices
Boston Celtics @ Golden State Warriors	M	Oakland, CA	Oracle Arena	366.7	197.0	
<b>Football – Finals</b>						
US WNT vs Colombia	W	Chester, PA	Talen Energy Stadium	84.2	66.1	Yes – slight adjustment to baseline prices
<b>Golf – Final</b>						
Northern Trust Open (PGA)	M	Pacific Palisades, CA	Riviera Country Club	79.0	25.5	Yes – slight adjustment to baseline prices
Farmers Insurance Open (PGA)	M	San Diego, CA	Torrey Pines GC	65.0	25.5	
Kia Classic (LPGA)	W	Carlsbad, CA	Park Hyatt Aviara Resort	30.0	25.5	
<b>Gymnastics-Artistic – Preliminaries</b>						
Men's Olympic Trials, Day 2/2	M	St. Louis, MO	Chaifetz Arena	77.7	121.8	No
<b>Tennis – Finals</b>						
BNP Paribas Open (WTA, ATP)	M/W	Indian Wells, CA	Indian Wells Tennis Garden	193.3	111.0	Yes – slight adjustment to baseline prices
<b>Volleyball-Indoor – Preliminary</b>						
USA Volleyball Cup: USA vs Japan	M	Los Angeles, CA	Galen Center	25.5	70.8	No
FIVB World Grand Prix	W	Long Beach, CA	Walter Pyramid	24.0	70.8	



## 128. NEW LICENSING MILESTONES FORESEEN

Sports merchandise and licensing is a major marketing and retail force in the United States and could prove to be a valuable revenue stream for LA 2024. Across the North American market, licensed sports merchandise sales are projected to increase from an estimated USD 13.8 billion in 2015 to a projected USD 14.8 billion in 2020. Product development, the growth of e-commerce and further innovation will contribute to incremental growth domestically.

In the US, millennials (persons born between 1982 and 2004) represent nearly 25 percent of the population, and this generation is contributing to growth opportunities in licensed sports merchandise. For example, according to PWC, soccer merchandise has benefited from its primarily millennial fan base, often associated with higher margins through online and mobile purchases of novelty and premium lifestyle products. Furthermore, nearly 23 percent of the US population is currently under the age of 18. This fan base is growing and data continues to reveal valuable insights for how to best reach, engage and convert young consumers.

Within the LAOCOG Marketing Division, the Licensing and Retail Team will be responsible for the successful development and delivery of a bold, yet credible, LAOCOG Licensing and Retail Program. Data-driven analytics, new technologies and innovative partnerships will be critical to developing and executing merchandise and licensing strategies.

The promotion of the LAOCOG Licensing and Retail Program will be a core project, included within the wider LAOCOG communications strategy. We foresee several major consumer-facing communications and PR campaigns to promote the LA 2024 Licensing and Retail Program, and drive associated sales for the full six-year period in the lead up to, and including, the Games. Campaign concepts will likely be developed around Team USA, LA 2024 mascots, Games preparation and Games time and Paralympic Games time.

LA 2024's licensing and merchandising program will produce an estimated USD 226 million in revenues from sales and licensing royalties for Olympic and Paralympic branded products, coins and stamps. The program's success will be achieved by adhering to several key principles, including:

- High-quality merchandise appropriate for the Olympic and Paralympic Games brand;
- High sustainability standards for environmental and sourcing labor practices;
- Strong coordination with the IOC and IPC;
- Precise alignment with the Olympic and Paralympic Games brand and the visual; identity and Look of the Games, LA 2024;
- Partnership with retailers and multiple locations at venues;
- Partnership with federal agencies experienced with stamp and coin programs; and
- Innovative digital solutions for increased point-of-sale opportunities.



129. THE POWER OF THE OLYMPIC BRAND IN THE US

LA 2024 utilized high-level benchmarks from London 2012 to project an achievable revenue opportunity. A core assumption in this approach is that the category breakdown for merchandise and souvenirs will mirror that of London 2012 with additional LA 2024 product innovation, offering considerable upside potential. To realize this potential, LA 2024 will work with the IOC to align with their global vision for merchandise and will capitalize on the already strong Team USA licensed merchandise sales program.

