

2015 U.S. Olympic Academy

**PROCEEDINGS OF THE 2015
U.S. OLYMPIC ACADEMY**

Olympic City Lifecycle: From Bid to Legacy

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Los Angeles, California





The theme of the 2015 Academy is “The Olympic City Lifecycle: From Bid to Legacy.”

COBI JONES

COBI JONES: **G**ood morning and welcome to the 2015 US Olympic Academy at the LA84 Foundation. My name is Cobi Jones. I was a member of the 1992 U.S. Olympic Team in soccer. It’s my honor to be your master of ceremonies today. Thank you.

The Olympic Academy is a forum to exchange ideas about the Olympic movement and explore the principles of Olympism. The theme of the 2015 Academy is “The Olympic City Lifecycle: From Bid to Legacy.” This is a relevant and timely topic for the U.S. Olympic Academy. The United States has hosted Olympic Summer and Winter Games in six different cities since 1904 and Boston now is vying to host the 2024 Olympic Games.

Today we have an outstanding lineup of sports leaders, Olympians, Paralympians from around the country who will tell us what they know about the lifecycle of an Olympic city. We hope and expect there will be active audience involvement throughout the day. The final session will be an audience-wide discussion in which you will have the opportunity to offer your own thoughts on the topic.

As you can see, there are cameras in the room in the back. Today’s conference will be streamed on the USOC website and then archived at TeamUSA.com. You all have the agenda. We are going to try to stay on schedule. I’ll be pushing you a little bit on that to stay on schedule, and we hope you’ll join us at the end of the day for food and drinks in the courtyard.

Today I want to say from a personal point this has been a pleasure for me to be asked to come up here and to host. We are going to hear first off from George Hirthler, our keynote speaker. His bio is in your information packet so I’ll simply say Mr. Hirthler has a wealth of experience in the Olympic movement. He’s been a communications strategist for 10 Olympic bid cities and a consultant to numerous international sports organizations. So thank you once again. If you could give a hand to George Hirthler ...



George Hirthler:

Thank you so much, Cobi.

It really is a great honor for me to be here. I've never been at LA84, but I've been on your website about 1,000 times and I've downloaded probably more PDFs than my current laptop can hold. I love this place and I'm staying an extra day because I want to see the library that I've read so much and heard so much about. L.A. got its legacy right. Salt Lake City got its legacy right. Lake Placid got its legacy right and surprisingly, Atlanta got its legacy more than right as you'll hear today.

But let me begin by saying I once heard the great Peter Ueberroth. On the way to the podium he said two serious questions entered my mind, "Why did they ask me to speak? And why did I say yes?" I know why I'm here. In addition to the 10 Olympic bid campaigns I've worked on I have competed against 45 Olympic bid cities, which means I've learned an awful lot about the bid process. I will venture to share some insights and observations on both the bid process, why cities win, why bids fail as well as the legacies that the Olympic Games leave behind.

*Click to play
PowerPoint presentation*



It is time to resurrect Baron Pierre de Coubertin's story and all its glory to help the world understand the real power and potential of the vision he birthed and the legacy he left.

GEORGE HIRTHLER

Of course the question everyone always asks me is, "Who's going to win this race? Who's going to win this race?" And, of course, that question is always impossible to answer. If there's one thing I've learned over the last 26 years of working in this game it is you need the gifts of a biblical prophet, a biblical prophet, to basically predict the outcome of an Olympic bid, just like any sporting event. This is especially evident in the American South where I live, where the line between college football and religion is nearly invisible. Auburn University once had a great football coach by the name of Shug Jordan. And Shug was rebuking reporters who were predicting another loss to his archrival Bear Bryant at Alabama. And, Shug Jordan said this, "Never forget boys that Goliath was a 40-point underdog – he was a 40-point – oops – that Goliath was a 40-point favorite over David before the fight got started."

Before I dive into the subject at hand, I'd like to take a commercial break. Anyone who knows me knows that for the last three point five years I've been working on a historical novel about Baron Pierre de Coubertin. His legacy is known, admired and followed by billions of people around the world, but his name has been lost in the folds of time. If you Google the 10 most influential people of the 19th century, this is what you get. [PowerPoint slide] They are all great people; there's no question about that. But I'm one who believes that Coubertin belongs if not on this list certainly near the top of it. The work of Pierre de Coubertin continues to resonate in more

and more powerful ways today. The Olympic movement he launched is still growing and expanding its influence across the cultural landscape of our world fulfilling in so many ways the dream that he launched of uniting our world in friendship and peace through sport.

At the turn of the millennium, when the lists of the most influential people of the last 2,000 years were published, Coubertin's name was absent. When that list was compressed to the last 100 years, his name was still missing. He does appear on the top 50 people of biographies list of famous French citizens, but basically he is one of history's greatest forgotten heroes. Without his vision, determination and talents or the family fortune he exhausted launching the Olympic Games, it is highly unlikely that the Olympic Games would exist as we know them today and it's even more unlikely that we would even be in this room having this discussion at this Olympic Academy.

And that's why in the recommendations I sent to Thomas Bach as a part of my contribution for Agenda 2020 – I'm sure many of you made contributions – I put an emphasis on Coubertin's story and the need for dramatic storytelling. Let me read you what I sent to him: "Imagine trying to tell the story of the Civil Rights Movement without the heroic story of Martin Luther King, Jr. or conveying the drama of anti-apartheid's triumph in South Africa without the narrative of Nelson Mandela. Biography is one of the most enduring, fascinating and memorable genres of literature and yet the Olympic movement barely plays lip service to the genius of sport who started it all. It is time to resurrect Baron Pierre de Coubertin's story and all its glory to help the world understand the real power and potential of the vision he birthed and the legacy he left."

Coubertin's story is one of the most underutilized assets in the Olympic movement. As I leave this commercial on Coubertin behind, you will note that the emphasis on storytelling that I put here is a persistent issue throughout the Olympic city lifecycle. It's generally recognized that historically the IOC has done a rather poor job at telling its own story, preferring to leave the job to the broadcasters who cover the Games. And while television does an extraordinary job of capturing the heroes who take the field of play every four years, the broader story of the Olympic movement remains neglected. This communications failure at the top has become one of

the greatest challenges for Olympic cities throughout their lifecycles, as we shall see.

