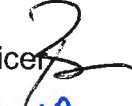



CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

C.F. No. 15-0989

Date: October 28, 2016

To: Honorable Members of the Ad Hoc Committee on the 2024 Summer Olympics

From: Miguel A. Santana, City Administrative Officer 
Sharon M. Tso, Chief Legislative Analyst 

Subject: UPDATE ON PROPOSED FINANCIAL RISK MANAGEMENT MEASURES FOR
THE 2024 SUMMER OLYMPIC AND PARALYMPIC GAMES/STAGE 2
SUBMITTAL

SUMMARY

As we approach the International Olympic Committee's (IOC) Stage 3 deadline in February 2017, our Offices continue to work with the Los Angeles 2024 Exploratory Committee (LA24) to develop a series of risk management measures designed to mitigate the City's exposure to any Games-related financial or legal liabilities. Accordingly, this report provides Council with an overview of these proposed measures. It also recommends that Council instruct our Offices to finalize a Memorandum of Understanding (MOU) between the City, LA24, and the United States Olympic Committee (USOC) to memorialize these measures in addition to a number of commitments and guiding principles around risk management, transparency, and oversight for Council's approval.

RECOMMENDATIONS

That the Council,

1. **INSTRUCT** the Offices of the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA), with assistance from the Office of the City Attorney, to finalize and present to Council for approval an MOU between the City of Los Angeles, LA24, and the USOC memorializing measures and commitments around risk management, transparency, and oversight; and
2. **NOTE AND FILE** LA24's Stage 2 submission to the IOC.

RISK MANAGEMENT: OVERVIEW

The Offices of the CAO, CLA, and City Attorney have worked collaboratively throughout the Candidature Process with LA24 to identify potential mechanisms to mitigate any risks arising from hosting the Games. These efforts are designed to minimize the City's exposure to any financial or legal liabilities. These efforts also intend to ensure that any Los Angeles Organizing

Committee for the Olympic Games (OCOG), and by extension the City as its guarantor, is protected from any private and/or public partners seeking to extract concessions that could have a material impact on its financial performance. Given the importance of this issue in any post-selection scenario, the current risk management strategy relies on a layered set of measures aimed at reducing exposure to the City. These measures, discussed in greater detail later in this report, include but may not be limited to:

1. City representation on the OCOG Board of Directors
2. Strong OCOG management team
3. Conservative budget development process
4. Substantial budget contingencies
5. Council oversight
6. Venue Use Agreement indemnification provisions
7. Independent review of LA24's proposed Games budget
8. Comprehensive insurance program to address a wide range of risks
9. State guarantee

PROPOSED MEMORANDUM OF UNDERSTANDING

Per Council direction, our Offices have worked to identify potential mechanisms to ensure that actions to mitigate any risks arising from hosting the Games are enforceable. The main mechanism identified is an MOU between the City, LA24, and the USOC. The MOU would guide the OCOG's governance and operations by formalizing a number of material commitments made by LA24 during this process. This proposed MOU would be in addition to the Council-approved agreement now in effect with LA24 that clarifies the City's roles and responsibilities during the current Candidature Process.

The proposed MOU would address a number of key risk management considerations discussed in this report, including City representation on the OCOG Board of Directors and any related Executive Committee, Council oversight of the OCOG's financial performance, and other important reporting and transparency measures. The agreement would require the OCOG to secure a range of insurance policies and include the City as an additional insured. The proposed MOU would also seek to ensure City representation on any committee presiding over venue related matters.

In the event the City is selected by the IOC, all parties will ensure the OCOG joins the agreement and adheres to its terms accordingly.

RISK MANAGEMENT MEASURES AND OVERSIGHT

1. City Representation on OCOG Board of Directors

Per the terms of the Host City Contract, the OCOG must include at least one member representing, and designated by, the City among the members of its highest executive body. Per the Stage 2 (Attachment A) submittal to the IOC, this body is expected to be the OCOG's

Board of Directors which will operate through a number of committees including an executive committee, an ethics committee, and an audit committee. The Board and its committees will be responsible for governing the affairs of the OCOG, including Games-related planning, delivery, and budgeting. In the event the total number of directors exceeds 20 members, the USOC requires the OCOG Board to appoint an Executive Committee comprised of no more than 18 members. The proposed MOU would address City representation requirements for the Board and any Executive Committee and subcommittees formed, including those that preside over all venue related matters. Given the City's position as the OCOG's guarantor, our Offices expect to secure City representation beyond what is currently required by the Host City Contract.

2. Strong OCOG management team

The OCOG's work is guided by the operational requirements of the Host City Contract (which the City would enter into with the IOC upon being awarded the Games), relevant technical manuals, and by the candidature materials and guarantees provided during the Candidature Process. This means that the OCOG will be responsible for establishing functions and services for all aspects of the Games including sport, venues, finance, technology, accommodation, catering, media services, etc., as well as running the related operations during the Games. The IOC Coordination Commission advises and oversees the work of the OCOG and reports back to the IOC Executive Board on the OCOG's progress.

Given the nature of this work, the strength and experience of the OCOG's management team will be critical to its performance. To date, LA24 has assembled an executive management team with deep experience across all key aspects of the bid. The LA24 management team has emphasized fiscal prudence in all aspects of its bid. In the event the City is selected, our Offices expect the OCOG to retain key members of the current LA24 team and or recruit executives and advisors with similar qualifications and an intent to maintain the philosophy and practice of strong fiscal controls in all aspects of Games delivery.

3. Conservative budget development process

Careful and conservative budgeting has been a key tenet of LA24's approach to risk management. As part of this process, a number of strategic decisions were made by LA24 to avoid major construction and public infrastructure projects, instead relying on the region's numerous planned and existing world-class venues and facilities. LA24 then used a detailed approach to building the proposed budget in an attempt to reflect a complete and reasonable depiction of the expected revenues and expenditures associated with hosting the Games. Conservative projections based on experience, expert data analysis, and input from the City and its subject matter experts were also leveraged in the formulation of the operating budget. This approach should afford the OCOG with adequate protection against potential cost overruns built in above and beyond the substantial budget contingencies. It should also provide the OCOG with options to value engineer various elements of the bid prior to relying on any contingencies if necessary. The City has retained KPMG to conduct a thorough review, as discussed below.

4. Substantial budget contingencies

In addition to the conservative budgeting development process, LA24 calculated contingency reserves on a line item basis. These contingencies typically ranged between 10%-15% depending on the perceived risk of each item. While the independent budget review will provide additional information on this topic for Council's consideration, the proposed budget contingency reserve should serve to further protect against any unforeseen issues during the OCOG's planning and execution phases.

5. Council oversight

In an effort to promote transparency and accountability, the proposed MOU would ensure that Council and its relevant committees are provided with regular updates on all material aspects of the OCOG's planning and operations. This includes updates on the OCOG's budget-to-actual performance, venues, construction status reports, and all insurance related matters. The MOU will also ensure that the OCOG provide the City with copies of all financial statements and reports provided to the IOC, the State, and the IRS.

6. Venue Use Agreement indemnification provisions

The proposed MOU would ensure that all Venue Use Agreements negotiated by the OCOG contain language to protect the City from incurring any financial responsibility or liability resulting from any actions in connection with the agreements. Accordingly, this language should help mitigate the risk of any financial or legal liabilities arising from participating jurisdictions and private venue owners.

7. Independent review of LA24's proposed Games budget

On May 19, 2016 the Office of the CAO released a Request for Proposals (RFP) from qualified firms and institutions to provide independent budget analysis services to assist with the review of LA24's proposed 2024 Games budget. After receiving a number of qualified proposals, a selection panel comprised of representatives from both the CLA and CAO recommended proceeding with contractual negotiations with KPMG. Since our last report, the CAO has finalized and executed a contract with the firm and initiated the budget review work program. KPMG is currently reviewing LA24's proposed 2024 Games budget under the City's exclusive direction. This independent review is intended to analyze projections along with all underlying assumptions to determine if the proposed budget represents a complete and reasonably accurate depiction of potential revenues and expenditures associated with hosting the Games. By mid-December, KPMG's report will be submitted to Council for its review and consideration in advance of the February 3, 2017 Stage 3 deadline.

8. Comprehensive insurance program to address a wide range of risks

One of the most important components of LA24's risk management strategy is a Games-specific insurance program. This would include, but may not be limited to, products designed to ensure the timely delivery of quality facilities, protect against cost overruns, and guarantee revenues. Examples of policies to be procured include protection against natural disasters,

terrorism, event cancellation, and coverage for reduced ticket sales and other revenue sources should the events become less appealing than anticipated. These policies will also address public liability and indemnity insurance to protect against the financial risk associated with death, bodily injury or damage to property suffered by any third party, including members of the general public, as well as to protect the OCOG and City against the cost of defending any third-party claim and any compensation or damages that are awarded. The proposed MOU would ensure that all policies extend coverage to the City as an additional insured, although no public funds would be used to procure them. Furthermore, the OCOG would be required to provide the City with copies of all purchased insurance policies.

Due to the evolving nature of risks and some of the inherent uncertainty therein, the proposed MOU will call for the OCOG to provide the City with regular updates and present to Council on insurance related matters at least once annually. In the interim, our Offices expect LA24 to present its proposed insurance program to Council for its consideration at the meeting of the Ad Hoc Committee on November 4, 2016.

9. State guarantee

On September 29, 2016 Governor Jerry Brown signed SB 1465 into law. The bill introduced by the President pro Tempore of the California State Senate, Kevin de Leon, provides the City with a financial guarantee from the State of California, consistent with the State's prior practice of supporting California bid cities. In the event the IOC selects the City, an Olympic Games Trust Fund would be set up by the State. While any OCOG financial deficit below \$250 million would be effectively guaranteed by the City, the State fund could then be used to indemnify and insure up to \$250 million of any net financial deficit and general liability in excess of that figure. The bill recognizes LA24's plans to deliver a self-sufficient Games based on conservative financial projections and would serve to further bolster the City's risk management strategy.

STAGE 2 DELIVERABLE: OVERVIEW

The second stage of the Candidature Process, entitled "Governance Legal and Venue Funding," required Candidate Cities to submit responses to an IOC questionnaire. This deliverable, completed and submitted by LA24 prior to the IOC's October 7, 2016 deadline, is designed to ensure Candidate Cities have the necessary legal and financial mechanisms in place to stage the Games. The Stage 2 submittal included 36 guarantee letters from a range of organizations including the City, federal government, other venue cities (e.g. Santa Monica, Pasadena, Long Beach), and venue owners. Our Offices discussed these guarantees in our September 26, 2016 report (C.F. 15-0989), and Council authorized the Mayor and Council President to sign the relevant City guarantees on September 30, 2016.

While the Stage 2 deliverable addresses a number of interesting issues, our Offices have focused on providing a summary of the following components:

- **Governance Structure:** Should the City be selected by the IOC, LA24 will be reorganized into the Los Angeles Organizing Committee for the Olympic and

Paralympic Games (OCOG), a California non-profit public benefit corporation governed by a board of directors. When the Host City Contract is signed, LA24 expects to enter into a definitive agreement which will define the working relationship between the City and the OCOG.