London 2012 figures were adjusted for US and LA market differences, including inflation, exchange rates, sports licensing market growth from 2012 to 2016, the growth margin accretive online sales, and a larger domestic market in the United States.

For the stamps and coin programs, the United States Olympic Committee, prior US Games, and the federal partners involved in these potential programs, offered considerable input. For instance, the US Mint helped develop projections and program opportunities for the Olympic and Paralympic Games coins.

TABLE 129 / LICENSING INCOME

Category Type	Projected Income (USD 2016)
Merchandise / Licensing	206
Philatelic	10
Coins	10

130. NO LOTTERIES IN THE FINANCIAL PLAN

Due to legal restrictions explained in Question 132, there are currently no plans for a lottery to contribute to the financing of the 2024 Olympic and Paralympic Games.

As a lottery does not offer a viable revenue opportunity for LA 2024, we anticipate developing a licensing program for an existing state or national lottery, which could offer a marginal revenue opportunity from licensing royalties.

131. NO LOTTERY REVENUES INCLUDED

As detailed in Question 130, local legislation limits the revenue opportunity from lotteries. Any lottery revenue would have to come from licensing royalties, which the LA 2024 budget estimates at USD 7 million total, or the equivalent of USD 1 million each year ahead of the 2024 Olympic and Paralympic Games.

132. CALIFORNIA LAWS EXCLUDE LOTTERY INCOME

By law, there is only one lottery in California today, and all of the revenues it produces are required to go to public education. The California State Lottery, also known as the California Lottery, began on November 6, 1984, after California voters passed Proposition 37, the California State Lottery Act of 1984, authorizing the creation of a lottery. On April 8, 2010, Governor Schwarzenegger signed into law Assembly Bill 142, amending the Lottery Act. This bill reallocates Lottery revenues, increasing the mandated minimum to 87 percent of all funds that must be given back to the public in the form of prizes or funds for public education. The remainder, a maximum of 13 percent, is to be spent on administration, such as salaries and running the lottery games.

Beyond the California State Lottery, California law currently prohibits lotteries. There is, however, an exception for raffles that are conducted for charitable purposes. LA 2024 could raffle merchandise, paraphernalia, sponsor donations or other items of value, and all raffle proceeds must go to our charitable purpose, which is defined as running the Olympic and Paralympic Games in 2024. This raffle could offer an additional revenue opportunity should LAOCOG choose to develop this program. However, a raffle is not currently estimated in the LA 2024 budget projections.

133. NO LOTTERY COMPETITION FOR THE GAMES

There are currently no plans for an Olympic Games lottery, given legislative restrictions.

# 3.12

## TRANSITION PLAN

134. A MANAGEMENT STRUCTURE READY TO GO

LA  
20  
24





## 3.12 TRANSITION PLAN

### 134. A MANAGEMENT STRUCTURE READY TO GO

Should Los Angeles be selected as the host of the 2024 Games, the LA 2024 OCOG (LAOCOG) will be promptly formed, as contemplated by the Host City Contract and Olympic Charter. To ensure a smooth transition from Candidature Committee to Organizing Committee and to build on existing IOC and wider Games family relationships, Casey Wasserman and Gene Sykes will remain Executive Chairperson of the LAOCOG's Board of Directors and LAOCOG's Chief Executive Officer respectively through the successful delivery of the Games in 2024.