Now, let's turn to the Olympic city lifecycle from bidding to legacy. Back in 1988 when Billy Payne hired me to write Atlanta's Olympic bid there was a succinct observation that still carries some truth today. People used to say, "There are only two pure amateurs in the Olympic movement, the horses who are in the equestrian events and all the teams from the Olympic bid cities." Of course that's what makes the bid process so exciting. Some members of the team are on a literal road of discovery from beginning to end and it's one of the most complex courses in the world of sport. As the great John Furlong, who led Vancouver 2010 bid and Games, once said, "An Olympic bid is like a moon shot. If your calibrations are off by a 100th of a degree, you miss your target by 10,000 miles."

It is true that you have to establish a brand foundation for your bid and build the bid narrative, the brand narrative, all the way through to the bid presentation, but anybody familiar with lunar missions or Olympic bid campaigns knows there is a good number of course corrections that have to be made in route. So here's another quote from John Coates, who led Sydney 2000 to victory, that provides a telling bookend, "In Olympic bidding the last six months are critical. The last six weeks are desperation. The last six days are everything and the last six hours are life and death." If you don't believe that, talk to the guys who ran the Paris bid right after the decision was made in 2012.

What all this suggests is that it's completely impossible to predict the outcome of Olympic bid race until that Olympic envelope is opened. Every bid campaign has hundreds of similarities to past campaigns basically driven by the milestones of the process set up by the IOC, which you see here for 2020. [PowerPoint slide] But every bid city is unique in its vision, its hopes and its dreams. Thanks to Agenda 2020 the bid process now has three stages including the new invitation phase where you get to sit down and discuss your city's future, your city's plans and objectives with the IOC. The IOC through Agenda 2020 is becoming much more collaborative in the way they're addressing the bid process.

In the current race we've heard from the people who were in the evaluation commission say that they actually

became collaborative sessions where the IOC was helping them to adjust plans, move venues, save money, establish cost controls. Thanks to Agenda 2020 we've got a new model coming along. When I'm giving a new bid city an orientation to the campaign they're about to enter I typically walk them through my list of four rules of thumb. Four rules they're going to live or die by, a compression of truisms you can count on one hand.

Rule of thumb number one, the process is technical, but the decision is always emotional, which means we've got to

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GEORGE HIRTHLER

demonstrate that we are masters of the technical process and have excellent technical planning, but we also have to create emotional bonds between the bid and every constituency within the Olympic movement. We must give everyone a reason to like us.

Rule number two, an Olympic bid is first and foremost a communications campaign with an international relations campaign running on a parallel track. It's really a two-campaign effort, but this means we must develop a masterful communication strategy that creates a narrative framework for our evolving storyline and be sure it is effectively fed into all channels of communications within the Olympic movement. While IR wins the votes, communication shapes the context for positive IR development and conversation.

Rule of thumb number three, every local issue is a global issue. Every domestic story is an international story, which means we must ensure that we generate positive media on the home front and anticipate, recognize, control and diffuse all local, domestic issues before they become international problems.

There was a time when local stories could be buried, but as the USOC and Boston have painfully learned just now, the IOC wakes up to the same headlines we do every day.

Rule of thumb number four, in the end, they vote for the people they like best, which means we've got to ensure the team we recruit for the face of the bid, the people that we put out front not only model diversity, not only include athletes, not only show that we're in touch with the trends that are shaping global sport, but they're all likable with a legitimate connection to sport and the cause of the Olympic bid. Of course the Olympic bid game is not simply a beauty contest. Let's take a look at the dynamics of bidding.

The best bids, the best bids and typically the bids that win find unique ways of aligning the distinct assets of their city with the needs or expressed interests of the Olympic movement. When you do that magic can happen. Every city in the bid campaign has to understand the trends that are shaping global sport and demonstrate that they are responding to them effectively. Here's a list of predictable dynamics that will help to shape, if you will, the 2024 campaign. [PowerPoint slide] These points are based on established trends within the Olympic movement, the elevation of women and athletes, sustainability, et cetera, but most of all the need to align with Agenda 2020.

Agenda 2020 is a game changer. It provides a clear planning blueprint for aligning city assets with the massive set of reforms being orchestrated so powerfully by Thomas Bach. And bidding is only one aspect of what Agenda 2020 covers if you've read what Agenda 2020 covers. While the opportunity is clear, it also means that all the cities in the race may be singing from the same sheet of music. You can bet that Paris, Rome, Hamburg and Boston and all the other cities who line up at the starting line in September will be offering their interpretation of how they perfectly match up to the ideas embodied in Agenda 2020. That's as predictable as another gold medal for Michael Phelps if he dives into the pool at Rio next year.

When you're in the middle of a bid race you sometimes see the flaws of your opponents' bid and sometimes see the flaws in your own bid and fatal flaws are pretty easy to document when you look back on it. Why do bids fail? Because of weak and unknown international lobby teams who are put ... the wrong people put in the wrong place, insufficient funding, lack of

public support, lack of unity between stakeholders, political infighting both in the management of the bid and between the city and the bid, poor campaign management, no clear strategy, no clear message, lack of message discipline, renegade interviews, people who aren't supposed to be in front of the camera taking the time to tell people what the bid means and getting it wrong, overconfidence, technical flaws, wrong timing, global politics, external forces that can in fact influence the outcome of a bid.

Why bids fail, especially the perceived favorites, fail? You can go back – this list goes all the way back to Östersund in 1994. [PowerPoint slide] Every one of these cities was considered the favorite when the race started and every one of them failed in one way or another. Political miscalculation for Östersund. The King of Sweden did not show up at a luncheon that Juan Antonio Samaranch was hosting with the Queen of Norway and he was the third guest in front of the global media. Big embarrassment. Lillehammer won. Athens 1996 had such an arrogant lobby team. I remember being in Tokyo for the final presentation of Atlanta and the Athens' guys would say you did such a good campaign you're probably going to win next time. Too bad you don't have a chance in this race. Of course they lost.

