

Like the Olympic Games, the Paralympic Games—and the heroes who take the stage to compete—will be elevated through the storytelling power of Los Angeles’ creative community. The LA 2024 Paralympic Games will help our city and the world celebrate the unity in diversity that drives the Games experience. It is imperative that participants recognize that their experience is equal to the Olympic experience by every organizational and emotional measure.

Through the Paralympic Games, we will seek to create an educational model that reaches into every aspect of social life and into every neighborhood throughout the City. While LA today considers itself among the most progressive of cities in terms of its inclusiveness and its attitude toward persons with an impairment, the City also recognizes that there is always room for improvement. Part of the vision for the LA 2024 Paralympic Games is to ensure a legacy of greater inclusion, compassion and respect for those with an impairment in all aspects of city life.

US Paralympics envisions the LA 2024 Paralympic Games as an extraordinary opportunity to expand its outreach and cast a broader net to draw more athletes with an impairment into the Paralympic movement. As an indication of the breadth of the opportunity: today, there are more than 21 million Americans with a physical impairment, many who are eligible to compete in Paralympic sport. US Paralympics is already working hard to address this national issue with programming from grassroots to the elite level. For instance, US Paralympics currently supports Paralympic Sport Clubs, a network of community-based organizations that provide programming to athletes at the local level, all across the country.

If LA is honored with the opportunity to host the 2024 Olympic and Paralympic Games, US Paralympics and LA 2024 will use their evolving partnership and the platform of the 2024 Games to grow the Paralympic Movement in the city, across the state, the country and around the world.

## 1.1.2 GAMES FEATURES AND OPERATIONAL CONCEPTS

### 3. A TRULY SUSTAINABLE AND TRANSFORMATIVE GAMES CONCEPT

The Pacific Ocean, miles of sunny coastline, beautiful sandy beaches, diverse neighborhoods, verdant canyons and hills, a magnificent climate, scenic public and civic spaces, and a wealth of world-class sports infrastructure provide LA with a unique canvas on which to create a truly sustainable and transformative Games Concept.

Because of LA’s extraordinary array of existing sport, transport and accommodation infrastructure, composing a responsible LA 2024 Games Concept is more a matter of selecting the best choices instead of building them.

Our Games Concept consists of four exciting venue clusters. Each cluster is uniquely positioned to share the excitement of the Games throughout the city, to take advantage of LA’s growing public transit system and excellent highway system, and to provide iconic broadcast backdrops such as our amazing beaches, the world famous Hollywood Hills and the Santa Monica Pier.

The Paralympic competition sites will also utilize the same four clusters. All sports with an Olympic counterpart, apart from wheelchair rugby, wheelchair basketball, and 5x5 football, will be hosted in the same venues.

We identified key venues based on several criteria:

- ◆ Our ability to provide athletes with an excellent field of play
- ◆ Locations where world-class venues exist today or where we can easily build temporary venues
- ◆ Locations with short journey times from the Olympic Village
- ◆ Opportunities for a sustainable legacy

#### DOWNTOWN CLUSTER

The new, revitalized Downtown LA will be the beating heart of the LA 2024 Games. Bustling day and night, Games visitors will have easy access to the best restaurants, nightlife, art and cultural destinations LA has to offer. Downtown will also be the main accommodation area, offering a vast choice of hotels in every price range.

A renovated, state-of-the-art LA Memorial Coliseum and the world-class LA Live entertainment complex anchor the Downtown Cluster. Eight different competition venues, as well as the Opening and Closing Ceremonies, will fill Downtown LA with Games-time celebration and festivities.

The Downtown Cluster will consist of two precincts, one at LA Live, the other centered around Exposition Park and the University of Southern California (USC). In addition, the LA 2024 Media Village will be located on the campus of USC.