- **Legal, Customs and Immigration:** LA24 describes the strength of existing federal, state, and local laws that will facilitate the smooth delivery of the Games. These include laws to protect Olympic and Paralympic trademarks, ensure fair pricing, and protect against ambush marketing among many others. It also highlights the inherent advantages of the OCOG's organization as a tax-exempt non-profit organization and notes its responsibility to collect and remit sales tax and various transactional taxes to the respective taxing authorities.
- **Support and Venue Funding:** The deliverable highlights support from the United States Senate and House of Representatives, each of which passed bipartisan resolutions pledging support for the Games. LA24 also highlights strong support from many of the City's labor leaders and business associations. In addition, LA24 points to support from UCLA, USC, and numerous non-profit organizations and cultural institutions.
- **Venues:** LA24 used the Stage 2 deliverable to formally update the IOC on venue changes made since the Stage 1 deliverable. These venue changes were also discussed in our report to Council dated September 26, 2016. In addition to these updates, LA24 reaffirmed its commitment to a fiscally responsible and sustainable Games concept focused on using existing or already planned venues.

NEXT STEPS

We anticipate next steps and upcoming milestones to include:

Milestone	Timing
LA24 presentation to Association of National Olympic Committees (ANOC) in Doha, Qatar	<i>November 15, 2016</i>
KPMG to conclude review of LA24's proposed Games budget and submit report for Council review and consideration	<i>Mid-December</i>
CAO and CLA, with assistance from the City Attorney, to finalize proposed MOU for Council consideration and approval	<i>Mid-December</i>
CAO and CLA to report on relevant Stage 3 candidature materials due to the IOC, including a guarantee to sign the Host City Contract	<i>January 2017</i>
Stage 3 Candidature File due to the IOC	<i>February 3, 2017</i>
IOC Evaluation Commission analysis including a visit to the City	<i>February – June 2017</i>
LA24 Briefing for IOC / International Federations (IF) in Lausanne, Switzerland	<i>July 2017</i>
IOC Host City Selection in Lima, Peru	<i>September 13, 2017</i>

FISCAL IMPACT STATEMENT

There is no General Fund impact as a result of recommended actions.

Attachments

Attachment A: LA24 Stage 2 Submission

MAS:BC:AH

Attachment A
LA24 Stage 2 Submission



LOS ANGELES

CANDIDATE CITY
OLYMPIC GAMES 2024



STAGE 2 GOVERNANCE, LEGAL AND VENUE FUNDING



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GAMES CONCEPT UPDATE



GAMES CONCEPT UPDATE

Serving the enduring American aspiration to partner with the Olympic Movement, we are proud to present our innovative, fiscally-responsible and sustainable updated Games Concept. In the spirit of our bid slogan, *Follow the Sun*, our enhanced Games Concept harnesses California's culture of innovation and creativity to support the Olympic Movement and propel the Olympic and Paralympic Games to create a New Games for a New Era.

Thanks to the flexibility afforded by Olympic Agenda 2020, our Games Concept offers the best plan for our city while also offering the ideal experience for the athletes, Olympic family, spectators and all other key constituents. Simply put: LA 2024 has created a Games Concept that fits our city rather than changing our city for the Games.

All changes evolved out of our commitment to four core principles:

- ◆ Deliver the best conditions for the athletes at the Games
- ◆ Maximize existing world-class infrastructure to create a low-risk, high-quality Games Concept perfectly adapted to our city
- ◆ Engage the entire Los Angeles region in the Olympic festival, and
- ◆ Expose visitors to the unique and beautiful areas of Southern California

Los Angeles is blessed with an extraordinary array of sport, transport and accommodation infrastructure, allowing us to select the best venues for the athletes, visitors and our city. With this in mind, we moved several sports to utilize the existing world-class venues in Long Beach, as well as several venues in Anaheim and Inglewood. We also shifted several sports to venues that will better serve the athletes, coaches, officials and spectators. These changes are a result of our experience and learnings from the Rio 2016 Games as well as important and ongoing dialogue and feedback from the International Federations, athletes, institutional partners and local communities.

The LA 2024 enhanced Games Concept offers two specific innovations. The first is an Olympic and Paralympic Village that offers extensive and fully integrated training facilities. With unprecedented convenience and quality for athletes, our plan eliminates the need for most athletes to travel around the city for training, coaching or physical therapy. All sports will either have training facilities at the Village or their competition venue.

The second innovation takes the concept of the Olympic Park to the next level by offering four unique Sports Parks. By evolving the traditional concept of a singular, highly concentrated Olympic Park into a new city-wide model, our innovative plan leverages more top

sports venues and unique cultural attractions while bringing the Games experience to more areas of our city than ever before. Each Sports Park offers a multi-sport and entertainment experience within a secure perimeter, where all attendees will be able to walk from one venue to another in a vibrant and lively atmosphere that will include food, music, big screen Live Sites, and the opportunity to see several different sports events. Each Sports Park is also positioned to capture LA's stunning backdrops such as our scenic beaches and coastline, magnificent mountains and iconic landmarks such as the Hollywood Hills.

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. In addition, all venues will be connected by cutting-edge transport solutions and state-of-the-art technology applications that take full advantage of LA's robust transportation infrastructure and make travel around the city easy for all visitors.

Through our four Sports Parks and additional venues, we will engage more communities in our Olympic festival across the Los Angeles region, fostering a unifying Olympic spirit that creates even greater social cohesion among our diverse population and leaves a true Olympic legacy across LA and Southern California. This plan also offers international visitors a chance to experience more of the unique and beautiful areas of LA and Southern California.

The Paralympic Games will similarly benefit from the enhanced LA 2024 Games Concept. Our Paralympic Games utilizes the same Sports Parks and world-class venues. We applied the same core principles to the selection of Paralympic venues to ensure that all Paralympic sports are placed in venues that offer the greatest athlete and spectator experience possible.

Further details on our updated plan can be found in the following pages.

OLYMPIC AND PARALYMPIC VILLAGE AND MAIN ATHLETE TRAINING CENTER

The Olympic and Paralympic Village and Main Athlete Training Center, located at the University of California – Los Angeles (UCLA), will serve as the modern and high-quality home base for all Olympians and Paralympians at the Games. At UCLA, all athletes will have unprecedented ease of access to all of UCLA's abundant state-of-the-art accommodation, and sports and wellness facilities, used today by many top American and international Olympians and Paralympians. In addition to UCLA's existing sports facilities, several large temporary training venues will be installed on campus to provide close proximity for preparation. The central location of this site allows for short travel times and easy access to all of LA 2024's competition and non-competition venues.

In addition to housing all athletes during the Games, UCLA will also feature one competition venue at the world-class Pauley Pavilion.

- ♦ **Pauley Pavilion** seats 13,800 making it one of the finest collegiate facilities in the nation today and a perfect host for the wrestling and judo competitions.

DOWNTOWN SPORTS PARK

The Downtown Sports Park is the beating heart of the LA 2024 Games Concept. Eleven different competition venues hosting 14 different sports will fill Downtown LA with Games-time celebrations and festivities.

The Downtown Sports Park includes:

- ♦ **Staples Center** will host basketball in an 18,000 seat facility that is the only sports facility in the world to host four professional sports teams: the LA Lakers, LA Clippers, LA Kings, and LA Sparks.
- ♦ **Microsoft Theater**, LA's premier theater, will host weightlifting in a state-of-the-art indoor venue with a 7,000 seat capacity and one of the largest indoor stages in the United States.
- ♦ **LA Convention Center** will incorporate four temporary arenas hosting fencing, boxing, taekwondo and table tennis.
- ♦ **USC's Galen Center** is a state-of-the-art multipurpose indoor arena with a 10,300 seat capacity and will host all badminton competitions.
- ♦ **Memorial Coliseum** has been home to the Olympic Movement in Los Angeles for over nine decades and will host athletics in an iconic atmosphere.
- ♦ **USC's Dedeaux Field** will host aquatics (excluding marathon swimming and water polo competitions) in a temporary facility, a short walk from the Coliseum and Galen Center.

- ♦ **Los Angeles Football Club (LAFC) Stadium**, currently under construction, will be one of the most modern and state-of-the-art football facilities in the country. During the Games, the LAFC Stadium will host football preliminaries and other activities.
- ♦ **Grand Park and Los Angeles City Hall** will host the road cycling, cycling time trials, marathon and race walk events.
- ♦ **The LA 2024 Media Village and Main Press Center (MPC)** will be located on the campus of USC, a short walk away from all of the action.
- ♦ **LA 2024's proposed Olympic Family Hotels** - the JW Marriot at LA Live and the adjacent Ritz Carlton are also located within the Downtown Sports Park. The prime location of these properties, in the middle of LA Live (containing over 700 rooms inside the secured perimeter), is surrounded by Games-time action, and guarantees an exceptional Games-time experience for the Olympic family.

The Downtown Sports Park will also house LA 2024's largest Live Site - a central pedestrian corridor along Figueroa Street, connecting all Downtown LA venues and creating an unparalleled area of fan excitement for locals and visitors from around the world. This corridor will also offer opportunities for NOCs and IFs to create hospitality spaces that reflect all of the character and imagination of a Hollywood studio.

VALLEY SPORTS PARK

The Sepulveda Dam Basin, located in LA's San Fernando Valley, is a large recreational area that is a signature of Southern California and is popular for its many gardens, trails and wildlife reserves. During the Games, the Sepulveda Dam Basin will be home to the Valley Sports Park and will host three sports - equestrian, shooting and canoe slalom. All venues will be temporary facilities set along the stunning broadcast backdrop of the Santa Monica Mountains. The Valley Sports Park also brings the Games to an area of the City that did not host events during the Los Angeles 1984 Games, thus ensuring a new Olympic legacy for a community of nearly 2 million Angelenos.



SOUTH BAY SPORTS PARK

The South Bay Sports Park is comprised of the modern, multi-use StubHub Center. The StubHub Center is Southern California's home of world-class competition and training facilities for amateur, collegiate, professional and Olympic athletes. In addition to competition and warm-up venues, athletes, NOCs and International Federations will be provided with excellent training facilities on site within this Sports Park. This will allow competitors to train in the same location and conditions where they will ultimately compete.

During the Games, the South Bay Sports Park will host four sports in StubHub's facilities:

- ◆ **StubHub Center Soccer Stadium** is the largest football-specific stadium in US Major League Soccer with a 27,000 seat capacity and will host rugby during the Games.
- ◆ **StubHub Tennis Stadium** is an outdoor tennis facility, located steps away from the Soccer Stadium, and will host all tennis competitions with an expanded seating capacity of 10,000. The StubHub Tennis Center is home to a United States Tennis Association (USTA) National Training Center for elite tennis athletes.
- ◆ **VELO Sports Center**, located at StubHub, is a world-class velodrome that regularly hosts training sessions and international competitions for the world's elite cyclists and is currently the only one of its kind in the United States. Prior to the Games, the VELO Sports Center will undergo a renovation and modernization program resulting in a world-class training and competition facility. The VELO Sports Center will host track cycling competitions during the Games.
- ◆ **StubHub Center Fields** will host the hockey competitions in two temporary venues, along with two additional training pitches.