Toronto in that same race peaked too soon. Salt Lake in 1998 it was the wrong timing. Nagano had more money in the bank. Not a national public beauty contest which is what Sion thought it was in 2006. Weak international lobby team for Salzburg, 2010. Failed to work the trenches. Paris is one of the great failures, Paris 2012, one of the great failures of modern Olympic bids. And of course, Chicago, 2016, which failed I believe because of some dysfunction at the USOC. When you talk to most IOC members, they'll tell you there is no pattern. There is no pattern to the voting because you have 115 or 107 or 102 individual voters each with their own priorities and agendas, but ideally all committed to serving the collective interest of the Olympic movement. But when you step back and look at it from a historical perspective, you can see fairly clear patterns of why the IOC makes the decisions that they do.

Let's look at the last five races and then come back and see if there is a pattern that we can identify. Here's the results of the 2004 race. [PowerPoint slide] Athens campaigned on the idea that it was time for the Olympic movement to return

to its roots. It was a great bid concept led by a dynamic and charming Greek woman who ran a campaign full of humility, correcting the mistakes the Greeks had made in 1996 by proclaiming we deserve the Games and losing to Atlanta. Here's the result of the Beijing 2008 race, where they crushed the competition. The IOC wanted to go to the largest nation on earth and Beijing having learned a good number of lesson from what not to do in their failed campaign against Sydney in 2000, eight years before, came back with a message that China is changing and give them the Games to accelerate that change and they put the IOC in the prestigious position of introducing, opening China to the world.

Paris was far and away the favorite going into the final days of the 2012 race, but the politicians pushed France's sports leaders off stage and London led by the great Seb Coe and the compelling Tony Blair came up with a youth message. It wasn't really the theme of their whole campaign, but a youth message for their final presentation that captured the imagination of the IOC in the last six hours. Rio was led by the irrepressible Carlos Nuzman, a very popular IOC member who had led the push to get volleyball into the Olympics some years before. As the campaign went on, Nuzman became quite a dynamic speaker from the podium. Chicago, the early favorite, faltered on dysfunctional moves by the USOC and Rio captured the day with one simple message, the Games had never been to South America.

Tokyo, the only safe choice the IOC had at the time, safety in the midst of a global media environment, offered safety in the midst of a global media environment that had become critical of the financial excesses of Beijing and Sochi, the rusting legacies of Athens and Torino and the organizational delays of Rio and PyeongChang. The IOC was looking for safety and they found it in Tokyo. This should have been a race made for Istanbul, the first Games in a Muslim country. This should have been a slam dunk for Istanbul, but Istanbul never learned to tell its story properly and repeated Paris' mistake of falling prey to the hubris of politicians.

If you look at these decisions you can see a pattern. With the exception of Tokyo, each bid city elected gave the IOC two things, a historical context that basically elevated the prestige of the Olympic movement. And I think that's probably the biggest motivation. If the IOC is looking at a bid that's going to somehow reinforce or elevate the prestige of the Olympic

movement and the work it does to bring our world together globally it's going to win. Athens' return to our roots and restore our original values. That didn't happen, but it was a good bid promise. Beijing, take the Games to the largest nation on earth and open up China. London, we are the capital of global youth culture and you can reach millions of young people through the Games here. That youth message was the IOC's greatest concern at that time when that decision was made. Rio: Never had the Games in South America and Brazil is ready. Tokyo: The money is in the bank. They literally had \$4 billion in the bank, cash, in the bank and were ready to build a new future after the tsunami.

Now, I don't have the expertise to talk to you about the development and operations of the Games, but I can tell you that most cities that win the rights to host the Games and most organizing committees are sadly unprepared to use the global platform of the Games to tell their stories. People seldom have it figured out. Although big campaigns are driven by a strong communications agenda with a brand narrative at its heart, the story of the Games typically dissolves into a series of reports on milestones, venue design, volunteers, construction progress, ticketing, you name it. You've read the stories. The Games are seldom used as a unified storytelling platform until the flame is lit and the broadcasters arrive and start celebrating the athletes.

I remember a study before the Games started in Atlanta and this floored me. This was between the time that we won the bid and the lighting of the cauldron. Our city had received, according to the Chamber of Commerce, \$100 million worth of global publicity in that seven-year period of time. I wished we had used that publicity for a specific narrative purpose, but we didn't. Few do because so few recognize the true nature of the Olympic enterprise from a city's point of view or a nation's. The Games are not simply a sporting event. They are a seven-year, global media platform that is fully programmable. In other words, if you have the vision and know the story you want to tell over those seven years you have an opportunity to control the story and create an image for your city that serves your civic goals in a very real way and build the story of the legacy you intend to leave long before the flame goes out.

Let's take a look at how the story of the Olympic Games is typically shaped, haphazardly for the most part, and how we should be planning to take better advantage of it. Who shapes

the story of the Olympic Games internationally? The OCOG? They have very limited resources and communications are seldom a priority although they certainly should be. The IOC? We've already mentioned that they have had a tradition of failing to communicate their own story. They certainly don't do a good job of communicating the story of the cities that they've collected. They're very often in reactive media mode and a defensive posture.

The broadcasters and sponsors? They are basically concentrating on the Games. They are event-centered and the stories of the athletes are fantastic, but they don't occur across that seven-year period. The country most often simply uses the Games to promote tourism and most countries don't really have a concerted communications relationship with an OCOG, if you will, with an Olympic Games Organizer. Therefore, the default storyteller in all cases is the global media and you know what kind of story they typically like to tell, the story that will sell newspapers and creates controversy.

Let me give you two case histories, a bad story and a good story. Bad story, Athens 2004. The welcome home that was never heard. It was the greatest storytelling opportunity in Olympic history and it was missed. The IOC had a chance to tell the world this movement has been around for 3,000 years. We're entering our fourth millennium. They had a chance to celebrate the roots that created peace between warring city-states in ancient Greece in the celebration of the Games and yet they didn't. Instead, they got into fistfights with Athens in the newspaper basically. They argued about missed deadlines. The whole story became one of chaos, threats of terrorism, confusion. And what happened? Athens bid for the Games to enhance the reputation of its country and the Games nearly ended up destroying the reputation of its country. Many blamed the current financial crisis today on the money that was spent on that Olympic bid, which is of course ridiculous, but nonetheless it makes a good story.