#### LA Live Precinct

The LA Live Precinct includes the Staples Center (basketball), Microsoft Theater (weightlifting), and a newly renovated LA Convention Center (boxing, fencing, handball, judo, table tennis and wrestling). The LA Live Precinct is also home to LA 2024’s proposed Olympic Family Hotels - the JW Marriot at LA Live and the adjacent Ritz Carlton. The prime location of these properties, in the middle (and inside the secured perimeter) of LA Live, is surrounded by Games-time action, and guarantees an exceptional Games-time experience for the Olympic family.

#### USC Precinct

The USC Precinct will feature the USC Galen Center (badminton and taekwondo), the LA Memorial Coliseum operated by USC (athletics and ceremonies) and the new Los Angeles Football Club (LAFC) Stadium (temporary facilities for swimming, diving and synchronized swimming).

The Downtown Cluster will also host the road cycling, cycling time trials, marathon, race walk and archery events. The Start/Finish line of each road event will be located in front of the beautiful Grand Park and iconic Los Angeles City Hall.

#### VALLEY CLUSTER

Sepulveda Basin, a large recreational area in LA’s San Fernando Valley, will play host to four sports. Located northwest of the Downtown Cluster, Sepulveda Basin is a 20-minute drive-time from the Olympic Village along the Olympic Route Network (ORN). Utilizing this facility helps maintain an efficient Games Plan and brings the Games to an important area of the City that did not host events during the Los Angeles 1984 Games.

Sepulveda Basin will also provide an opportunity for a community legacy. The Basin will feature a canoe slalom course built for the Games. Post-Games this new facility could be operated as a leisure water park and canoe/kayak training facility.

Temporary equestrian, modern pentathlon and shooting venues will complete this exciting cluster.

## COASTAL CLUSTER

The Coastal Cluster will host six sports across two precincts, one at the University of California – Los Angeles (UCLA) and the other at Santa Monica Beach. In addition, the LA 2024 Olympic Village will be located within the Coastal Cluster at UCLA. The central location of the Village and state-of-the-art facilities at UCLA will be an amazing benefit to all athletes competing at the Games.

### UCLA Precinct

The UCLA Precinct will be home to four separate venues. Following a USD 136 million renovation in 2012, UCLA's Pauley Pavilion seats 13,800 making it one of the finest collegiate facilities in the nation today and a perfect host for the volleyball competitions. Steps away, UCLA's North Athletic Fields will host the field hockey competitions in two temporary venues. The LA Tennis Center, just west of Pauley Pavilion, will be transformed into a temporary water polo venue.

### Santa Monica Beach Precinct

Beach volleyball was invented on the beaches of Santa Monica and in 2024 it will return to where it all began. In addition to beach volleyball, Santa Monica Beach will also host triathlon and open water swimming competitions. These venues are just a 15-minute drive west of the Olympic Village along the ORN.

## SOUTH BAY CLUSTER

The South Bay Cluster will host four sports at the multi-use StubHub Center. This cluster is located 25km south of Downtown Los Angeles and is a 30-minute drive from the Olympic Village along the ORN.

The StubHub Center Soccer Stadium is the largest soccer-specific stadium in US Major League Soccer, and will host rugby during the Games. Steps away, the Tennis Stadium will host all tennis competitions.