LONG BEACH SPORTS PARK

Long Beach, a coastal city and the second largest municipality in Los Angeles County, blends the urban sophistication of a big city with the relaxed atmosphere of a beach resort. The Long Beach area, completely transformed over the last 20 years, is experienced in hosting international events – including the annual Long Beach Triathlon, the annual Toyota Grand Prix of Long Beach and the 2016 FIVB World Grand Prix preliminary round – and was integral to the hosting of volleyball, fencing, sailing and archery during the Los Angeles 1984 Olympic Games.

During the 2024 Games, the Long Beach coastal area will be transformed into an exciting and atmospheric Sports Park, featuring:

- ◆ **Long Beach Arena**, the cornerstone of this Sports Park, has a capacity of 12,500 seats and will host the handball competitions.
- ◆ **Long Beach Waterfront** will feature several strategically placed temporary venues hosting triathlon, marathon swimming, water polo and BMX competitions.
- ◆ **Long Beach Pier** will host the sailing competitions just offshore with temporary stands set up to create an exciting and lively experience for the athletes and spectators.



ADDITIONAL VENUES

Outside of the four major Sports Parks, the enhanced Games Concept includes several other extraordinary venues located in LA's diverse communities:

- ♦ The LA westside, home to the Santa Monica Pier and some of LA's most beautiful neighborhoods, will host two competition venues at the Riviera Golf Course and the Santa Monica Beach:
 - **Riviera Golf Course** is a championship golf course located in the Santa Monica Canyon and will host all golf competitions during the Games. Riviera has hosted the US Open, two PGA Championships and an annual tournament on the PGA Tour.
 - **Santa Monica Beach** will host the beach volleyball competitions at a signature temporary venue located directly on the sands where the sport was invented.
- ♦ Inglewood, located southwest of Downtown LA, is one of LA's most diverse and popular sporting areas. During the Games, Inglewood will host competitions in a dynamic atmosphere featuring two of LA's distinctive venues: the world-famous Forum and the new multi-billion dollar City of Champions Stadium, the future home of the National Football League's (NFL) LA Rams.
 - **The Forum** is a world-class multi-purpose 17,500 seat indoor arena that recently underwent a USD 100m renovation and will host artistic and rhythmic gymnastics and trampoline competitions during the Games.
 - The LA 2024 team continues to work with City of Champions Stadium's ownership team to refine the opportunities and operational plans for this exciting new venue.

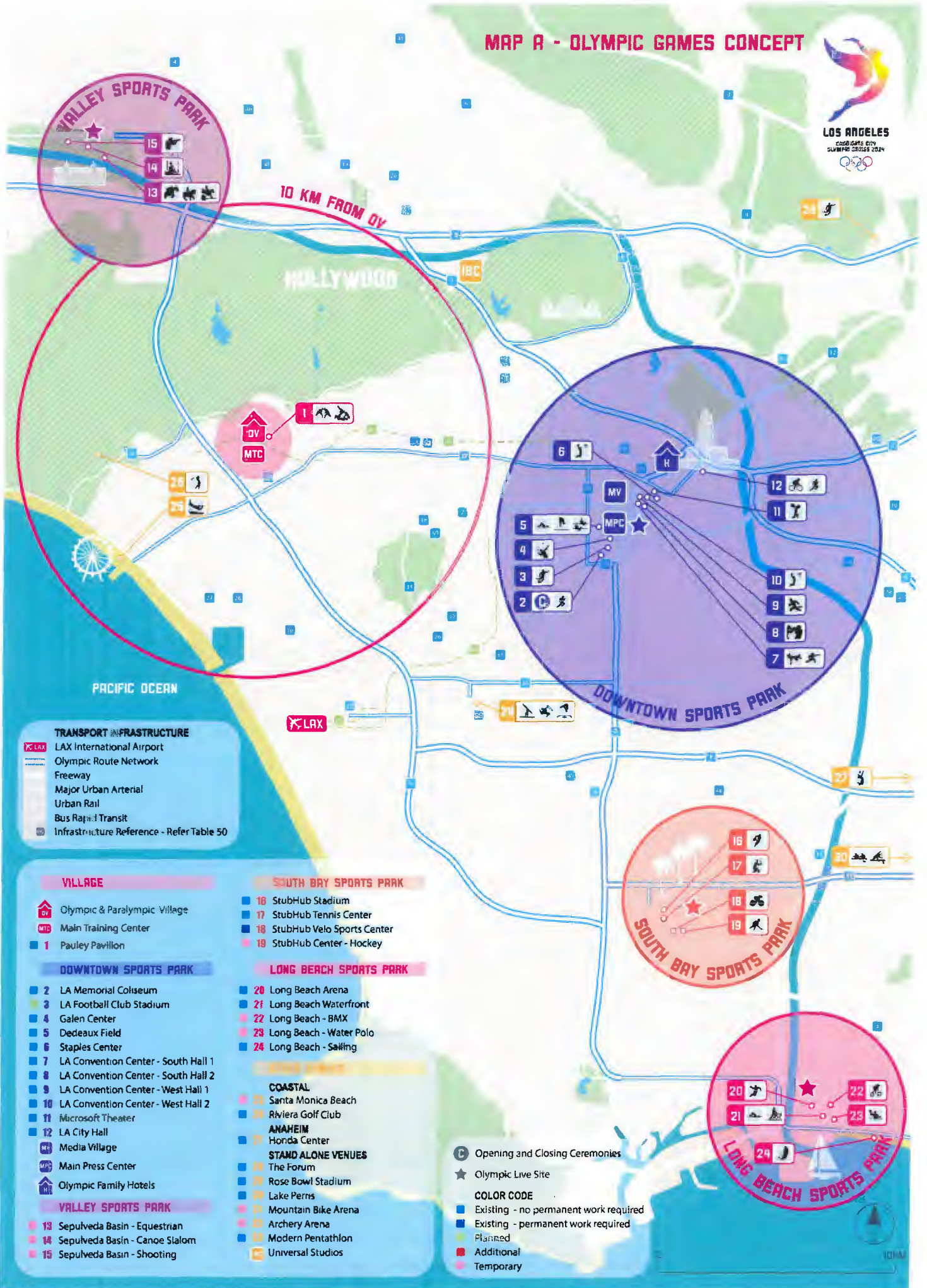


- ♦ Anaheim is home to one of LA's finest stadiums as well as the world-renowned Disneyland Resort. During the Games, Anaheim will host competitions at the Honda Center.
 - **Honda Center** is an 18,000 seat indoor arena and the current home of the National Hockey League's (NHL) Anaheim Ducks. During the Games, the center will host the volleyball competitions.
- ♦ **Lake Perris** will host all 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. Lake Perris offers excellent athlete accommodation options at the nearby University of California, Riverside and local luxury hotels. LA 2024 continues to explore the accommodation component of this venue and will provide final details in the LA 2024 Stage 3 Submission.
- ♦ **Rose Bowl Stadium**, a 92,000 seat American football stadium, is the only stadium in the world to have hosted all three of international football's major championship matches: the FIFA World Cup Finals for men and women as well as the Olympic gold medal match. During the Games, the Rose Bowl will host several of the football quarterfinal and semifinal matches as well as both of the finals.
- ♦ Preliminary matches for football will be hosted in a number of selected cities across the United States.
- ♦ The International Broadcast Center (IBC) will be a combination of newly built sound stages and offices, extended by new temporary broadcasting facilities at NBCUniversal's property in Universal City. Post Games, the IBC will leave a lasting legacy as the new heart of NBCUniversal's production and filming studios.

Revised Map A is provided on the following page.



MAP A - OLYMPIC GAMES CONCEPT





2.1

GOVERNANCE STRUCTURE



2.1.1 GAMES DELIVERY

1. FULL DELIVERY COMMITMENTS

If Los Angeles is elected as the 2024 host city, the LA 2024 candidature committee will be reorganized into the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG).

LAOCOG will be a California nonprofit public benefit corporation and will be qualified as a 501(c)(3) charitable organization. This committee 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.

LAOCOG's affairs will be governed by a board of directors. In alignment with the Host City Contract, key stakeholder groups will have representation on the LAOCOG board: the USOC, US IOC Members and the City of LA, as well as Olympians and Paralympians. The board will operate through a number of committees, including an executive committee, an ethics committee and an audit committee. Both LAOCOG's board of directors and its committees satisfy all the requirements of the Host City Contract and will ensure that LAOCOG operates in a transparent manner that is consistent with the highest standards of corporate governance.

LAOCOG departments will be structured and resourced to best deliver on the LA 2024 Vision and Games Concept. Each department will partner with public and private entities but LAOCOG will retain central control of planning, delivery and budgeting under the guidance of the board of directors.

LA 2024 has already begun and continues to engage private entities and community groups in advisory roles during the bid phase. Harnessing the creativity, resources and expertise of these organizations, local leaders and companies across subjects such as solar energy, sustainability, innovation, technology, broadcast, marketing and sports presentation, will enhance LAOCOG's ability to ensure the successful delivery of the unique LA 2024 Vision and Games Concept while creating another defining moment for the Olympic Movement.

LA 2024 and the City of LA have a strong partnership and working relationship, ensuring the best environment for planning and delivery of the Games. The City has substantial experience and expertise in hosting the Games and other national and international events of significant size. During the bid phase, LA 2024 entered into a Memorandum of Understanding with the City of Los Angeles, defining the working relationship between the bid committee and the City and the responsibilities of each. If Los Angeles is awarded the 2024 Olympic and Paralympic Games, LA 2024 and the City will enter into a definitive agreement when the Host City Contract is signed, which will define the working relationship between the City and LAOCOG. For those venues outside of the City of LA, LA 2024, in coordination with the City of LA, will work directly with the appropriate governmental entities to ensure that the government services necessary for the planning and delivery of the Games are coordinated and consolidated where appropriate.

2. SINGULAR RESPONSIBILITY

Legally empowered as the lead organizing authority through agreements with the City of Los Angeles and the USOC, the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG) will be responsible for the planning and delivery

of the 2024 Olympic and Paralympic Games. The board of directors and the executive committee will oversee the planning and operations of LAOCOG and will satisfy all requirements of the Host City Contract.

2.1.2 LEGACY DELIVERY

3. ENVISIONING THE POSSIBILITIES

Legacy programs will be planned and managed by the OCOG's Olympic and Paralympic Legacy Department (OPLD). Inspired by the profound opportunity of the Olympic and Paralympic Games to magnify social engagement, and by actively applying the talent and creativity of our partners in Los Angeles to deliver a New Games for New Era, the OPLD will seek, develop, and coordinate legacy projects across all functional areas of the OCOG. Each legacy project will be delivered with a primary partner and a circle of advisors. All legacy programs will be monitored by independent academic partners, and will align with stated long-term objectives of the City of Los Angeles.