Now, here's a good story, Barcelona, 1992. How Spain became our friends for life. Barcelona had effective management of communications and media from the beginning. The negatives never materialized. The IOC stayed very positive in the media because of course Juan Antonio Samaranch, who helped to get the Games to Barcelona, was a Spaniard himself. It was his hometown. Madrid, the capital of the country, helped to orchestrate the communications narrative through

the city, through Barcelona, and ran its own global campaign, based upon the Games, come to Spain for the Games, that really helped to change the image of both Spain and Barcelona. Barcelona set a goal for itself that it would be recognized after the Games as a design capital.

Here's an excerpt from a marketing story from 2005 that proclaims this to be one of the greatest nation-branding efforts in history: "Nation-branding campaigns thus far have been relatively limited in scope. During the 1990s Spain, in what is often cited as the most successful nation-branding effort so far, took advantage of its exposure during the 1992 Barcelona Olympics to launch a national marketing campaign globally." That effort, last line, organized from Madrid, organized from Madrid, was a success. "Twenty years ago Spain was thought of as a European backwater. Today it is seen as a hip, by-design playground." That's how the Olympic Games can be used.

I hope that if Boston sails to victory in the 2024 campaign that the White House is partnered with them at the hip and that they recognize that this is a seven-year global, a seven-year global media platform that is fully programmable that can help to change the image not only of the city but of a country. You have to get the alignment right. The Games, the OCOG has to build a great brand platform of an overriding narrative and story that's going to be used, going to be documented at every milestone, but is really going to tell an overriding story of what we're about, why we're inviting the world back to our country. And then they have to align all the communication partners including the IOC and I think through Agenda 2020, the IOC is ready for this.

So let me then take you into a couple of case histories in what I call cautionary tales. And this is more about legacy and another critical lesson in communications. If you don't tell the story of your legacy, it will be lost. And then, L.A. has done a great job through this foundation of establishing legacy. Salt Lake has done a very good job telling its legacy. Lake Placid resonates in everybody's imagination, but not so much the other host city in the United States recently. Over the course of the last 45 years, though, Olympic history, the city with the greatest, single Olympic history in terms of sustainability, which is the primary measure that everybody goes to, is probably going to surprise you. Who do you think has got really the greatest Olympic legacy in the last 45 years in this

world? It's Munich, 1972. All we remember about Munich for the most part is the terrorism, the greatest single tragedy in modern Olympic history. That terrorism so defined Munich's Olympic effort that the story of what it built and what it has preserved has never been effectively told.

For the Games in 1972, Munich built an Olympic Park around a small mountain in the northwest of the city and extended its subway line to Olympic Zentrum, the Olympic Center they called it. That small mountain by the way, the hill in the middle of this was built, was the accumulation of

[Atlanta] built eight new sports venues without taxpayers' money. Eighteen years later, all but one of those venues are still in use.

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rubble and debris left in Munich after Allied bombing raids of World War II, which completely destroyed the city. They carried all the debris out and put it outside the city in the northwest and ultimately it became the site of the Olympic Park and they grew a beautiful mountain over it. Munich developed a brilliant vision for the Games with canopied architecture that symbolized the web of unity that draws our world together in sport.

The city built seven venues in the park, in the Olympic Park for the Games. All seven venues are still in use today. In fact, the park has hosted more than 10,000 events since the Games. It's a profit center that contributes to the city's treasury every year. The Olympic village is fully occupied. The IBC-MPC is now university buildings. The rowing course is still hosting national and international championships. Anita has been there 1,000 times probably. It's an amazing story that's never been told except perhaps during the Munich campaign in 2018 for the 2018 Olympic Winter Games, in which every one of those seven venues was going to be converted from a summer venue to a winter venue. It's an amazing story of legacy, but it's never been told.

Here's another story of lost Olympic legacy – lost because of a failure of communications with no active plan to promote its positive legacy this city suffered a negative image for two decades post Games. Read through this. Which Olympic city achieved these milestones? First modern Games where every NOC sent a team, established breakthrough performances in women's sport, 85,000 spectators at the women's soccer final, the highest level of spectators and sold-out events in Olympic history, more countries, 78, won medals than any previous Games, 37 world records, 112 Olympic records, broke all

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global television viewing records at the time, 11 million tickets, 8.8 million sold, still a record, 55,000 volunteers worked the Games and the city surprisingly achieved all of its five major Olympic legacy objectives. It's Atlanta, 1996.

With a great bid success story the first misstep was that the leaders of the Atlanta Olympic Games distrusted the media, did not ... undertook a bunker mentality and stopped working with the media. Then they had friction between the IOC, which generated a lot of negative stories. There were a lot of clashing, clashing with the IOC over the fact that Atlanta was building all of its venues out of marketing revenues and the government wasn't putting any money in. There were no taxpayer dollars used. It's funny now. Agenda 2020 is coming around to understand that that's probably absolutely a better model and yet Atlanta became the whipping horse in the Olympic movement. The city betrayed the OCOG, did have transportation technology problems. There was a bombing in Centennial Olympic Park that was tragic. And then Juan Antonio Samaranch pronounced these the most exceptional Games in history, and that was the first time he had stopped calling these Games the greatest ever, which then gave people in the Olympic family a license, if you will, to talk about Atlanta in unflattering terms.

And yet remarkable breakthroughs for women on the field of play; 3.9 million tickets sold to women's events only. Barcelona sold in total 3.7 million tickets. That's an incredible story. Attracted 3.2 billion television viewers, built eight new sports venues without taxpayers' money. Eighteen years later, all but one of those venues are still in use in Atlanta. Built new college dormitories for the Olympic village, built a new park in the heart of downtown Atlanta and created a new model for public housing that became a U.S. standard.

Here were the five goals set by the city as legacy for Atlanta's Olympic Games. [PowerPoint slide] They wanted to transform downtown Atlanta and create a residential magnet. Today there are 10 times more people living downtown than there were before the Games. They wanted to make sure there was effective use of all sports and residential venues, no white elephants, not in the village or any of the venues, position Atlanta as a major sports capitol, enhance its reputation as a hub of global commerce and ensure that there was no economic downturn after the Games, no Olympic hangover.