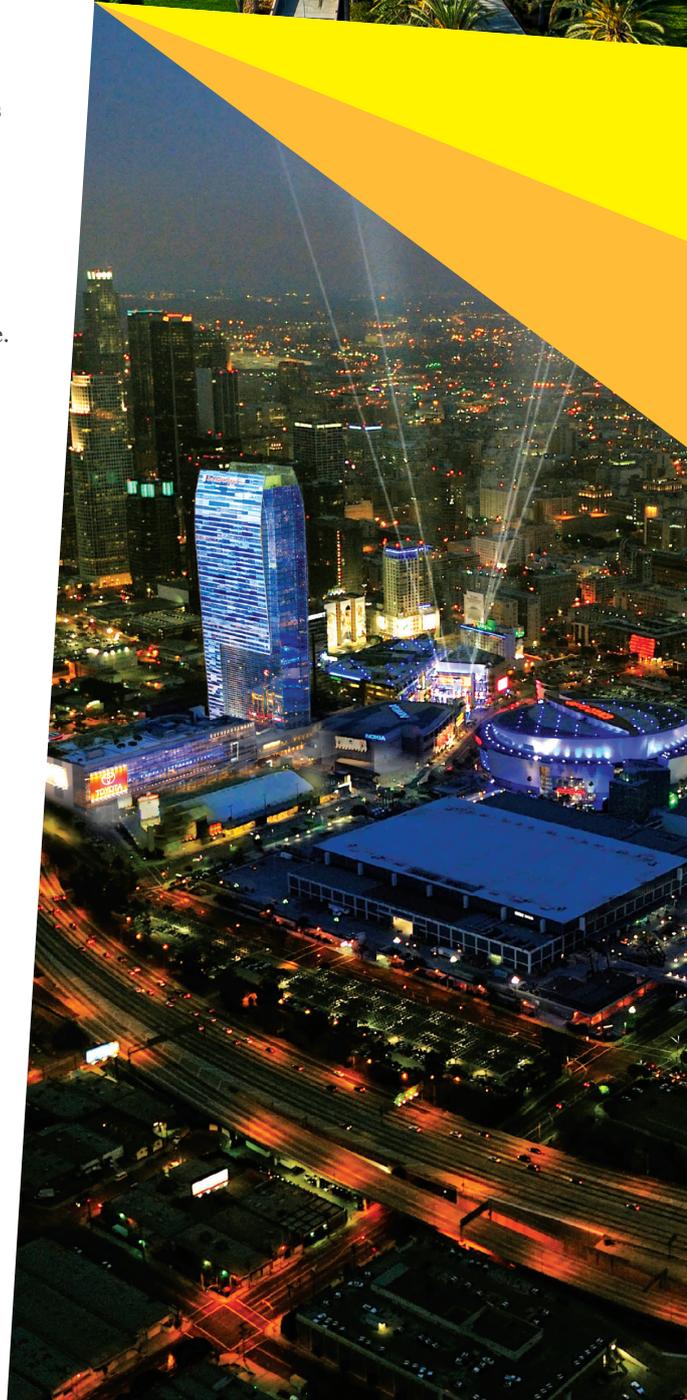
The StubHub Center is also home to the existing VELO Sports Center. This facility will undergo renovation and a modernization program resulting in a world-class training and competition facility for the US Track Cycling team. The new VELO Sports Center will host track cycling competitions during the Games.

Additionally, the StubHub Center will host BMX competitions in a temporary venue.

## ADDITIONAL VENUES

Outside of the four major clusters, several other extraordinary venues will be utilized, including:

- ◆ The Wilson Golf Course is located in Griffith Park, a 25-minute drive-time from the Olympic Village, and surrounded by the iconic Hollywood Hills. It will be renovated into a world-class facility and will host golf during the Games.
- ◆ The Forum, located in Inglewood, a 15-minute drive-time from the Olympic Village, is a world-class multi-purpose 17,500 seat indoor arena that will host artistic, rhythmic and trampoline gymnastic competitions during the Games.
- ◆ The iconic Rose Bowl Stadium, UCLA's 92,000 seat American Football stadium, will host football prelims and finals. The Rose Bowl is a 35-minute drive-time from the Olympic Village.
- ◆ The LA Waterfront, located just south of the StubHub Center (South Bay Cluster), is a popular tourism destination consisting of a public promenade and walking paths, acres of open space and scenic views across San Pedro Bay. The LA Waterfront will host sailing during the Games.
- ◆ Lake Casitas is the proposed LA 2024 rowing and canoe/kayak sprint venue. Lake Casitas is a man-made lake located in the Los Padres National Forest of Ventura County, and was the site of the Los Angeles 1984 rowing events.
- ◆ The beautiful Santa Monica Mountains along the Southern California coastline is a popular hiking, biking, and recreation area. The mountains will host mountain biking during the Games.
- ◆ Preliminary matches for football will be hosted in a number of strategically selected cities across the United States.
- ◆ The International Broadcast Center (IBC) and Media Press Center (MPC) will be a new facility constructed at NBCUniversal's property in Universal City.