Per our emphasis on youth sport development in the Stage 1 Submission, the OPLD will partner with the City of Los Angeles and leverage input from the USOC and other stakeholders, as well as the International Federations and their National Federation counterparts, to build on the indelible sport legacy left by the Games and expand youth sports development at both grassroots and elite performance levels.





2.2

LEGAL, CUSTOMS AND IMMIGRATION



2.2.1 GAMES-RELATED LEGISLATION AND REGULATION

4. STRENGTH OF EXISTING LAWS

Given the history of the United States in delivering successful Olympic and Paralympic Games in the past, there are various laws and ordinances in place – at the federal, state and local levels – to facilitate the smooth delivery of the Games and protect the Olympic and Paralympic marks and designations. Since each of these laws are already in place, the protective terms of these laws may be updated to reflect the role of LAOCOG in hosting the 2024 Olympic and Paralympic Games. We are including a brief description of their purpose here as an addition to the information provided in the LA 2024 Stage 1 Submission.

TRADEMARK PROTECTION

The landmark trademark legislation in the US is the Trademark Act ("Lanham Act"), which provides protection against the infringement of trademarks. Moreover, the Trademark Counterfeiting Act of 1984 makes it a federal offense to violate the Lanham Act by the intentional use of a counterfeit trademark, with specific reference to the Olympic mark. To keep up with advances in technology, the Anticybersquatting Consumer Protection Act of 1999 was enacted to prevent individuals from registering domain names and other entities' trademarks in bad faith.

In California, the Model State Trademark Law outlines the rights of trademark holders and provides remedies for trademark violation.

In addition, the Ted Stevens Olympic and Amateur Sports Act, enacted by the United States Congress in 1978, grants the United States Olympic Committee (USOC) the exclusive right to use:

- (1) the name "United States Olympic Committee";
- (2) the symbol of the International Olympic Committee;
- (3) the emblem of the corporation; and
- (4) the words "Olympic", "Olympiad", "Citius Altius Fortius", "Paralympic", "Paralympiad", "Pan-American", "America Espirito Sport Fraternite", or any combination of those words.

In the US, the USOC has full authority to grant the right to use any of the above symbols and words to sponsors, suppliers and licensees of the Olympic Movement, in a manner consistent with the USOC's prior agreements and understandings with the International Olympic Committee and the Olympic Charter. In addition, the USOC is empowered under the Act to file civil

actions to protect those rights, should it determine that the Olympic mark is being used inappropriately. The USOC also may oppose the unauthorized use of "any trademark, trade name, sign, symbol, or insignia falsely representing association with, or authorization by, the [IOC], the International Paralympic Committee, the Pan-American Sports Organization, or the [USOC]" if such use is "for the purpose of trade, to induce the sale of any goods or services, or to promote any theatrical exhibition, athletic performance, or competition."

AMBUSH MARKETING

In addition to the broad trademark protections enumerated above, both the California Penal Code and the Los Angeles Municipal Code include prohibitions on various forms of ambush marketing. The LA Municipal Code prohibits all vending of commercial items in public parks, as well as all street vending, except in specifically enumerated cases. The Municipal Code also prohibits unauthorized ticket resale in places open to the public, while the Penal Code prohibits unauthorized ticket resale on any property without the written permission of the property's owner. Further, both the Municipal Code and Penal Code prohibit the manufacture and sale of counterfeit merchandise.

FAIR PRICING

The California Business & Professional Code regulates unfair pricing by making it unlawful for any person to willfully misrepresent a charge for service rendered or to charge an amount greater than the true value of the price of a particular commodity.

SECURITY

The City Charter specifically empowers it to coordinate with other governmental entities to consolidate functions of multiple governments, such as the coordination of police departments (LA City Charter § 102), as does the LA County Charter (§ 56).

GAMBLING

To protect the integrity of sport, the federal Professional and Amateur Sports Protection Act prohibits most states, including California, from legalizing sports gambling. In addition to this federal law, California's criminal laws prohibit taking or placing a bet or operating as a bookie for bets placed on sporting events. Furthermore, it is a federal offense to influence any sporting contest by bribery of players or officials and to devise any sort of match-fixing.

DOPING

Several federal laws, including the Controlled Substances Act and the Federal Food Drug and Cosmetic Act, regulate performance-enhancing substances and prohibit unlawful importation, possession, manufacture and distribution of these substances. By adopting the World Anti-Doping Code in 2003, and subsequently ratifying the UNESCO International Convention Against Doping in 2008, the US signalled its commitment to clean sport. As an affirmation of its commitment, the USOC certified the United States Anti-Doping Agency as the national anti-doping agency of the US through the Office of National Drug Control Policy Reauthorization Act of 2006, which gives the USADA the responsibility for ensuring that Olympic and Paralympic athletes are prevented from using performance-enhancing drugs or other illegal performance-enhancing methods.

MEDICAL LICENSING

The California Business & Professional Code provides exemptions to team physicians and surgeons related to the Games to ensure that they are able to treat their respective national delegation during the period of the test events and the Olympic and Paralympic Games.

IMMIGRATION

For details on the current legislation and procedures that ensure the simple, efficient and duty-free entry of all Olympic and Paralympic related personnel, animals and equipment, please reference Questions 9 through 14.

Any new measures that are needed at the city level to facilitate the organization of the Games can be adopted by the City Council, in which all legislative power of the City is vested. In addition, the Mayor of Los Angeles is granted with executive powers to establish procedures and policies that are binding on all departments, commissions, officers and employees of the City.

For those measures impacting venues located outside of the City of Los Angeles, the specific procedures of each municipality apply. In the areas within Los Angeles County that are unincorporated, the County of Los Angeles is given jurisdiction and the County Board of Supervisors may adopt ordinances and rules binding conduct within the unincorporated areas of the county.

The LAOCOG legal team will work collaboratively with all external stakeholders and government agencies to ensure an appropriate legal environment for the successful delivery of the Olympic and Paralympic Games. More information on the legal team structure will be provided in the Stage 3 Submission.

2.2.2 TAXES

5. HOST CITY TAX ADVANTAGES

In the United States, the federal, state and local governments all have the authority to impose and collect taxes. In addition to corporate and individual income taxes, corporate franchise taxes and excise taxes, Los Angeles residents and visitors must pay sales and use taxes, business tax and transactional taxes on expenditures for parking and hotel occupancy.

The 2024 Olympic and Paralympic Games in LA would be conducted in a favorable tax environment for the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG), the United States Olympic Committee (USOC), the IOC and Games-related partners. LAOCOG will be organized as a California nonprofit public benefit corporation and it is anticipated that it will qualify as a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code and under California state tax law. The USOC is similarly a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code.

As 501(c)(3) organizations, LAOCOG and the USOC generally will be exempt from all federal income taxes so long as those outgoing payments are substantially related to that organization's tax-exempt purposes. As a tax-exempt organization under California state law, LAOCOG will also generally be exempt from California state income and franchise taxes – again, so long as those outgoing payments are substantially related to that organization's tax-exempt purposes.

Payments made by LAOCOG to foreign persons may be subject to federal and state income and withholding taxes. The imposition and rate of US federal withholding tax on payments by LAOCOG to foreign persons will be dictated by the terms of relevant US tax

treaties with the countries in which those foreign persons are domiciled. For example, there is currently a United States-Switzerland tax treaty with respect to income and other forms of revenue. In the absence of a treaty, the default US federal withholding tax rate on taxable outbound payments is 30 percent.

LAOCOG will be obligated to collect sales taxes and potentially other transaction taxes on any sales to or other taxable transactions with third parties. LAOCOG will be required to remit sales tax collections to the respective taxing authorities.

6. TAXING ENTITIES

The United States Internal Revenue Service is responsible for administering federal income and withholding taxes. The State of California Franchise Tax Board is responsible for administering the California state income and franchise taxes and California withholding taxes on certain payments to nonresidents. The California State Board of Equalization is responsible for administering the California state sales tax. The Los Angeles County Treasurer and Tax Collector and/or the City of Los Angeles Office of Finance is responsible for administering the transient occupancy and parking occupancy taxes, and the business tax.

It is expected that LAOCOG will have tax-exempt status in the United States. LAOCOG will be responsible for collecting sales tax and various transactional taxes from attendees of the Olympic and Paralympic Games and remitting them to the appropriate taxing authority.

7. MANAGING TAX REQUIREMENTS

As described in Question 5, the Games will be conducted in a favorable tax environment for the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG), and, consequently, a solid foundation exists today upon which to meet much of the tax-related requirements in the Host City Contract.

Incoming Resources to LAOCOG: LAOCOG will be organized as a California nonprofit public benefit corporation, and it is anticipated that it will qualify as a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code and under California state tax law. As a result, we anticipate the LAOCOG will pay no taxes on – and, in this regard, is expected to enjoy the full benefit of – those incoming resources made available by the IOC or IOC-controlled entities.

Outgoing LAOCOG Payments to the IOC and Other US Tax-Exempt Partners: As a current US tax-exempt 501(c)(3) organization, we do not anticipate outgoing LAOCOG payments made to the IOC, IOC-controlled organizations, or any other organization that possesses US tax-exempt status would be subject to US income or withholding taxes so long as those outgoing payments are substantially related to that organization's tax-exempt purposes.

Outgoing LAOCOG Payments to Other Foreign-Person Partners: Outgoing payments made by LAOCOG to foreign persons without US tax-exempt status will be governed by the terms of the relevant US tax treaties with the countries in which those foreign persons are domiciled. For example, there is currently a United States-Switzerland tax treaty with respect to income and other forms of revenue. Depending on the US activities and status of Switzerland-domiciled LAOCOG partners, including the current Official Timekeeper of the Olympic Games, OMEGA SA, the tax treaty with Switzerland could exempt or reduce the recipients from US withholding or income taxes. Similar rules would apply to other tax treaty countries. LAOCOG will work with the IOC and US federal, state and local authorities to identify and obtain any needed legislative and administrative changes to account for those foreign-person partners either not currently subject to a US tax treaty or otherwise subject to US taxes on outgoing LAOCOG payments.

Double Taxation: LAOCOG will work with the IOC and US authorities to identify and obtain any needed legislative and administrative changes to avoid other potential forms of double taxation for those stakeholders identified in the Host City Contract. For example, with respect to Olympic athletes, the US House of Representatives recently passed legislation, H.R. 5946, that will exempt from income taxation the value of any medal awarded in competition in the Olympic Games. Identical legislation, S. 2650, already passed unanimously in the US Senate.