Centennial Olympic Park was built in the heart of the city and it became a catalyst for more than a decade for 20 years of development. This was Centennial Olympic Park, Global Olympic Village during the Games, during the middle of the celebration. Here it is a couple of years ago. [PowerPoint slide] It is the largest urban park built in the U.S. in 25 years and since the Games, it has been a catalyst for \$2.3 billion in economic investment in the downtown corridor around it. And there's \$1.8 billion more on the boards right now. The Georgia Aquarium was built right on the edge of the park, right on the south, what side is it? Well, right on the edge of the park. The World of Coke was built right next to that. The Phillips Arena was rebuilt after the Games to replace the Omni, 18,000-seat NBA arena, where my Atlanta Hawks are still in the playoffs. But this park, this park is the gift that keeps on giving. Last year we opened the American College Football Hall of Fame right across the street from the park and even more importantly, last year we opened the National Center for Civil and Human Rights. This is a magnificent museum that tells the story of the Civil Rights Movement as it started and was born in Atlanta. Andy Young and Shirley Franklin really got this done.

The transformation of downtown Atlanta could not have been complete. We had some of the oldest social housing projects,

in fact the oldest social housing project in the United States right in the center of the city, rebuilt into affordable housing, careful to manage any displacement that might have occurred and we built 1,000 new homes through the ... Shirley Franklin, who was executive vice president for community relations at ACOG became a mayor and followed up on this and continued to rebuild social housing. She said the Olympics empowered us to put money, to make investments in neighborhoods the city hadn't touched in 35 - 40 years. There had been no investments in any of these neighborhoods. That's an incredible legacy of the Games. Effective use of all of our stadiums – here's the Ted. [PowerPoint slide] It became the Braves Stadiums and when we're on this panel I'm going to tell you a few more things about that. Effective use of all sports facilities. Still have our rowing course. The Natatorium became the student center at Georgia Tech. The horse park is still in operations and the Games greatly strengthened the city's education unity. We built 9,000 – left 9,000 – new college student rooms and since the Games; 150,000 students have used those rooms. There's the village that was built for Georgia State and Georgia Tech.

Atlanta did quickly become a sports hub fulfilling that objective and of course it also built an incredible profile in international business, a 30 percent increase in Fortune 500 headquarters post-Games. And you can see international companies, 1,600. Consulates from 38 to 50 and this was 10 years after the Games. [PowerPoint slide] And the airport traffic, 300 million more people through the airport in the decade after. If there's any – and we had an operation legacy which I'll talk about on the panel, which had a goal of bringing 20 new companies to Georgia and ended up bringing 42 new companies to Georgia. A hospitality program ... the Games can be used as an economic engine to recruit new companies to your city. If there's one lesson to be learned in all this is you have to plan to tell the story of your legacy. Atlanta, 11 million spectators, still the record.

What can an Olympic Games do for a city? Help major stakeholders envision a new future, accelerate infrastructure development, reshape urban landscape in major and minor ways, provide massive boost to the economy in job creation, provide unifying goal for the community locally and internationally, deliver a seven-year, fully programmable global media platform, inspire generations of young people to embrace sport, strengthen sport from the grassroots to

new levels and create sustainable legacies that improve the quality of life. And, it does something more than all of that. It serves the greater good. Cities that dream of hosting the Games strengthen the world's greatest movement of peace through sport. The philosophy of Olympism seeks to unite all humanity. You are serving the world. You are serving the world when you are bidding. You're giving hope to a troubled world. Thank you.

[applause]

Q and A? Five minutes for Q and A? Anybody have any questions about what I had to say? I tried to be a little bit controversial. Wayne said make sure you get people riled up. I'm not sure I achieved that goal. Yes, Rich. I thought you would have a question.

Rich Perelman: Your program was very interesting, but one part that you didn't comment on [inaudible] accurate is some of the problems that you cited with various organizing committees had a lot to do with the people involved, you know, who you get married to.

George Hirthler: It's true.

Rich Perelman: So in Atlanta there were certainly different relationships between the mayor at the time of the Games and the mayor at the time of the bid. Can you talk a little bit about how you program seven years of communication when you have instability potentially on both sides of that relationship?

George Hirthler: I don't know how you institutionalize the Olympic ideals in terms of management, but since the Olympic movement is about making friendships, you want to ensure that there are cordial relationships between all the major stakeholders. The infighting in bids is deadly. If the mayor betrays the leader of the bid committee during a bid campaign, you're going to die. Andy Young and Billy Payne in Atlanta's campaign were married at the hip and they symbolized in very real ways the civil rights harmony that we were talking about.

We proclaimed to the IOC that Atlanta would have the moral authority to articulate a story about the values of the Olympic movement because we had articulated so powerfully the parallel values of the civil rights movement. Andy was the mayor when we were bidding. As soon as we won, right

before we won, Maynard Jackson took office. Maynard and Billy did not quite have the loving, friendly relationship that Andy and he had, but Maynard was good. Maynard made sure, and this is one of the things I want to talk about in our panel, that the equal opportunity employment, equal opportunity employment package was in place at the Games and that really helped.

But then Bill Campbell got elected. You know, it's a seven-year period, and ACOG did not have the mechanisms, even though we were fully integrated with government officials, did not have the mechanisms to ... He was an adversary on city council. When he got into the office he decided he was going to find a way to make money for the city apart from ACOG. He was angry that ACOG wasn't giving him any money. You may remember he did a deal with an entrepreneur, a company called BG Swing. They sold the sidewalks of the city basically to sell trinkets and trash to anybody who could pay him a couple hundred bucks for a 10 by 10 plot on the sidewalk. And it embarrassed the IOC; it embarrassed ACOG, but you're absolutely right.

It was ... We say that Atlanta fell prey to the four T's. One was terrorism, transportation and technology, fourth was trinkets and trash. I guess that's five T's. And, that did hurt our image.

Audience member: Yeah. First of all that was so ... Yeah, it was the most comprehensive opening. I really appreciated the depth of what you just shared and I was most struck by the last point about the uber outcome of peace through sport. And one thing that I am having a hard time sort of understanding is how do you rationalize all the successes when at a Munich or an Atlanta people die and there's terrorist attacks? So how do you in the storytelling in the legacy sort of not separate those, but address the fact that that happened and that really does dilute the uber outcome of peace through sport?