## 4. A FESTIVAL OF SPORT, CULTURE AND ENTERTAINMENT

The LA 2024 Olympic and Paralympic Games will be preceded by an eight-week LA 2024 Arts Festival to engage the residents of the entire city in Olympic-themed cultural and entertainment events that span the full spectrum of contemporary arts, tastes and budgets.

The LA 2024 Arts Festival will be the culmination of a four-year, national Cultural Olympiad designed to strengthen the connection between sport and culture across the county. Given the world-class stature of LA's multitalented entertainment community, the Cultural Olympiad will be scheduled to ensure that the City's diverse talent and spectators have a wide array of opportunities for performances over the years.

As the descriptions in this volume make clear, the LA 2024 venue plan is designed in four clusters spread across LA's geography. The Arts Festival will take advantage of this plan with events, exhibitions, performances, community rallies and public celebrations at LA 2024 Live Sites in and around these four clusters, as well as iconic locations such as Grand Park. Ticketed and free public events will serve to build the Olympic spirit before the Games begin—with programming that speaks to many of LA's diverse neighborhoods and nationalities.

As part of our vision for social unity, the LA 2024 Arts Festival will inspire our communities, taking advantage of the strong foundation of goodwill the public expresses toward the Games. Today, polling shows broad support for the Games across the diverse population of Los Angeles. In addition, almost 40 percent of Angelenos have expressed interest in volunteering for the Games. Many volunteers will be offered opportunities to participate in our LA 2024 Arts Festival.

As the celebration continues with multiple LA 2024 Live Sites offering free screenings and entertainment during the Games, LA

2024 will also stage certain strategic events across the City to offer free access and boost public participation and spirit. Among other events, the women's and men's marathon, the cycling time trials and road races, the triathlon and race walks will be planned and staged for the broadest public involvement. Following the Games, many of these sites will be left to the City as reimaged parks and community green spaces.

Significantly, the Downtown Cluster will also host LA 2024's largest Live Site - a central pedestrian corridor along Figueroa Street, linking all the Downtown LA venues, and creating an unparalleled zone of fan excitement for locals and visitors from around the world.

Additionally, LA 2024 will dress the City with the inspiring identity of its Olympic brand, creating a shared and seamless visual experience that connects all the City's neighborhoods in the Look of the Games, while delivering the spirit and camaraderie of the Games to street level. And complementing this visual identity, LA 2024's comprehensive marketing and advertising programs will create key activation opportunities for TOP Partners and Games partners to reach Los Angeles residents and a global audience.

## 5. ENGAGING THE ENTIRE UNITED STATES

To build excitement for the Games, LA 2024 will initiate a seven-year communication and engagement campaign. LA would be the first Summer Games in the US in 28 years, therefore the stories of LA's triumphant 2024 quest will send tidal waves of excitement through the sports community, fueled by Los Angeles' famous storytelling community and the incomparable resources of NBC's news and entertainment networks.

LA 2024 will use every major public milestone in the organizing effort to keep Americans engaged and current on Games preparations and the wider Olympic Movement. Following the USOC's successful model of building interest in US Olympic teams through cross-country road shows, LA 2024 will develop its own annual road shows to tour nationally before the 2018, 2020 and 2022 editions of the Games, leveraging the power of the pre-promotion of those Games and the Olympic trials that precede them to keep Americans tuned in to LA 2024. We will engage sponsors in this effort to ensure our communications are robust.

Since there will be several generations of young people who have never had the opportunity to witness the Olympic Games on American soil, young people will be a major focus of the seven year LA 2024 communications effort, four year national Cultural Olympiad, and a national Olympic and Paralympic sports education and participation program delivered in partnership with the USOC, the LA84 Foundation, and other corporate partners.

In the years before the Games, national campaigns directed at ticket sales, volunteer recruitment and torchbearer nominations will be used to further engage and inspire the American public.

