

# 3.1

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LA  
20  
24

## 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

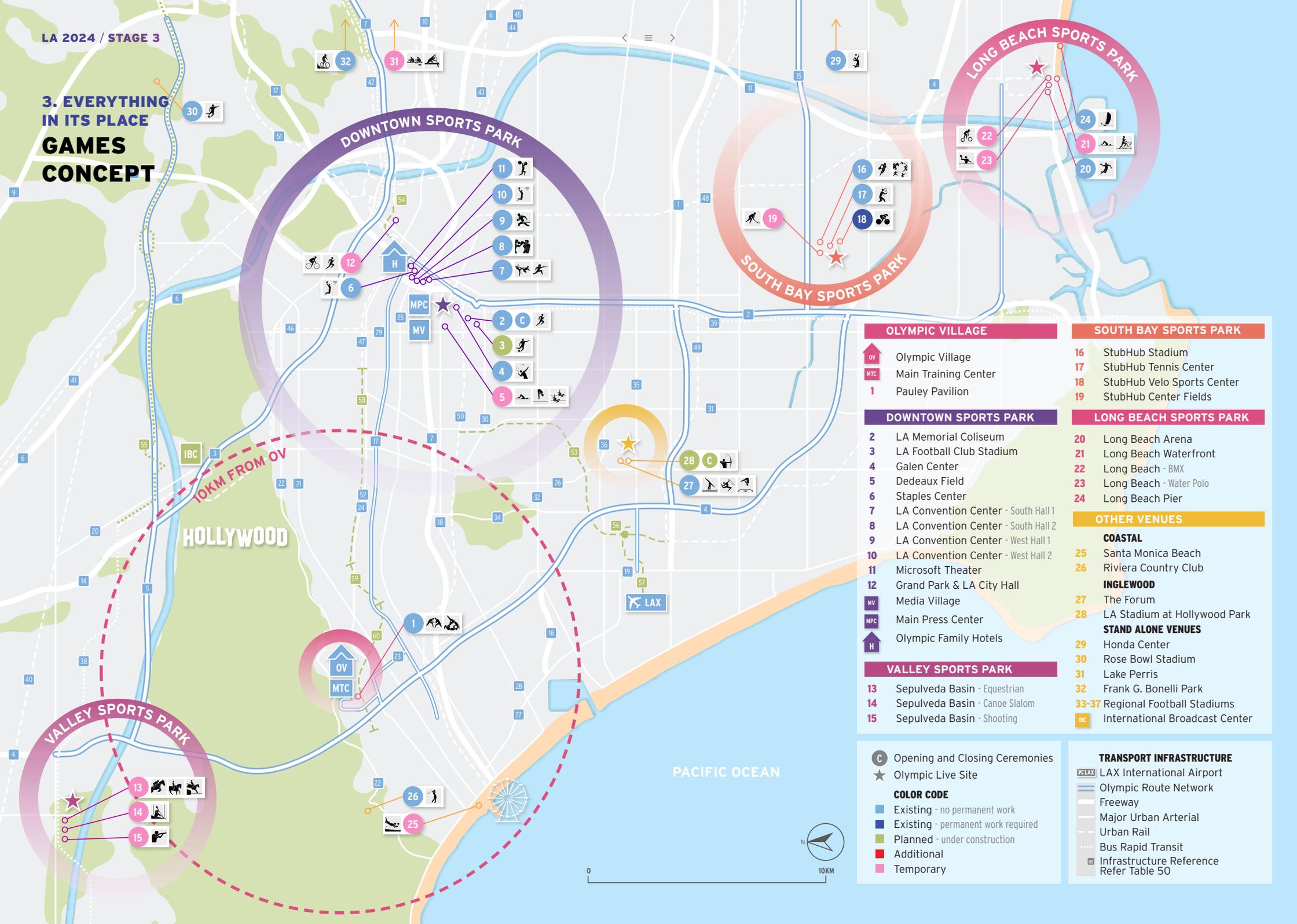
To better support the athletes competing at the Lake Perris rowing and canoe/kayak channel, LA 2024 proposes a satellite Village at the University of California Riverside (UCR). Just a short 20-minute bus ride from Lake Perris, the existing UCR campus will provide the same level of services as the Olympic 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



OLYMPIC VILLAGE		SOUTH BAY SPORTS PARK	
	Olympic Village	16	StubHub Stadium
	Main Training Center	17	StubHub Tennis Center
1	Pauley Pavilion	18	StubHub Velo Sports Center
		19	StubHub Center Fields
DOWNTOWN SPORTS PARK		LONG BEACH SPORTS PARK	
2	LA Memorial Coliseum	20	Long Beach Arena
3	LA Football Club Stadium	21	Long Beach Waterfront
4	Galen Center	22	Long Beach - BMX
5	Dedeaux Field	23	Long Beach - Water Polo
6	Staples Center	24	Long Beach Pier
7	LA Convention Center - South Hall 1	<b>OTHER VENUES</b>	
8	LA Convention Center - South Hall 2	<b>COASTAL</b>	
9	LA Convention Center - West Hall 1	25	Santa Monica Beach
10	LA Convention Center - West Hall 2	26	Riviera Country Club
11	Microsoft Theater	<b>INGLEWOOD</b>	
12	Grand Park & LA City Hall	27	The Forum
	Media Village	28	LA Stadium at Hollywood Park
	Main Press Center	<b>STAND ALONE VENUES</b>	
	Olympic Family Hotels	29	Honda Center
VALLEY SPORTS PARK		30	Rose Bowl Stadium
13	Sepulveda Basin - Equestrian	31	Lake Perris
14	Sepulveda Basin - Canoe Slalom	32	Frank G. Bonelli Park
15	Sepulveda Basin - Shooting	33-37	Regional Football Stadiums
			International Broadcast Center
	Opening and Closing Ceremonies	<b>TRANSPORT INFRASTRUCTURE</b>	
	Olympic Live Site		LAX International Airport
<b>COLOR CODE</b>			Olympic Route Network
	Existing - no permanent work		Freeway
	Existing - permanent work required		Major Urban Arterial
	Planned - under construction		Urban Rail
	Additional		Bus Rapid Transit
	Temporary		Infrastructure Reference Refer Table 50



## 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, Cultural 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.