US Indirect Tax Treatment on Foreign Persons: As a general matter, foreign persons who are temporarily present in the United States for the 2024 Games are not expected to be treated in a manner that is less favorable than domestic persons. With respect to federal US indirect taxes such as customs duties, the US Department of Homeland Security has separately provided a guarantee to the IOC that animals, equipment and supplies imported into the United States for the purposes of the Games (including any pre-Games test events and preparations) and for use by the IOC; IOC controlled entities; Official Timekeeper of the Olympic Games and its sub-contractors; International Federations; National Olympic Committees; or accredited members of delegations including rights-holding broadcasters, media, Olympic sponsors and suppliers, can enter the United States for such purposes in each case without being subject to any customs duties, taxes, or fees, provided that such animals, equipment, supplies and other items are either consumed in the United States, disposed of (other than by sale or distribution to the public), or exported. Generally, with respect to other indirect taxes in the United States – such as state and local sales tax – foreign persons who are temporarily present in the United States are not treated in a manner that is less favorable than domestic persons on the basis of being a foreign person.

Again, we look forward to continuing to work cooperatively with the IOC and US authorities in this and all respects to identify and obtain any needed legislative and administrative changes well ahead of the 2024 Games as required by the Host City Contract.



2.2.3 ADVERTISING CONTROL AND ANTI-AMBUSH MEASURES

8. STRONG BRAND PROTECTION

LA 2024, the City of Los Angeles and the USOC are committed to protecting the Olympic brand and the valuable rights of the Olympic sponsors and recognize the importance of preventing ambush marketing in the Games environment. The City of LA is experienced at protecting against ambush marketing from the numerous large scale events that draw millions of people to the city annually. Further, existing city legislation will ensure protection against ambush marketing during the Games, including a requirement that permits be obtained for all outdoor advertising space.

Further demonstrating our commitment to protecting the Olympic brand and Olympic sponsors, we expanded our search to include all inventory within one-mile – far beyond the IOC's recommended figure of 500 meters – of all major competition and non-competition

venues, as well as on all major forms of public transportation. This inventory covers a broad range of outdoor advertising formats, including billboards, public transit, street furniture and airport advertising. LA 2024 is working closely with Horizon Media, part of the advertising global media agency network Canvas Worldwide, to secure all option agreements from local advertising space owners. These options will allow sponsors to purchase outdoor advertising space for a period commencing two weeks prior to the Olympic Games and concluding one week after the close of the Paralympic Games.

Tables 8A (Advertising Space Controls) and 8B (Public Transport Advertising Space Control) contain representative information about the outdoor advertising space within the LA 2024 Games Concept.

TABLE 8A: ADVERTISING SPACE CONTROLS

Venue/Official Site	Ownership	Advertising Space Description	Number of Units	Owner Will Grant OCOG Full Control*	Gross Value of Ad Inventory (USD 2016)**	Gross Value of Ad Inventory (USD 2024)**	PERIOD OF OCOG CONTROL***		Incum- bencies
							Start date	End date	
Downtown - LA Live/City Hall	Clear Channel	Bulletin	8	*	\$42,300	\$62,496	01-Jul-24	02-Sep-24	0
		Poster	67	*	\$54,800	\$80,955	01-Jul-24	02-Sep-24	3
		Premiere Square	2	*	\$15,720	\$23,226	01-Jul-24	02-Sep-24	0
	Edge Outdoor	Painted Wall	2	*	\$250,000	\$369,354	01-Jul-24	02-Sep-24	0
	Lamar	Junior Poster	23	*	\$7,475	\$11,044	01-Jul-24	02-Sep-24	0
	Outfront Media	Bulletin	22	*	\$169,820	\$250,901	01-Jul-24	02-Sep-24	6
		Poster	35	*	\$63,500	\$93,818	01-Jul-24	02-Sep-24	0
		Wallscape	4	*	\$630,130	\$930,959	01-Jul-24	02-Sep-24	1
	Regency	Bulletin	3	*	\$85,000	\$125,584	01-Jul-24	02-Sep-24	0
	StandardVision	Digital Wallscape	3	*	\$210,000	\$310,266	01-Jul-24	02-Sep-24	0
Downtown - USC	Clear Channel	Wallscape	4	*	\$110,000	\$162,520	01-Jul-24	02-Sep-24	0
		Bulletin	5	*	\$22,300	\$32,947	01-Jul-24	02-Sep-24	0
		Poster	39	*	\$32,400	\$47,870	01-Jul-24	02-Sep-24	1
	Premiere Square	1	*	\$7,860	\$11,613	01-Jul-24	02-Sep-24	0	
	Lamar	Junior Poster	14	*	\$4,550	\$6,722	01-Jul-24	02-Sep-24	0
	Outfront Media	Bulletin	12	*	\$77,330	\$114,252	01-Jul-24	02-Sep-24	0
		Poster	19	*	\$26,500	\$42,107	01-Jul-24	02-Sep-24	0
	Total Outdoor	Wallscape	1	*	\$50,000	\$73,873	01-Jul-24	02-Sep-24	0
	USC Sports Properties	Digital Bulletin	4	*	\$40,000	\$59,098	01-Jul-24	02-Sep-24	0
	Long Beach	Clear Channel	Bulletin	1	*	\$5,000	\$7,387	01-Jul-24	02-Sep-24
Poster			4	*	\$3,800	\$5,614	01-Jul-24	02-Sep-24	1
Outfront Media		Poster	8	*	\$20,000	\$29,549	01-Jul-24	02-Sep-24	0
South Bay	Bulletin Displays	Bulletin	3	*	\$37,500	\$55,405	01-Jul-24	02-Sep-24	0
	Outfront Media	Bulletin	2	*	\$21,370	\$31,573	01-Jul-24	02-Sep-24	0
Valley	Outfront Media	Bulletin	3	*	\$30,595	\$45,203	01-Jul-24	02-Sep-24	0
Village	Clear Channel	Bulletin	4	*	\$62,050	\$91,672	01-Jul-24	02-Sep-24	1
		Bulletin	4	*	\$67,000	\$98,990	01-Jul-24	02-Sep-24	1
	Outfront Media	Digital Bulletin	1	*	\$31,505	\$46,547	01-Jul-24	02-Sep-24	1
		Poster	1	*	\$2,500	\$3,694	01-Jul-24	02-Sep-24	0
		Wallscape	2	*	\$130,000	\$192,069	01-Jul-24	02-Sep-24	2
	Regency	Bulletin	5	*	\$197,500	\$291,797	01-Jul-24	02-Sep-24	0
	Anaheim	Clear Channel	Poster	2	*	\$1,800	\$2,659	01-Jul-24	02-Sep-24
Regency		Bulletin	4	*	\$170,000	\$251,167	01-Jul-24	02-Sep-24	4
Outfront Media		Bulletin	4	*	\$89,750	\$132,602	01-Jul-24	02-Sep-24	3
	Poster	2	*	\$5,000	\$7,387	01-Jul-24	02-Sep-24	1	
IBC	Clear Channel	Bulletin	3	*	\$50,000	\$73,873	01-Jul-24	02-Sep-24	3
		Poster	3	*	\$2,800	\$4,137	01-Jul-24	02-Sep-24	0
		Premiere Square	4	*	\$44,280	\$65,422	01-Jul-24	02-Sep-24	3
	Lamar	City Light Panel	7	*	\$6,013	\$8,884	01-Jul-24	02-Sep-24	0
		Junior Poster	5	*	\$1,625	\$2,401	01-Jul-24	02-Sep-24	0
	Outfront Media	Bulletin	11	*	\$187,365	\$278,823	01-Jul-24	02-Sep-24	7
		Poster	6	*	\$15,000	\$22,162	01-Jul-24	02-Sep-24	0
	Summit Media	Bulletin	2	*	\$26,970	\$39,847	01-Jul-24	02-Sep-24	0
		Premiere Square	2	*	\$26,970	\$39,847	01-Jul-24	02-Sep-24	0
	Inglewood	Clear Channel	Bulletin	5	*	\$21,300	\$31,470	01-Jul-24	02-Sep-24
Poster			2	*	\$2,000	\$2,955	01-Jul-24	02-Sep-24	0
Junior Poster			2	*	\$650	\$960	01-Jul-24	02-Sep-24	0
Outfront Media		Bulletin	6	*	\$55,560	\$82,087	01-Jul-24	02-Sep-24	0
		Poster	2	*	\$3,000	\$4,432	01-Jul-24	02-Sep-24	0
Regency		Bulletin	1	*	\$9,500	\$14,036	01-Jul-24	02-Sep-24	0
Lakers Paris	Lamar	Bulletin	2	*	\$9,000	\$13,297	01-Jul-24	02-Sep-24	0
	Digital Bulletin	1	*	\$4,500	\$6,649	01-Jul-24	02-Sep-24	0	
Rosa Bowl	Clear Channel	Poster	1	*	\$800	\$1,130	01-Jul-24	02-Sep-24	0
Santa Monica	Outfront Media	Poster	2	*	\$3,000	\$4,432	01-Jul-24	02-Sep-24	0
	Clear Channel	Bulletin	1	*	\$19,300	\$28,515	01-Jul-24	02-Sep-24	1
Poster		4	*	\$4,000	\$5,910	01-Jul-24	02-Sep-24	1	

*LA 2024 is working with Horizon Media, Canvas Worldwide, and all Ad Vendors to develop a robust Olympic & Paralympic Outdoor Advertising Program.
 **Figures are based on a monthly rate for 2016; the 2024 monthly rate is based on a 6% escalation (per industry standard growth).
 ***Expanded OCOG control would begin two weeks prior to the Olympic Games and end one week after the Paralympic Games.