LA 2024 will also partner with the US professional sports leagues to place LA 2024 Games promotional programming at each competition in the NBA (2014 total attendance 22 million), the NFL (2014 total attendance 17 million), NHL (2014 total attendance 21 million), the MLB (2014 total attendance 73 million) and other professional sports organizations.

Among all activations, the Olympic Torch Relay will, of course, captivate the nation, giving citizens in all 50 states the opportunity to reach out and touch the Games, and providing our marketing partners with the opportunity to create robust and inspiring national advertising campaigns.

## 6. THE LOS ANGELES OLYMPIC EXPERIENCE

LA 2024's unique Games Concept is poised to elevate the Olympic experience for all its key constituents. Just like the thousands of Olympians and Paralympians who live and train in Los Angeles today, all athletes will enjoy ideal weather as they compete, train and live in modern world-class venues and accommodation. Spectators will experience the greatest festival of sport in a city that knows how to put on a show. Members of the media will find a city that is renowned for its exceptional storytelling and constant innovation of the media craft.

### ATHLETE EXPERIENCE

LA 2024 is totally committed to putting athletes at the very heart of our Games Plan. We have established a prominent, well-rounded Athletes' Commission with a mission to give athletes from around the globe the opportunity to aid in the creation and development of an unforgettable Olympic and Paralympic Games in 2024. Led by five-time Olympic medalist, and LA 2024 Vice Chair, Janet Evans, the Athletes' Commission will bring together over 35 Olympians and Paralympians across all sports, to seek perspectives and ideas straight from the field of play from the thousands of current and former athletes, both within the US and internationally. Angela Ruggiero, a decorated US Olympian, USOC Board Member, and IOC Member elected to the IOC Athletes' Commission will also advise the LA 2024 Athletes' Commission. Olympians and Paralympians are the stars of the show and in LA we know how to ensure that our stars take center stage.

As a foundation for that stage, LA and the Southern California region offer an unparalleled environment conducive to high performance training and competition. Along with globally recognized world-class venues and an unmatched availability of high performance training facilities, LA has a diverse array of entertainment and recreation options that will inspire and refresh athletes in their downtime.

During Games time, all LA 2024 Olympic and Paralympic athletes will stay in the Games' Coastal Cluster at the University of California — Los Angeles (UCLA). The LA 2024 Olympic Village will offer all athletes a "personalized" Games experience. Taking advantage of the state-of-the-art facilities that already exist at UCLA, the LA 2024 Olympic Village will have fully accessible modern housing, expansive athletic facilities for training and recovery, world-class medical facilities, beautiful reception and hosting centers, and a full range of excellent dining options in a peaceful and secure corner of the beautiful UCLA campus. To ensure convenience for the athletes and allow them to focus their energies entirely on the competitions, nearly 90 percent of all sports are within a 30-minute drive-time of the Village.

When not in competition or training, athletes and their families will be at the doorstep of one of the world's greatest destination cities, with a myriad of well-known attractions and events, from arts and culture, to theme parks, to music and entertainment, to stunning beaches, mountains, and outdoor activities.

### SPECTATOR AND VISITOR EXPERIENCE

Our unique four cluster plan is designed to engage as much of the City as possible while at the same time allowing visitors the opportunity to experience the many new and surprising aspects of LA's unique and distinct neighborhoods. Much of this experience will be facilitated by LA's public transport system, currently undergoing USD 88 billion in planned renovations by 2024, that will connect every part of the City to the LA 2024 Games Concept.

To allow un-ticketed visitors a unique Olympic experience, LA 2024 and its partners will construct several Live Sites in iconic locations and communities across the City. LA 2024's principal Live Site will be the bustling "Olympic Way" on Downtown's Figueroa Street. This



unique pedestrian environment, public plazas and programming will link spectators with over 30 Olympic and Paralympic sports. The Olympic Way will be enhanced with a range of fan experience areas, international food offerings from LA's top chefs, entertainment zones and major festival sites in the key clusters, each showcasing sport and cultural events.