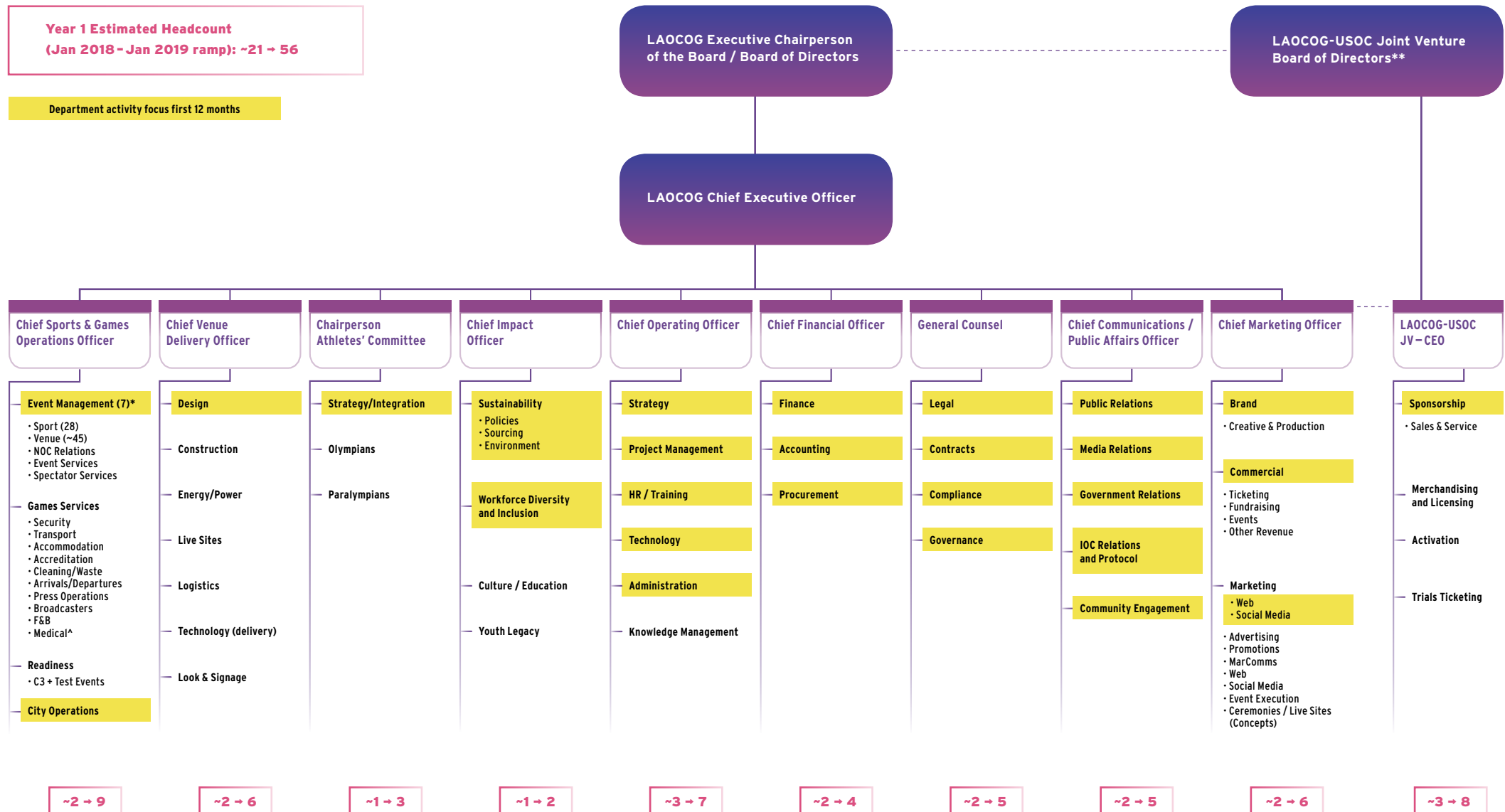
LAOCOG will be a privately run non-profit entity based in Los Angeles, governed by a board of directors, similar to the Candidature Committee. Additionally, LAOCOG and the USOC will enter into a formal joint venture (JV) that will conduct select marketing activities (primarily domestic sponsorship, merchandise/licensing, marketing activation, and Olympic sports event ticketing and hospitality). The JV will be a separate US limited liability company. The JV board of directors will consist of six members (four representing LAOCOG and two representing the USOC), and the JV CEO will coordinate with LAOCOG's Chief Marketing Officer so that there is an integrated approach to all revenue-generating activities.

LA 2024 is actively preparing for the formation of the LAOCOG and the JV, so that the relevant documents can be forwarded for IOC approval promptly, should Los Angeles be selected as host city of the 2024 Olympic and Paralympic Games.