TABLE 8B: PUBLIC TRANSPORT ADVERTISING SPACE CONTROL

Venue/Official Site	Ownership	Advertising Space Description	Number of Units	Owner Will Grant OCOG Full Control*	Gross Value of Ad Inventory (USD 2016)**	Gross Value of Ad Inventory (USD 2024)**	PERIOD OF OCOG CONTROL***		Incumbencies
							Start date	End date	
Downtown - LA Live/City Hall	Martin Outdoor Media	Bus Bench	44	*	\$15,400	\$22,753	01-Jul-24	02-Sep-24	0
	Outfront Media	Transit Shelter	280	*	\$700,000	\$1,034,219	01-Jul-24	02-Sep-24	0
Downtown - USC	Martin Outdoor Media	Bus Bench	16	*	\$5,600	\$8,274	01-Jul-24	02-Sep-24	0
	Outfront Media	Transit Shelter	94	*	\$235,000	\$347,202	01-Jul-24	02-Sep-24	0
Long Beach	Outfront Media	Transit Shelter	23	*	\$34,500	\$50,972	01-Jul-24	02-Sep-24	0
		Exterior Bus	30	*	\$12,000	\$17,729	01-Jul-24	02-Sep-24	0
South Bay	Clear Channel	Transit Shelter Display	28	*	\$19,040	\$28,131	01-Jul-24	02-Sep-24	2
Valley	Martin Outdoor Media	Bus Bench	9	*	\$3,150	\$4,654	01-Jul-24	02-Sep-24	0
	Outfront Media	Transit Shelter	22	*	\$55,000	\$81,280	01-Jul-24	02-Sep-24	0
Village	Clear Channel	Transit Shelter Display	4	*	\$2,720	\$4,019	01-Jul-24	02-Sep-24	0
	Martin Outdoor Media	Bus Bench	8	*	\$2,800	\$4,137	01-Jul-24	02-Sep-24	0
	Outfront Media	Transit Shelter	53	*	\$132,500	\$195,763	01-Jul-24	02-Sep-24	1
Inglewood	Outfront Media	Transit Shelter	28	*	\$70,000	\$103,422	01-Jul-24	02-Sep-24	0
Anaheim	Clear Channel	Transit Shelter	47	*	\$31,960	\$47,219	01-Jul-24	02-Sep-24	0
	Outfront Media	Exterior Bus	65	*	\$35,750	\$52,819	01-Jul-24	02-Sep-24	0
IBC	Martin Outdoor Media	Bus Bench	2	*	\$700	\$1,034	01-Jul-24	02-Sep-24	0
	Outfront Media	Transit Shelter	49	*	\$122,500	\$180,988	01-Jul-24	02-Sep-24	0
Rose Bowl	Outfront Media	Transit Shelter	16	*	\$40,000	\$59,098	01-Jul-24	02-Sep-24	0
Lake Perris	Outfront Media	Transit Shelter	2	*	\$3,000	\$4,432	01-Jul-24	02-Sep-24	0
Genesis Market	Osik Media	Interior Bus Cards	150	*	\$6,000	\$8,865	01-Jul-24	02-Sep-24	0
		Transit Bus full wrap	10	*	\$75,000	\$110,809	01-Jul-24	02-Sep-24	0
		Transit Bus Kings	70	*	\$59,500	\$87,909	01-Jul-24	02-Sep-24	0
		Transit Bus Queens	50	*	\$27,500	\$40,630	01-Jul-24	02-Sep-24	0
		Transit Ultra Super King	20	*	\$50,000	\$73,873	01-Jul-24	02-Sep-24	0
	Outfront Media	Bus Bus Tails	300	*	\$111,962	\$165,419	01-Jul-24	02-Sep-24	0
		Bus King with Headliner	200	*	\$233,200	\$344,543	01-Jul-24	02-Sep-24	0
		Bus Kings	300	*	\$215,312	\$318,114	01-Jul-24	02-Sep-24	0
		Bus Wraps	25	*	\$125,875	\$185,975	01-Jul-24	02-Sep-24	0
		Ultra Super Bus Kings	100	*	\$196,099	\$289,728	01-Jul-24	02-Sep-24	0
		Rail Interiors	165	*	\$20,625	\$30,473	01-Jul-24	02-Sep-24	0
		Rail Sheets	50	*	\$25,000	\$36,936	01-Jul-24	02-Sep-24	0
		Dioramas	28	*	\$30,860	\$45,506	01-Jul-24	02-Sep-24	0
		Rail Kings	72	*	\$73,300	\$109,056	01-Jul-24	02-Sep-24	0
		Train Wraps	14	*	\$357,000	\$527,452	01-Jul-24	02-Sep-24	0
		1/2 Train Wraps	14	*	\$182,000	\$268,897	01-Jul-24	02-Sep-24	0
Airports	Clear Channel Airports	Backlit Dioramas	8	*	\$1,200	\$1,773	01-Jul-24	02-Sep-24	0
		Backlit Scrolling Signs	1	*	\$1,500	\$2,216	01-Jul-24	02-Sep-24	0
		Baggage Belt Wraps	2	*	\$3,500	\$5,171	01-Jul-24	02-Sep-24	0
		Tension Fabric Displays	4	*	\$2,000	\$2,955	01-Jul-24	02-Sep-24	0
	JCDenoux	Backlit Dioramas	16	*	\$7,150	\$10,564	01-Jul-24	02-Sep-24	0
		Backlit Spectaculars	8	*	\$14,500	\$21,423	01-Jul-24	02-Sep-24	0
		Digital Spectacular	10	*	\$65,000	\$96,035	01-Jul-24	02-Sep-24	0
		High Impact Banners	60	*	\$95,000	\$140,358	01-Jul-24	02-Sep-24	0
		Prestige Digital Network	150	*	\$150,000	\$221,618	01-Jul-24	02-Sep-24	0
		Wall Wraps	6	*	\$17,000	\$25,117	01-Jul-24	02-Sep-24	0
	Lamar Alliance	Backlit Dioramas	70	*	\$15,000	\$22,162	01-Jul-24	02-Sep-24	0
		Digital Wall	2	*	\$6,000	\$8,865	01-Jul-24	02-Sep-24	1

*LA 2024 is working with Horizon Media, Canvas Worldwide, and all Ad Vendors to develop a robust Olympic & Paralympic Outdoor Advertising Program.

**Figures are based on a monthly rate for 2016; the 2024 monthly rate is based on a 9% escalation (per industry standard growth).

***Proposed CCOG control would begin two weeks prior to the Olympic Games and end one week after the Paralympic Games.



2.2.4 HOST COUNTRY ENTRY REGULATIONS

9. EXPEDITED ENTRY PROCEDURES

The Immigration and Nationality Act (INA) is the main piece of legislation governing immigration and entry policies in the United States. Generally, the INA dictates that a citizen of a foreign country who wishes to enter the United States must first obtain a visa, either a non-immigrant visa for temporary stay or an immigrant visa for permanent residence. However, under the INA's Visa Waiver Program, citizens of 38 participating foreign countries traveling to the United States for business or tourism and for stays of 90 days or less may enter the country without first obtaining a visa. In the event an individual traveling to the United States is not eligible under the Visa Waiver Program, he or she must apply for and secure a non-immigrant visitor visa at a United States Embassy or Consulate abroad, preferably one in the country where they live, prior to entering the United States.

Before and after the Salt Lake City Olympic and Paralympic Winter Games in 2002, two separate programs were developed to accelerate and ease immigration and entry visas to the US for Games-related workers, guests and Olympic leaders. Should Los Angeles be awarded the 2024 Games, the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG) will ensure that these programs are put in place again to deliver simplified and trouble-free entry and exit programs for all members of the Olympic family and Games-related personnel.

Prior to the 2002 Salt Lake City Olympic and Paralympic Winter Games, the US Department of Labor worked in tandem with the US Department of State, US Department of Homeland Security (DHS) and the Salt Lake Organizing Committee (SLOC) to establish a

streamlined entry process for Games-related guests and personnel. During the Salt Lake City Winter Games, work permits and entry visas received priority status, which reduced the average processing time to one week. In addition, the US Department of Homeland Security has confirmed that a 2024 Olympic Games in the US will qualify for the National Special Security Event (NSSE) designation, which ensures that the US government will provide customs and immigration services at no cost to the LAOCOG.

Following the 2002 Salt Lake City Olympic and Paralympic Winter Games, the USOC worked in collaboration with the US Department of Homeland Security and State Department to create the Olympic Leader Travel Program (OLTP), an initiative designed to build on the success of SLOC's program. The OLTP expedites the visa, customs and immigration processes for all Olympic and Paralympic leaders traveling to or through the United States so that they may obtain visas and clear immigration checkpoints quickly and easily. The OLTP is an ongoing program that has proven effective for various events across the last decade, including the 2015 XX ANOC General Assembly in Washington, DC. In addition, the USOC and its franchises utilize the OLTP to expedite visas thousands of times per year. LAOCOG will continue to work with DHS and the State Department to improve the program and make entry into the United States as streamlined and efficient as possible.

10. VACCINATION-FREE ENTRY

There are no health or vaccination requirements for visitors to the United States.





II. TEST EVENT ENTRY

Games-related personnel traveling to the United States for test events and meetings in advance of the Olympic and Paralympic Games will be subject to the immigration and entry policies set forth in the Immigration and Nationality Act (INA), as detailed in Question 9.

As a means to create a seamless entry process to the United States for Olympic and Paralympic leaders, the USOC has worked with the Department of Homeland Security and the State Department, two distinct government agencies that share authority with regards to granting immigration benefits, to establish the Olympic Leader Travel Program (OLTP). The OLTP, which has been deployed for major events over the last decade, aids Olympic and Paralympic leaders in securing visas where necessary and facilitates passage through immigration and customs checkpoints upon arrival into the United States. In essence, it expedites by pre-screening individuals in order to provide a dedicated and wait-free entry process.

For those personnel who do not fall under the OLTP, measures have been established to ensure easy and efficient entry into the US. The US government has guaranteed that personnel entering the US prior to the 2024 Games will be able to obtain work permits through an expedited, simple, and duty- and tax-free process. Such a process was utilized in the 2002 Olympic and Paralympic Winter Games in Salt Lake City, which resulted in expedited processing times of only one week.

The Secretaries of the Departments of State, Labor and Homeland Security have confirmed their commitment to improving the process used in the Salt Lake City 2002 Games so that Games-related personnel can easily and efficiently secure documents and gain entry into the US for both the Games and the test events, and meetings that precede them.

12. EFFICIENT ANIMAL ENTRY PROCEDURES

As outlined in Question 9, the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG) will commit to a simple and trouble-free entry and exit program for all members of the Olympic family and Games-related personnel. This commitment will also be extended to guide dogs for the blind and horses for equestrian events.

The Center for Disease Control and Prevention (CDC) and the United States Department of Agriculture, Animal and Plant Health Inspection Service (USDA APHIS) jointly regulate the importation of live animals to the United States. Generally, animals with evidence of a disease that might be transmitted to humans may be subject to additional disease control measures and may potentially be denied entry into the United States.

DOGS

CDC regulations require that dogs imported into the United States are healthy and are adequately vaccinated against rabies before arrival into the United States. In general, dogs must be vaccinated against rabies at least 30 days prior to entering the United States. Upon arrival, the CDC requires importers of dogs to provide a certificate of proof of such rabies vaccination. However, dogs that have lived in a country that is considered free of rabies for a minimum of six months or since birth may enter the United States without proof of vaccination.

Additionally, the USDA APHIS requires that dogs being imported from countries or regions where screwworm is known to exist are accompanied by a certificate signed by a full-time salaried veterinary official of the region of origin. Certificates must state that the dog was inspected for screwworm within five days before shipment to the United States. The certificate must confirm that the dog is either free from screwworm or was found to be infested with screwworm and was both quarantined and thereafter treated until free from screwworm prior to leaving the region.

HORSES

All horses entering the United States must be accompanied by an official health certificate issued by the full-time salaried veterinary officer of the national government of the exporting country in which the horse has been residing for the 60 days preceding export to the United States.

Upon arrival, all horses entering the United States from countries outside of Canada are subjected to a quarantine period at a USDA-APHIS operated quarantine facility. Horses are typically quarantined for periods lasting three to seven days, but may be held for up to 60 days depending on the horse's country of origin. The list of countries from which horses are required to undergo a 60-day quarantine currently includes Oman, the Yemen Arab Republic and all countries in Africa except Morocco.