US sports leagues and teams pioneered the combination of in-venue entertainment and sport. LA 2024 will draw upon the most creative experiential marketing minds to help reimagine the in-venue Games experience for spectators. Working with the IOC Sports and Technology Departments, the International Sports Federations, and our world-class venue owners and operators, LA 2024 is uniquely poised to deliver the most innovative in-venue experience and sports presentation concepts available in 2024.

### BROADCAST AND PRESS EXPERIENCE

LA is the center of innovation for broadcast production and media technologies, and it is also incredibly well placed to work with the IOC to ensure the adoption of new and evolving technology.

Members of the media will have access to state-of-the-art content delivery technologies at the IBC/MPC, located at NBCUniversal's property in Universal City. This innovative facility will provide the ideal environment to disseminate the incredible journeys and unprecedented successes of the Olympic and Paralympic athletes.

LA is the entertainment capital of the world and the city is no stranger to hosting globally-televised events such as sporting spectacles, the Oscars, Golden Globes, Grammy Awards and Emmy Awards. This experience and commitment to international press coverage means that members of the media will experience world-class venues and facilities for press and broadcast, including the new and modernized IBC/MPC.

Finally, at the center of our Games Concept, the University of Southern California campus will host the Media Village and serve as the largest concentration of media housing. With USC's state-of-the-art new housing expansion and community development plans, members of the media (along with Games officials and supporters of the Games athletes) will enjoy high quality, affordable accommodation in the middle of our Downtown Cluster.

## 7. HARNESSING INNOVATIVE CALIFORNIAN MINDS

Capitalizing on Los Angeles' immense pool of innovative and entrepreneurial resources, LA 2024 has established an Innovation Network to ideate a range of new concepts to help support and deliver the Games. California is the epicenter of innovation where top tech and thought leaders come to design breakthrough concepts that are shared across the globe. LA 2024's Innovation Network will be comprised of pioneers and leaders from the most sophisticated and exciting companies in Southern California and Silicon Valley. Given our sustainable Games Concept, with limited new construction required, LA 2024 will be able to focus intense resources and thought leadership within this Network to reimagine the experience for all key constituents and transform the Games for a new generation across a number of important themes:

- ◆ Personalized athlete experience
- ◆ Games presentation and spectator experience
- ◆ Games promotion and distribution
- ◆ Games operations

### PERSONALIZED ATHLETE EXPERIENCE

Athletes want to be centrally located and have the very best environment to pursue their dreams. To that end, the Olympic Village has the opportunity to be transformed with everything that LA has to offer, providing the ideal, personalized setting for athletes to rest and prepare, including:

- ◆ Enhanced Olympic Village operations for security and accessibility
- ◆ Cutting-edge nutrition, with food fused from diverse cultures, prepared by world renowned LA based chefs and nutritionists, and
- ◆ Unique entertainment options located throughout the living space

Innovating Village life will not only provide for a uniquely enjoyable experience but will allow the athletes to focus on their preparations without distraction.

### GAMES PRESENTATION AND SPECTATOR EXPERIENCE

California and the United States are home to some of the most technologically advanced stadiums and sports organizations in the world, leveraging new technologies to enhance the spectator experience both in attendance and watching at home.

LA 2024's Innovation Network will solicit feedback from the International Sports Federations to understand their sports needs in order to showcase the competition in unique ways and improve spectator understanding and appreciation.

The LA 2024 Innovation Network will identify and evolve the cutting-edge technologies in sport presentation and fan engagement, many of which are pioneered here in the US sports marketplace.

Additionally, in January 2016, the National Football League (NFL) approved the relocation of the Rams to Los Angeles. The Rams will compete at a new, state-of-the-art, privately-financed stadium in Inglewood in the Greater Los Angeles area, centrally located adjacent to The Forum. The stadium will be covered by a transparent roof and seat 70,000 to 100,000 spectators, depending on the seat configuration. This new stadium presents an exciting opportunity to integrate next generation venue and event production technologies into LA 2024's Games Concept. Over the coming months LA 2024 will work with the stadium owner to further explore these opportunities.