George Hirthler: Well, I'm not sure that it does. I don't really think it does. It's a historical fact that the gospel of peace always attracts violence. [It's] just history. And as Andy Young said on the day we reopened the park, two days after the bombing, in his speech to the crowd that was gathered there, what he said was something along the lines of, "We will never ... The voice of peace and friendship will never be silenced by violence and terrorism. We will never be defeated." And he

was speaking ... He could have been speaking on the bridge in Selma. I mean he was speaking that message that the gospel of peace is not diminished by acts of violence. It only encourages us, inspires us to redouble our efforts.

I think the Olympic ideal ... This brings me to the point about the behavior of bid cities that have drawn the IOC into scandals and IOC members who have been corrupt and I think about it this way. The Olympic ideal is an aspirational goal. Coubertin presented us with a vision in which our world could be united in friendship and peace through sport. Human behavior does nothing ... No matter how bad it is, human behavior does not diminish that ideal. It doesn't take it off that high platform. It's still there for us as an aspirational goal. We can detest the human behavior that diminishes it if it does diminish it in any way, but yeah, I don't think that we lose the story of the Games because of that violence. We lose a lot of great stories when we're distracted like that, but ultimately, the Olympic movement is only 126 years old. It lasted 1,200 years in the ancient world so we've got a long way to go to see what kind of power it can begin to assert and exert in the political realm and other realms. Thank you for that question and thank you all for the opportunity to be here today.

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Cobi Jones:

Our next session features representatives from four American Olympic cities. We have Lake Placid, Los Angeles, Atlanta and Salt Lake City.

Wayne Wilson: Thanks, Cobi. As Cobi said, six American cities and towns have hosted Olympic Games and Olympic Winter Games.

There has been a total of eight held in the United States, and this morning we have experts from four of those communities. Ted Blazer is from Lake Placid, Colin Hilton is from Salt Lake City, George Hirthler is from Atlanta and David Simon is from Los Angeles.

Lake Placid and Los Angeles have each hosted two Games starting with 1932. We're going to approach this panel chronologically this morning and since the 1932 Winter Games in Lake Placid were in February, which was several months before the Los Angeles Games, I will ask Ted Blazer to go first and to discuss the legacies of the 1932 and 1980 Olympic Winter Games.

Ted Blazer: Thank you. First of all, I have to say every time the lights go down like that ... I was in the ski business, my heart always jumps because people are hung on ski lifts when that happens, so stop doing that. I thought the reason I was going first was because we did a phone call, and we couldn't tell how old everybody was, so you probably thought I was older because we did the '32 Games.

But, it's nice to see the poster over there. We have that up in our facilities also, so we're partners in that. Lake Placid's the site of the 1932 and 1980 Olympic Winter Games. The 1932 Games, there were 17 nations, 364 athletes, five sports, and 15 events, and there were 1,500 volunteers.

In 1980, there were 37 nations, there were 1,067 athletes, nine sports, 39 events and 6,700 athletes. This year ... Well the big thing about 1932 is that it was the first time there was an indoor arena, and that was pretty big news. This year for Lake Placid we celebrated our 35th anniversary, and I'm hoping that some of you read or heard or saw things about the 35th anniversary and the return of the gold medal Olympic hockey team "Miracle on Ice."

All of them came under one roof, first time since the 1980 Games, and we had a smashing celebration with those guys, and it was great to see them. Our legacy ... Before the Games happened there was some talk in New York State about what we were going to do with the facilities.

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And New York State passed a law [that] created, in 1982, the New York State Olympic Regional Development Authority. Its mission is to institute a comprehensive coordinated program of activities at all the facilities to ensure optimum year-round use for the economic and social benefit and to maximize revenues.

We have annual economic impact of over \$130 million and since 1982, we've invested over \$330 million into the operation of our facilities.

TED BLAZER

You may hear that there's legacy funds and things like that at some of the other legacy Olympic sites. ORDA does not have that. ORDA has an operational budget of approximately \$42 million a year including capital. We have 1,600 employees and an additional 400 through our food and beverage and concession groups.

Also, we're there to improve the physical fitness and recreational education for the people of New York State and the United States of America, to manage and promote and maintain facilities and schedule a wide range of national and international athletic training and competition, also to develop, construct, operate, manage, and maintain facilities for the training and housing of athletes in connection with the United States Olympic Committee.

So, in all of that, what facilities are we managing? We are managing the Olympic Mountain at Whiteface and the Whiteface Mountain Memorial Highway; the Olympic Center; the Olympic Jumping Complex, Nordic and Freestyle; the Olympic Oval; the Olympic Sports Complex at Mount Van Hoevenberg with cross country, biathlon, bobsled, luge and skeleton.

In 1984 we acquired another ski area about two hours south of us, Gore Mountain. It's a very large ski area. In 1989 we built and opened the United States Olympic Training Center.

In 2012 we acquired another ski area, four hours to the south of us down in the Catskills. In 2012 we finished construction and opened a brand new conference center, and we also maintain and operate the Winter Olympic Museum.

Most of our lands are on forest preserve land, and we maintain over 11,000 acres of "forever wild" Forest Preserve, which puts us in a very unique position of stewards, environmental stewards. And, all the moves we make are very carefully watched. We've administered hundreds and hundreds and hundreds of world championships, World Cups, and national championships, as well as concert shows, festivals and conventions.

Annually we have over 850,000 visitors at our venues. We have annual economic impact of over \$130 million and since 1982, we've invested over \$330 million into the operation of our facilities.

Wayne Wilson: Thank you. Thanks, Ted. I'm going to ask David Simon to speak next about Los Angeles.

David Simon: Thank you, Wayne. And I'm going to begin by playing something for you. [Music plays] Now, you all – [applause] – thank you. Yeah, the iPhone was a legacy –

Wayne Wilson: DJ Dave.