Horses arriving at Los Angeles International Airport for the LA 2024 Games will be processed and quarantined at the existing USDA-APHIS operated quarantine facility in Los Angeles.



13. PERMISSIONS GRANTED

The United States Department of Homeland Security (DHS) has extensive experience in importing the special products and equipment required for use at the Olympic and Paralympic Games. Should LA be awarded the Games, the Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG) will work in partnership with the DHS to create a simple and efficient customs procedure for the Games. Moreover, in 2000, the US Congress passed into law a permanent exemption for the duty-free importation of articles intended for use at the Olympic and Paralympic Games.

FIREARMS AND AMMUNITION FOR SPORTS COMPETITION

For previous Olympic and Paralympic Games held in the United States, the US government has implemented streamlined procedures for the importation of firearms and ammunition intended for use at Games-time sports competition or by official security services personnel. Likewise, LAOCOG will coordinate with the relevant federal government agencies to create similar measures to facilitate a simple and hassle-free entry process for competition-related and security services-related firearms and ammunition.

Generally, foreign nationals wishing to temporarily import firearms or ammunition into the US for a lawful sporting event must first obtain and submit ATF Form 6NIA to the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). In the context of the Olympic and Paralympic Games, in order for the ATF Form 6NIA to be successfully completed, the applicant must possess a letter of invitation or registration for participation in the Games. If approved, the ATF Form 6NIA application shall serve as an import permit. Upon arrival in the United States, the foreign national must present both an approved ATF Form 6NIA and the letter of invitation and/or registration to the United States Bureau of Customs and Border Protection (CBP) in order to successfully introduce the firearm into the US.

FIREARMS AND AMMUNITION FOR SECURITY SERVICES

As outlined above, the US government has previously implemented streamlined procedures for the importation of firearms and ammunition intended for use by official security services personnel at Games time.

The US also has established procedures in place for the importation of firearms and ammunition used for official foreign

government security. Namely, officials representing foreign governments, including foreign law enforcement officers, may bring firearms and ammunition to be used for official purposes into the US provided the official first registers with the Department of State (DoS). The CBP will contact the DoS to confirm an individual's official capacity before allowing the individual to bring the firearm and/or ammunition into the country.

PHOTOGRAPHIC AND AUDIOVISUAL EQUIPMENT

Accredited individuals may import photographic and audiovisual equipment duty free for use during the Games. Such equipment may still be subject to customs inspection.

MEDICAL EQUIPMENT AND PRODUCTS

The US Food and Drug Administration (FDA) allows foreign nationals to bring or ship a 90-day supply of personal medication into the US. If the foreign national is staying longer than 90 days, they may have additional medication sent to them. The FDA advises that foreign nationals planning to carry medication into the US should have in hand, and written in English, a valid prescription or a doctor's note explaining why the medication is necessary. The FDA also recommends that foreign nationals keep the medication in its original container and that the container be labeled in English with the medication, the name of the user, and the dosage. Additionally, in accordance with the US Tariff Suspension and Trade Act of 2000, equipment and supplies imported into the US for the purposes of the Games by NOCs or accredited members of delegations can enter the US without being subject to any customs duties, taxes or fees, provided such equipment and supplies are either consumed in the US, disposed of (other than by sale or distribution to the public), or exported.

COMPUTER EQUIPMENT

Computer equipment may be imported into the US duty free.

FOODSTUFFS

All food products brought into the US for personal use (i.e. food in passenger baggage not for commercial re-sale) are subject to CBP inspection and must be declared upon entry. Food products that pose a threat to community health or the environment or that may introduce devastating diseases to domestic plants and animals are restricted. As a general note, the restrictions governing the importation of personal use food products often change at short notice in response to global health issues.

2.2.5 GAMES WORKFORCE REGULATIONS

14. ACCELERATED WORK PERMITS

With its long-standing tradition of hosting major international sporting events, the United States has developed significant measures to expedite the process of granting visas and work permits for international workers engaged in the staging of the Olympic and Paralympic Games. While the existing process is thorough, adaptive measures applied for Olympic and Paralympic workers have proven effective in expediting the approvals.

The United States processes work permits for temporary non-immigrant workers via its temporary work visa system. In order for a citizen of a foreign country to lawfully enter and work temporarily in the United States, that foreign citizen's prospective employer must first file a Petition for a Non-immigrant Worker (Form I-129) with United States Citizenship and Immigration Services (USCIS) in the appropriate visa category for which the foreign citizen qualifies. Those categories include "Person in Specialty Occupation", "Temporary Non-Agricultural Worker", and "Intracompany Transferee", among others. Form I-129 also provides a special classification for "Internationally Recognized Athletes", under which "Essential Support Personnel" – e.g. coaches, scouts, trainers and other team officials and referees – also fall. After USCIS approves the Petition for a Non-immigrant Worker, the foreign citizen may then apply for a temporary work visa in the appropriate category for which they qualify by completing the Online Non-immigrant Visa Application (Form DS-160) and subsequently scheduling and attending an interview at a US consulate, preferably located in the foreign citizen's home country. Though wait times for interview appointments typically vary by location, season and visa category, Olympic-related work permits will be granted priority status. Upon receiving favorable results from the interview process, a foreign temporary worker is granted a temporary work visa. And upon receiving clearance from the US Customs and Border Protection (CBP) at a US port of entry, the foreign temporary worker is allowed entrance to the US.

The last Games hosted in the US set a high standard for success in efficient worker-visa processing. For the 2002 Olympic and Paralympic Winter Games, the Salt Lake Organizing Committee, the US Department of State and the US Department of Labor prioritized Olympic-related work visas, ultimately implementing streamlined review procedures that reduced processing times to less than a week. The Los Angeles Organizing Committee for the Olympic and Paralympic Games (LAOCOG) will work with both the Departments of State and Labor to build upon the success of the 2002 Salt Lake City Olympic and Paralympic Winter Games visa review procedures to ensure even more timely and efficient visa processing for the 2024 Games.

15. PROGRESSIVE LABOR LAWS

Accredited persons, including media and OBS personnel, working at the Los Angeles 2024 Olympic and Paralympic Games will be guaranteed the same protections enjoyed by all domestic workers under United States federal and local labor and employment laws. The US government protects the freedom of the press and does not restrict information or materials produced by the media, allowing them to fulfill all professional responsibilities.

Should Los Angeles be awarded the 2024 Games, media organizations and broadcasters will have no obligation to comply with union collective bargaining agreements—unless they are parties to such contracts with labor unions. Moreover, working through local umbrella organizations that represent LA-area labor unions, LAOCOG will secure guarantees and agreements that facilitate the work of the OBS, and prohibit strikes and work stoppages that would be detrimental to the performance of the Games.





2.3

SUPPORT AND VENUE FUNDING



2.3.1 SUPPORT FOR THE GAMES

16. STRONG COMMITMENTS

LA 2024 is a private, not-for-profit corporation, formed in the State of California on August 12, 2014. Los Angeles Mayor Eric Garcetti is personally leading LA's candidature with Chairman Casey Wasserman and CEO Gene Sykes.

LA 2024 is a privately-financed, privately-operated corporation, separate and apart from the City of Los Angeles. Although separate from the City, LA 2024 has the unequivocal support of Mayor Eric Garcetti, and works closely with the Mayor and his staff. LA 2024 also meets regularly with the Los Angeles City Council and its Ad-Hoc Committee for the 2024 Olympic and Paralympic Games, as well as individual City Council members, to provide updates on the candidature and the developing LA 2024 Games Concept.

In addition, LA 2024 is closely tied to the United States Olympic Committee (USOC). USOC CEO Scott Blackmun and US IOC Member and Chairman of the USOC board of directors Larry Probst both serve as members of the LA 2024 board of directors. The remaining two US IOC Members Anita DeFrantz and Angela Ruggiero also serve on the LA 2024 board of directors. Ruggiero was recently elected by her IOC peers as the new chair of the IOC Athletes' Commission, and both Ruggiero and DeFrantz hold seats on the IOC Executive Board. The combination of the USOC and US IOC Members' experience and international perspective, as well as the USOC's in-depth knowledge of the bidding process and their sports resources, are tremendous benefits to the LA 2024 candidature committee and continue to help guide LA 2024 moving forward.

Structurally, LA 2024 has formed its departments based on key operational and planning areas to ensure a seamless transition to the organizing phase. The members of the LA 2024 board of directors represent sports, business, labor and non-profit interests. Most importantly, they all share a commitment to the values of Olympism and the long-term development goals of the City of LA.

The vice chairs of LA 2024 highlight a commitment to sport and civic engagement. Three of the five vice chairs are Olympic and Paralympic champions: Janet Evans, Earvin "Magic" Johnson and Candace Cable. Janet Evans, a four-time Olympic gold medalist in

swimming, competed in three Olympic Games and serves as the Director of LA 2024 Athlete Relations as well as Chair of the bid committee's Athletes' Advisory Commission, which now numbers over 60 Olympians and Paralympians. Magic Johnson, a gold medalist in basketball in the Barcelona 1992 Olympic Games, was a five-time NBA champion and three-time NBA most valuable player. Johnson is an advocate for HIV/AIDS prevention, an entrepreneur, a philanthropist and a broadcaster. Candace Cable is an accomplished Paralympian whose athletic career spanned more than two decades. Cable competed in nine Paralympic Games, won 12 Paralympic medals, and currently serves as a representative to the USOC Athlete Advisory Council and the United Nations.

In partnership with these Olympic and Paralympic champions, Maria Elena Durazo serves as a vice chair. Durazo is a well-respected American trade union official who served as the Executive Secretary Treasurer of the Los Angeles County Federation of Labor (AFL-CIO), the Executive Vice President of the National AFL-CIO Executive Council and Vice Chair of the US Democratic National Committee. Also, LA 2024 was honored to welcome Bob Iger, the Chairman and CEO of The Walt Disney Company, as its vice chair in July 2016. As Chairman and CEO of The Walt Disney Company, Iger is the steward of an iconic global entertainment empire of the imagination, which ranks as the world's largest media company and owns some of the most respected and beloved characters and brands on the planet. Iger's appointment reaffirms LA 2024's commitment to harnessing California's creativity, innovation and connectivity to global youth culture for the benefit of the Olympic Movement.

Led by its board of directors, the candidature committee is focused on harnessing the creativity, innovation and impact of local companies and leaders. To this end, LA 2024 is establishing numerous working groups and committees across the arts, culture, youth sport and innovation to forward the LA 2024 Vision and Games Concept. The LA 2024 Innovation Network, which was introduced in Stage 1, will explore transformative and transferable approaches to the athlete experience, transportation, ticketing, Games presentation and fan experience, volunteerism and community engagement.

17. BIPARTISAN SUPPORT

At the national, state and local levels of government in the United States, two political parties dominate all elections, legislation and decision making: the Democratic Party and the Republican Party.