### GAMES PROMOTION AND DISTRIBUTION

Without question, mobile technology is laying the foundation for media and fans to report on the experience, and California is home to the top companies innovating in this space. The LA 2024 Innovation



Network will leverage top minds from thought leaders in mobile, search, social media, and digital content distribution to advance connectivity in Los Angeles so that all experiencing the Games can seamlessly share unique content worldwide as it happens, from anywhere, at anytime.

In addition, many of the world's top media companies are based in Los Angeles. As part of the LA 2024 Innovation Network, these visionary firms will help reimagine the presentation and the promotion of our Games, including ideation around the development of the Olympic Channel.

### GAMES OPERATIONS

#### Transport

For all Games stakeholders, efficiently getting around the host city is critical. Transportation is being redefined daily by new technologies including autonomous cars and ride sharing apps. Nowhere are these technologies being advanced faster than in California. The LA 2024 Innovation Network will reimagine Games-time transportation for all Games stakeholders with efficient new technologies that will optimize and personalize point-to-point movement from accommodation to competitions and other attractions throughout LA.

#### Ticketing

California is home to the world's top ticketing organizations and innovators who are consistently seeking to reinvent the entire game-day experience from purchase to post-game celebration. Through the expertise of these industry leaders, LA 2024 will set new standards in ticket buying, distribution and utilization, enhancing innovations already being imagined such as real-time in-venue upgrades, connection to personalized transport, and inclusion in the digital wallet.

#### Energy Efficiency

Utilizing the unprecedented amount of sunshine, creativity and technological innovation for which LA and California are well known, LA 2024 will offer something new – yet at the same time something ancient – to the modern Olympic Games. Powered by the sun, LA 2024 aims to be the first energy positive Olympic and Paralympic Games since the days of ancient glory in Olympia. In doing so we will set new sustainability objectives for future Olympic Games. A sub-set of the Innovation Network will be comprised of California-based companies already innovating in green technology.