David Simon: – of the '84 Games. [laughter] Now, you all know that music because it's the de facto NBC Olympic theme music and has been now for many years. But, less well known is that it was composed for the 1984 Olympic Game ceremonies by John Williams. And, it's an example, to me, of how at least for Los Angeles – I don't know about others on the panel – but, most of the legacies that I can think of from Los Angeles were unintended.

And, in the case of music, David Wolper asked John Williams to create a composition that would be used at the ceremonies, and it was performed for the first time on the floor of the Coliseum on July 28, 1984, at the Opening Ceremony and conducted by John Williams himself.

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Now at the time, ABC was the network of the Games, and it wasn't until, I would say, eight to 10 or 12 years later that NBC began to use that music. Now it's become very much associated with the Games in the minds of the public, but that's an example, I'd say, of an unintended legacy. It's perhaps a small item as legacies go, but it's an interesting one.

I'd first like to speak about the 1932 Games since Los Angeles has had the Games twice, and the legacy was different in each case. In 1932, obviously a long time ago, the Games were very different, but there were several aspects of the way in which the Games were organized that have influenced the Games ever since.

Most notably, the very first Olympic village was here in Los Angeles, and was built for the 1932 Games. A series of cottages, very modest by the standards of future Olympics, but nevertheless, that is something that has been passed on. The '32 Games was also the very first time that the medal winners stood on a victory stand and watched the raising of the flag of the winner's country, again something that has persisted ever since, and the first time, in Los Angeles '32, that the Games lasted 16 days and spanned three weekends.

Before '32, the summer Games had been kind of all over the map in terms of how long they lasted, but that 16-day duration and spanning three weekends, that has been the model ever since with the addition of just one day. Now Games start on a Friday instead of a Saturday, but the three weekends still persist.

And, I would suggest to you that each of those things were created by the organizers as just their way of wanting to do the best they could for the circumstances they had and none of them were created as, "Gee, let's do this and hope that everyone will copy it in the future," but that's the way it's turned out.

I think it's hard to say, at the time of the Games, what the legacy is going to be because it takes a number of years before it really comes into focus, and I'd say above all, the success of the Games in 1932, and they were very successful Games, that's a subject for another time, but it led to the creation of an organization called the Southern California Committee for the Olympic Games.

And essentially, the city leaders of the day decided that the Games were so successful that it would be worth trying to bring them back, and the Southern California Committee was created mainly for the purpose of bidding for the Games in

So, turning to 1984, I think the major legacy that everyone always talks about and will remember is the financial legacy.

DAVID SIMON

the future, and led to the bidding for every Games from '48 to '84. The bids were unsuccessful until '84, but eventually succeeded, and it was that persistence that was caused or spawned by the 1932 Games, and I think it can truly be said that had it not been for the '32 Games, the 1984 Games would not have taken place in Los Angeles.

So, turning to 1984, I think the major legacy that everyone always talks about and will remember is the financial legacy. The Games did generate a large financial surplus, more than \$230 million. Again, I would say that's an unintended legacy, the organizers did not set out six years in advance with financial goals in mind.

The financial goal at the beginning was not to have a deficit. That was it. But the surplus funds endowed two institutions. One the United States Olympic Committee – the United States Olympic Foundation – was created with the USOC's share of the surplus. And, this organization, LA84, was similarly endowed starting in 1985 for the benefit of youth sports in Southern California. I'm sure you'll be hearing about that later today from Anita DeFrantz.

Now there were some innovations at the Games in Los Angeles as well as there were in 1932 – in '84 as well as in '32. 1984 was the first mass use of volunteers to stage the Games. Volunteers had been used in many Olympics before 1984, but Los Angeles '84 was the first time that there were tens of

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thousands of volunteers, an estimated 30,000 that participated in the organization of the Games.

We also had innovations to the sports program. The first women's marathon was staged here and was specifically added at the urging of the organizing committee.

And, in those days there what are called, "demonstration sports." That concept has since gone away, but the IOC used to allow cities to stage two demonstration sports as exhibitions. Gold medals and silver medals weren't given to the winners, but they were staged on the theory that the Organizing Committee could demonstrate them to the world and perhaps they would be added to the Games in the future, as was the case with the two sports that we demonstrated here. Baseball and tennis were both later added to the Games. Baseball has subsequently been voted out, but may come back in in 2020.

We had a unique graphic design scheme called Festive Federalism. Many of you were here at the time. You know the color scheme was unique and took over seemingly the entire city, whether it was street banners, venue decorations, uniforms of all the participants and volunteers. The expression, "Look of the Games," that came into existence because of the design scheme here in Los Angeles and has become something of a catch word for the Olympics since then as well.

We didn't have much of a physical legacy for the Games because we were mostly using existing facilities, but we had an Olympic Arts Festival that lasted 10 weeks on the run-up to the Games and was required as part of the Olympic Charter, and for the arts festival we do have one legacy that remains, at least, and that's the Olympic freeway murals. And if you drive around Los Angeles and you see a mural on the side of the freeway, chances are it was created for the 1984 Olympic Games.

Finally, post-Games we've had a legacy in several ways. One way that I think distinguishes us from many other Olympic cities is that we've had a significant number of people who work for the organizing committee or competed in the Games who've ended up with careers in sport directly as a result of L.A. 1984. They work here at the foundation. They work, in some cases, for the IOC. Anita and Jim Easton are IOC

members because of their work in 1984. They worked for federations. They served on boards of national governing bodies, the Court of Arbitration for Sport. It's a unique aspect of LA's legacy.

There's also a major events legacy. We've hosted the FIFA World Cup and Women's World Cup finals at the Rose Bowl. Both of those were a direct result of the success of the Olympic soccer competition that Alan Rothenberg organized in 1984. We've had world championships in half a dozen Olympic sports, I think more than any other U.S. city when it comes to summer sports.

And in closing my portion, I'd just like to say that I think L.A.'s greatest contribution to the concept of Olympic legacy may not be any of the things I just mentioned, but rather it was changing the financial model for organizing the Games, which has been copied and followed since then using sponsors and television revenue to finance the Games rather than the approach that had been used in the past.

I think institutions can only think of legacy if they're not worried about their financial future, and it was only in the 1990s after the television and sponsorship money that Los Angeles generated and its successors generated, started to flow in significant ways to the IOC and to organizing committees that only then did the IOC institutionalize the concept of legacy as a requirement for bidding and hosting cities to think about, and I'd like to think that that's because of the success that we enjoyed here in Los Angeles.