Based on learnings and analysis conducted during the Candidature Phase, LA 2024 plans to build an OCOG organization that can begin working immediately should Los Angeles be selected. Because LAOCOG will be a private entity that does not plan to build any permanent venues, it will be operated as a single organization, as there will be no need for a separate entity to manage construction. LAOCOG will build up its staff over time, all of whom will be responsible for organizing and delivering both the Olympic Games and Paralympic Games. A preliminary department organization structure is outlined below in Exhibit A, which includes the LAOCOG's projected growth of headcount by department during its first 12 months.



## LA 2024 OCOG (LAOCOG) HIGH LEVEL DEPARTMENT STRUCTURE / EXHIBIT A



\*Event management to manage at the Sports Parks level (7) defined as: LA Live, USC, South Bay, Long Beach, Valley, Athletes' Village, Other Venues;

\*\*JV Board of Directors will consist of four individuals from the OCOG and two from the USOC

^Medical includes: Spectator, Athletes, and Doping;

The first 12 months of the LAOCOG operations will be funded by a combination of private donations (similar to the Candidature phase), and a line of credit from one or more commercial banks. As outlined in Question 122, the OCOG's cash flow requirements in the first full year are estimated to be approximately USD 19 million, which will be used primarily for initial workforce costs, as well as office rent, office technology, basic marketing expenses and initial insurance premiums. Several major banks have already indicated interest in financing the operations of the OCOG, as well as potentially becoming a banking partner of the OCOG, should Los Angeles be selected as the host city for the 2024 Olympic and Paralympic Games.

The primary objective for the first 12 months of the LAOCOG's operations will be to establish a solid foundation, based on LA 2024's Games-time vision. There will be five focused areas of activity during the first year:

1. Identify and solidify key leadership positions.
  - The business and affairs of the LAOCOG will be managed by a Board of Directors, which will include all United States IOC Members, athlete representatives, USOC representatives (for both the Olympic Games and Paralympic Games), City of Los Angeles representatives and independent members;
  - Although the Board of Directors will delegate the management of certain activities to certain committees, executives and other representatives, all corporate powers will be exercised under the ultimate direction of the Board of Directors;
  - Casey Wasserman will be the Executive Chairperson of the LAOCOG's Board of Directors, and Gene Sykes will serve as the LAOCOG's Chief Executive Officer; and
  - Short-lists for all major leadership positions (in blue above) will be identified in the Candidature phase, so that key hiring decisions can be made in the last quarter of 2017 and early 2018.
2. Establish key operational functions, including:
  - Operations (Human Resources, IT, policies/guidelines/best practices, and selecting office space for future growth);
  - Finance;
  - Legal (including compliance and governance); and
  - Communications and External Affairs (including Government Relations, Community Relations, and IOC Relations/protocol).
3. Develop key functional and Human Resource planning strategies, including establishing a project management office (PMO) and milestone processes to integrate strategic plans from across the organization.

4. Finalize and begin executing the commercial marketing plan.

- A draft marketing plan and a Candidate City short-list will be completed during the Candidature phase;
- Once LAOCOG's Chief Marketing Officer and the JV's Chief Executive Officer are selected, the marketing plan can be finalized and shared with the IOC (in Q4 2017), so that commercial operations and sponsorship discussions can begin swiftly with potential partners in 2018; and
- A brand identity and initial web/social media presence will be established to support the initial commercial operations.