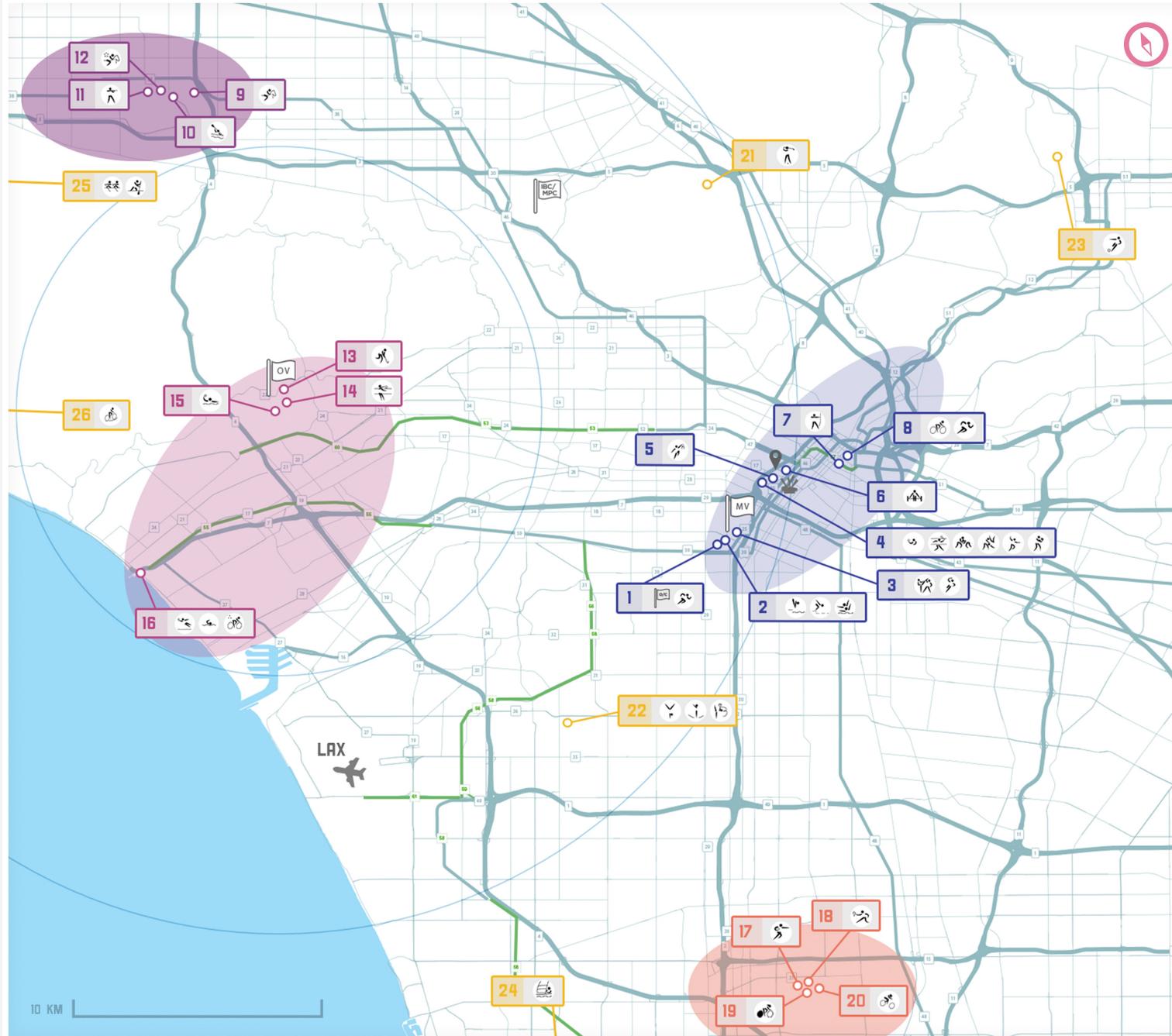
#### Environmental Sustainability

Many of the world's top innovations in sustainability were invented in our region and LA 2024 will build upon this progressive history to ensure our Games benefit our city and the Olympic Movement. A sub-set of the Innovation Network will be comprised of California-based companies and thought leaders already innovating in areas such as water conservation, waste management and biodiversity.

California is the epicenter of innovation. Through this unique Innovation Network, LA 2024 will harness the skills and creativity of world-class minds to usher in a reimagined Games experience for the Olympic and Paralympic Movements for generations to come.

# 1.1.3 VENUE CONCEPT

## 8. THEATERS OF SPORT FOR OLYMPIANS



### MAP A OLYMPIC GAMES

#### DOWNTOWN CLUSTER

1. LA Memorial Coliseum
2. LAFC Stadium
3. Galen Center
4. LA Convention Center
5. Staples Center
6. Microsoft Theater
7. Bunker Hill
8. City Hall
- 📍 Olympic Family Hotels
- 🌳 Figueroa Corridor (Live Site)
- 🏠 Media Village

#### VALLEY CLUSTER

9. Sepulveda Basin - Equestrian
10. Sepulveda Basin - Canoe Slalom
11. Sepulveda Basin - Shooting
12. Sepulveda Basin - Modern Pentathlon

#### COASTAL CLUSTER

13. North Athletic Field
14. Pauley Pavilion
15. Los Angeles Tennis Center
16. Santa Monica Beach
- 🏠 Olympic Village

#### SOUTH BAY CLUSTER

17. StubHub Stadium
18. StubHub Tennis Center
19. StubHub VELO Sports Center
20. StubHub Center - BMX

#### OTHER VENUES

- 🏠 Universal Studios
21. Wilson Golf Course at Griffith Park
22. The Forum
23. Rose Bowl Stadium
24. LA Waterfront
25. Lake Casitas
26. Santa Monica Mountains

— # — EXISTING INFRASTRUCTURE FROM TABLE 50A  
 — # — PLANNED INFRASTRUCTURE FROM TABLE 50C