As described in the LA 2024 Stage 1 Submission, there is comprehensive bipartisan support for bringing the 2024 Olympic and Paralympic Games to Los Angeles. Since the Stage 1 Submission, both the US Senate and House of Representatives passed a bipartisan resolution pledging support for LA 2024, and expressing the “sincere hope” that the committee is successful in its bid to bring the summer Games back to the United States for the first time in 28 years. The main reasons for this support include the promotion of sport and the Olympic ideals, the opportunity to advance the Olympic Movement in the United States and around the world, and the opportunity to realize long-term social and sporting legacies and benefits for Los Angeles, California and the United States.

Table 17 lists the two major political parties in the US and their respective position regarding the staging of the Olympic Games.

POLITICAL PARTIES

Political Party	Percentage of National Level Seats Held	Percentage of Regional Level Seats Held	Percentage of Local Seats Held	Position on the Staging of the Games in 2024 (support/opposition/neutral)
Democratic	45%	65%	77%	Support
Republican	55%	35%	23%	Support

18. BACKED BY LABOR & BUSINESS

LA 2024 has earned the support of many of the City’s labor leaders and leading business associations, including the Los Angeles Area Chamber of Commerce, the Valley Industry and Commerce Association, the Central City Association and the Los Angeles Business Council. These community leaders and organizations represent an unprecedented asset to LA’s candidature and highlight the overwhelming local support for hosting the 2024 Olympic and Paralympic Games in LA.

LA 2024 has elected local labor leaders to our board of directors. In the position of Vice Chair, Maria Elena Durazo holds an influential leadership role in LA’s candidature. Durazo currently holds a national leadership position with UNITE HERE, representing hotel and restaurant workers across North America. She previously held regional and local leadership positions for the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), a national trade union center and the largest federation of unions in the United States. In addition to Durazo, the LA 2024 board includes Rusty Hicks, the current leader of the Los Angeles County Federation of Labor, one of America’s largest labor organizations, and Laphonza Butler, President of Service Employees International Union (SEIU) Local 2015 and President of SEIU California State Council and Vice President of the SEIU Executive Board.

The experience of the Los Angeles 1984 Games still resonates positively with the people of Los Angeles. During the 1984 Games, the organizing committee set a historical precedent for keeping LA moving and functioning effectively throughout the lead-up to and duration of the Games. For example, commercial deliveries were only made during nighttime hours for the duration of the Games. This

program was developed in collaboration with the local Truckers Union to ensure continuity of services during off hours and low volume traffic.

With the strong support of local labor leaders and business groups alike, the LA 2024 candidature committee looks to further cultivate these positive working relationships and formalize any arrangements during the Games planning and organizing phase.

19. ENGAGING INFLUENTIAL ENTITIES

Throughout the bid phase, Los Angeles 2024 has earned the support of local businesses, community groups, non-governmental organizations and not-for-profit corporations. Formally, the LA 2024 bid committee is partnering with the City and the United States Olympic Committee (USOC) in the pursuit of hosting the 2024 Olympic and Paralympic Games.

In addition to these core partners, the bid committee has begun to enter into formal relationships with other non-profit organizations in support of the candidature. While the LA 2024 bid is privately financed and privately run, the bid committee has identified key thought partners and venue partners that help meaningfully advance the LA 2024 Vision and Games Concept.

Central to the development of the LA 2024 Games Concept are two world-class university partners: the University of Southern California (USC) and the University of California – Los Angeles (UCLA). These universities will host numerous competition and non-competition venues and LA 2024 has entered into venue use guarantees with each. USC will host three competition venues for aquatics, badminton and athletics in addition to the Main Press Center and the Media Village. UCLA will host the Olympic and Paralympic Village, numerous training facilities and the competition venues for judo and wrestling. Today, both campuses house some of the world’s brightest young minds in modern state-of-the-art facilities and both universities are core partners in developing the LA 2024 vision for culture, innovation and athlete experience.

In addition to these university partners, numerous non-profit organizations and cultural institutions have publicly expressed their support for LA’s candidature. Numerous local leaders and institutions—many of whom are represented on LA 2024’s board of directors—have had an influential role in developing LA 2024’s Vision and Games Concept. As the candidature evolves, additional community groups and non-profits will be central to activating our local communities and ensuring our overwhelming local support. These groups will help LA 2024 keep Angelenos informed about the candidature.

With an immense amount of experience and Games knowledge, the LA84 Foundation is an invaluable partner in the candidature process. Former LA84 Foundation President and IOC Executive Board Member Anita DeFrantz and current LA84 Foundation President Renata Simril are both members of the LA 2024 board of directors. With strong ties to the local community and a track record of positive social impact, the LA84 Foundation has developed a proven, successful model for Olympic legacy. Since its founding, the LA84 Foundation has introduced more than 3 million young people to Olympic and Paralympic sport and awarded 2,200 grants to sports organizations to promote healthy living through education, exercise, competition and outcome based results within and beyond sport. With their guidance and partnership, LA 2024 will continue to evolve our legacy story, to create even stronger alignment with the long-term development of the City and to support the spread of Olympism.

In addition to the LA84 Foundation, a number of other organizations have accepted roles on LA 2024 advisory commissions and working groups, including the LA 2024 Innovation Network. On the topic of culture, leaders from organizations such as the Getty Museum and the Los Angeles Philharmonic have pledged their time and support to help evolve the bid's vision for the LA 2024 Arts Festival. Together, this group has created a model and a network of partners to support the widespread celebration of Olympism through broad forms of art, creative expression and culture leading up to the Games.

Finally, LA 2024 has planned and initiated an extensive program of Athlete Town Hall meetings across the US, ensuring that our most important stakeholder group provides direct input into our planning. With the last Athlete Town Hall meeting in Washington, DC, we have hosted seven meetings and engaged with over 500 athletes, including nearly 250 Rio 2016 athletes. In order to activate the nearly 10,000 Olympians and Paralympians across the nation, LA 2024 has partnered with local alumni chapters to further tap into this rich network of athletes. Furthermore, partnerships with the LA84 Foundation and local youth sports programs such as the Angel City Games help engage aspiring athletes across the city.

20. UNIFIED PUBLIC SUPPORT

Perhaps the greatest single strength of LA 2024 is the extraordinary level of public support behind the bid's quest to bring the Games to the city for the third time.

Since the LA 2024 Stage 1 Submission, public support for LA 2024 has reached new heights, with an independent poll showing that 88 percent of Angelenos support the city's candidature for the 2024 Olympic and Paralympic Games. In January and February 2016, the Center for the Study of Los Angeles at Loyola Marymount University (LMU) conducted a telephone poll of 2,425 Angelenos, including 1,225 residents from the City of LA and 1,200 residents from Los Angeles County who live outside the city. The poll was offered in English, Spanish, Mandarin and Korean. Respondents were asked: "How supportive are you of the City of Los Angeles hosting the summer Olympic Games in 2024?" Overall support was 88.3 percent, exceeding 80 percent support across every age and demographic group in LA, including 88 percent support from millennials (born 1981 to 2000). The LMU poll showed an increase from previous telephone polls that measured 81 percent support in 2015 and 77 percent support in 2014, as detailed in the LA 2024 Stage 1 Submission.

Nationally, an Associated Press-GfK poll found that nearly nine out of 10 Americans—89 percent—support a bid to host the Olympic Games somewhere in the United States. The Associated Press-GfK poll of 1,005 adults was conducted online from June 19 to 21 using a sample drawn from GfK's probability-based KnowledgePanel, which is designed to be representative of the US population.





2.3.2 VENUE FUNDING

21. STRONG FINANCIAL COMMITMENTS

All levels of government are aligned behind the LA 2024 candidature for the Olympic and Paralympic Games, and their commitments have assured the effective development of the bid's vision and plan.

At the national level, President Obama has offered his enthusiastic support for LA's candidature. If LA is granted the honor to host the Games in 2024, the Department of Homeland Security, as confirmed by guarantee, will officially sanction LA 2024 as a National Special Security Event, demonstrating the federal government's commitment to providing the highest level of security to the Games in 2024. In addition, as mentioned in Question 17, both the US Senate and House of Representatives passed a bipartisan resolution pledging support for LA 2024.

The City of Los Angeles will be the primary public authority responsible for the Games. The City will coordinate and act in partnership with the IOC, the United States Olympic Committee, the Los Angeles Organizing Committee of the Olympic and Paralympic Games (LAOCOG), as well as the relevant authorities from the United States, the State of California, and other regional and local governments.

Just as the bid committee works closely with our government partners, LAOCOG will continue a strong working relationship with these entities. Similar to LA 2024, LAOCOG will be a privately run, privately financed organization solely responsible for the budgeting, funding and delivery of the Games, creating a positive model of a New Games for a New Era. Along with the proven Olympic sponsorship interest of the US corporate community, California's robust economy, which at USD 2.5 trillion would rank as the sixth largest among the nations of the world, makes a privately financed Games possible. LAOCOG will look to strong partners at all levels of government to ensure collaboration, cooperation, and the successful delivery of the Games.

Subject to a vote of City Council, the City of LA will enter into the Host City Contract in January 2017. To date, every Los Angeles City Council vote has been unanimous in support of the LA 2024 Olympic and Paralympic bid—and LA 2024 expects to maintain this high level of support for the future. Through responsible and practical budgeting, LA 2024 does not anticipate that the governmental financial commitments contained in the Host City Contract will be triggered.

At the regional level, the California state Senate and Assembly, with overwhelming bipartisan majorities in both chambers, have approved a State Support Bill for the Olympic and Paralympic Games (SB1465). This September, California Governor Edmund G. "Jerry" Brown, Jr. signed SB 1465 into law. In the unlikely event of financial overrun, this Bill acts as a source of financial coverage up to a maximum of USD 250 million. This state support serves as a crucial example of the support and unity behind bringing the Games to Los Angeles in 2024.

22. LOW RISK VENUE DEVELOPMENT

As noted in the LA 2024 Stage 1 Submission, LA 2024 is committed to developing a fiscally responsible and sustainable Games Concept. LA is in a unique position as no new permanent venues need to be constructed for the Games. All of the planned competition and non-competition venues exist, are already planned as permanent venues by private investors, or will be temporary venues.

Table 22 (Venue Funding and Development) details all estimated expenditures required for the key Olympic competition and non-competition venues. This page has been submitted to the IOC; however, it is being withheld from publication at this time to protect LA24 proprietary information. Information from this section will be part of the Games budget submitted with Candidature File Part 3 in February 2017.

23. PRUDENT, REASONABLE INVESTMENTS

Table 23 (Capital Investments – Competition and Non-Competition Venues) details any estimated capital improvements or permanent works that will be completed to ensure state-of-the-art facilities by 2024. As a privately organized and financed institution, LA 2024 will manage these projects and limit risk in the delivery of venues. This page has been submitted to the IOC; however, it is being withheld from publication at this time to protect LA24 proprietary information. Information from this section will be part of the Games budget submitted with Candidature File Part 3 in February 2017.



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