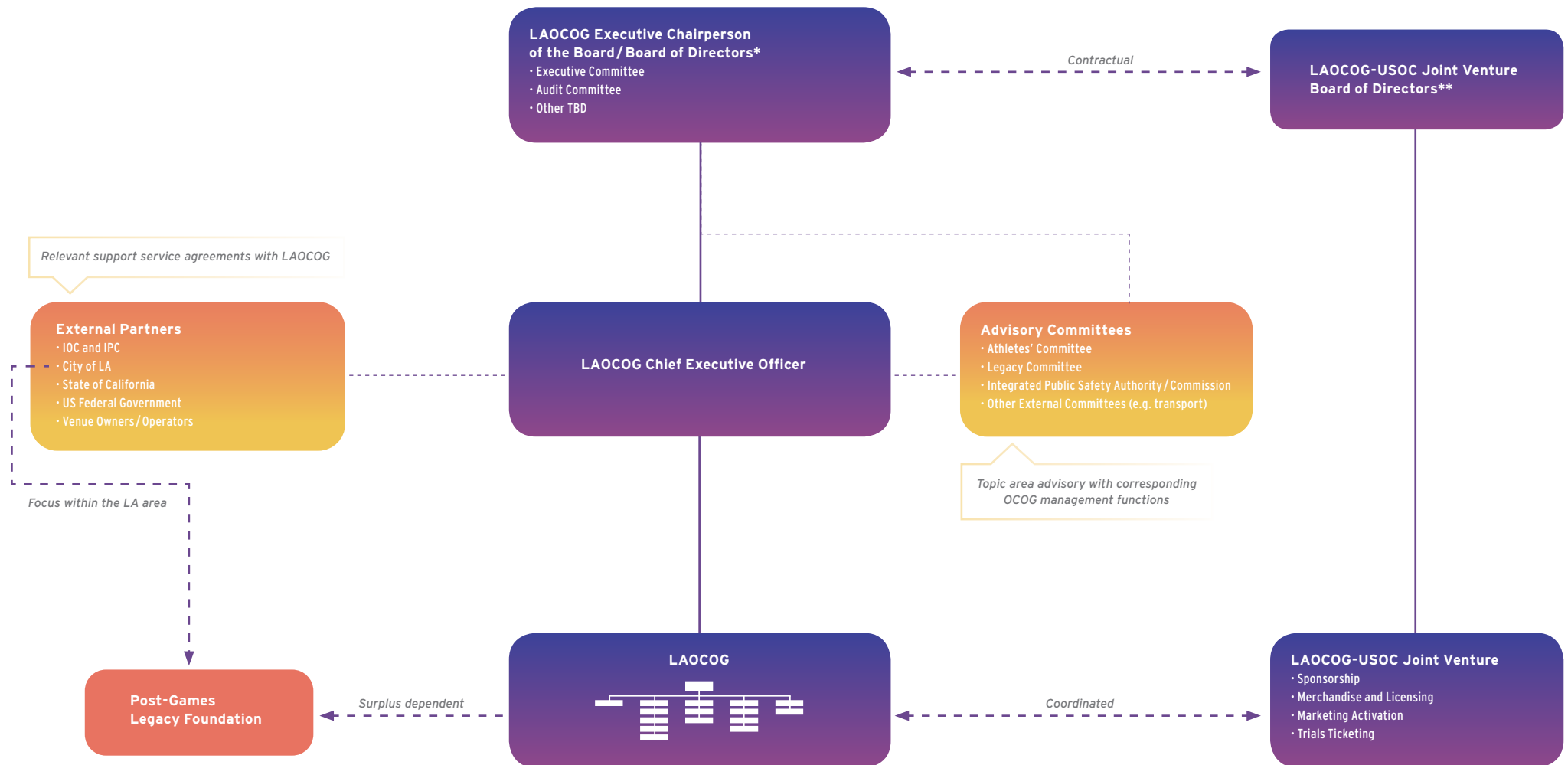
5. Maintain and evolve/grow key stakeholder relationships, including:

- IOC and IPC;
- NOCs and IFs;
- Athletes (Olympian and Paralympian Commissions);
- Venue partners; and
- Government partners.

The key areas where LAOCOG will focus its activities in the first year of operations are highlighted in yellow within Exhibit A above. In addition, the LAOCOG will establish several external partnerships (including with the IOC, City of Los Angeles, the State of California, the US Federal Government and all of the LAOCOG's venue owners/operators) and numerous external advisory committees, to help support the services and operations of LAOCOG. Exhibit B depicts the high-level governance structure envisioned for LAOCOG, including a post-Games Legacy Foundation should LAOCOG complete operations with a financial surplus, which is expected.



## LA 2024 OCOG (LAOCOG) HIGH-LEVEL GOVERNANCE STRUCTURE / EXHIBIT B



\*LA24 OCOG Board of Directors will consist of independent representatives, athlete representatives, US IOC Members, USOC representatives, and City representatives; \*\* LA24-USOC Joint Venture will consist of six members: four representing LAOCOG and two representing the USOC

# FOLLOW THE SUN

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