Wayne Wilson: Thank you, David. George, in your keynote you indicated that you wanted to say some more about the Atlanta legacies, and I think you specifically mentioned the operation legacy. So if you could take five minutes and do that, that would be great.

George Hirthler: I'll try to take a little less than the five minutes that I'm allotted here. That's all right. That's all right. When we were bidding for the Olympic Games, and I went into the office and met Billy Payne for the first time with Brad Copeland, the designer who had won the competition for the logo design. Thanks to the fact that L.A. invented the Look of the Games as a concept, I was able to build a company, a

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graphic design and communications company that made a lot of money delivering the Look of the Games in Atlanta.

So, when I went into the bid committee and Billy said, “Here are the guidelines for writing the bid books that we’ve got to produce,” it was one mimeographed page of faded blue type with 19 questions on it. That was the guidelines for what turned into five volumes, 630 pages in a leather encased set of a bid books were sent to Lausanne, Switzerland.

But for every venue, we had to describe the venues, and in the one line that said, “Describe all the venues you’re going to deploy for all of the sports and give us a full list.” It said,

... elite athlete training is important, but there are so many more broad uses of the Olympic facilities ...

COLIN HILTON

“And describe your post-Games use.” The word legacy did not appear in that document at all. In those days it was just post-Games use.

And, Atlanta, of course, has been criticized since the flame went out for various reasons, as I said in my keynote, unjustifiably as far as I’m concerned. We’ve created one of the greatest legacies of all. Recently in Boston where there’s this public opposition that doesn’t seem to care about the facts, one of the fellows who is leading that thing, a guy named Chris Dempsey, wrote an op-ed in the Commonwealth Magazine and said, “Atlanta’s going to tear down its Olympic stadium.”

The implication was that we had no use for this stadium in Atlanta. Two years ago the Danish Institute for Sports Studies out of Copenhagen did a study of 75 stadiums built around the world over the last 20 years for global events, and guess which stadium ranked number one on the list in terms of sustainability?

Its rating was so high that it literally had the effect of lifting all of the Olympic stadiums up above the rankings of the

World Cup stadiums because of one stadium, Atlanta Olympic Stadium. It was rated number one in the world. Why? Because in our bid document it said, “Post-Games use we’re going to turn this stadium over to the Atlanta Braves.”

The IOC got outraged that we were going to give a stadium built with their marketing revenues for \$189 million, including a \$40 million conversion into a baseball stadium of 45,000 seats to Ted Turner, who didn’t contribute a dime to the Olympic Games, for him to run his Atlanta Braves. But, those Braves play 80 Games there every year for 20 years straight. And the sustainability factor of that stadium was way, way up.

Now, so Atlanta really did produce some great legacies. I talked to Shirley Franklin last week about this, and I said, “Shirley, what, in your opinion, aside from the housing, is some of the greatest legacy?” She sent me this report. This was the Equal Economic Opportunity Program Report.

In 1991, the year after it won the Games, Atlanta’s board of directors called for the development of an Equal Opportunity Employment contract. Let me read you something in here. I’m not exactly sure when this report came out. “Currently, 30.1 percent of ACOG’s work force is minority, and 52.1 is female. Additionally to date, minority and female businesses have received 32.1 percent of \$387 million in ACOG procurement contracts, expenditures. In the construction area, minority female business individuals have commitments representing 35 percent of the \$297 million in design and construction related contracts already negotiated.”

It goes on just to state that what this city did, what these Games did for our city in the new business networks they created, in the opportunities that they delivered, to female and minority businesses were a reflection of the great work that you saw for women on the field of play. These Games were a breakthrough in many respects in that regard, and I guess that’s probably all I’ve got to say on it.

Wayne Wilson: Thank you. The most recent Games in the U.S. were in Salt Lake City in 2002. The Salt Lake City Games reported a significant surplus. That surplus is being put to good use through the Utah Olympic Legacy

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Foundation under the leadership of our final panelist, Colin Hilton. Colin.



Colin Hilton: Well, thank you. In Salt Lake, and in Utah, the Olympic Games really put Utah and Salt Lake City on the map and really highlighted a lot of great aspects of future legacy, one of which to promote business growth, to promote tourism and continued use of the Olympic facilities.

I'll probably focus most on what we continue to do with our Olympic facilities. For our foundation, which was created because of a surplus from the '02 Games, we were fortunate to have \$76 million in surplus that would be used to continue to subsidize the running of programs and facilities around the state of Utah.

Our focus for our foundation and the state has really been to have a definition of legacy as a living legacy of people and programs and continued uses of these very unique Winter Olympic facilities. The Winter Games have a far less number of facilities compared to a Summer Games, but as Ted would attest, bobsled track, speed skating ovals, ski jumps, they don't break even. They need to be subsidized, and there's a need for either state or foundation support to continue to keep those facilities going.

For our leadership, we view that the elite athlete training is important, but there are so many more broad uses of the Olympic facilities that should be focused on. They should be community recreation centers. They should be used for athlete training, public uses, corporate outings and a variety of abilities to use these facilities in ways that maybe weren't thought of in the past.

And, that's where we've kind of created a unique model of making sure these facilities train our top-level athletes. And, I would say today we have ... Just in the year after the Games, I just saw a report ... We had 126 national team athletes in variety of winter sports utilizing just over 12,000 training days in the year of our facilities, and a year after a major Olympic Games.

We also had 35 countries have athletes come and train, representing about 2,000 training days, and we welcome that. Our Games in '02 were the world's Games. They weren't one country's Games. They were the Canada Games or the Russian Games, and that spirit still is alive in that we welcome the world to come train and use our facilities and really our big push is also to engage the youth of Utah.

We have a large, growing youth population, and we view that the Olympic brand should be inspiring active, healthy lifestyle, youth being more active in sport and physical activity. We use our entity as a catalyst to really promote those ideals. So, one of my favorite statistics is [that] today we are four times busier in use of our facilities than we were back in 2002. That is an element that, again, is a broad spectrum of youth, development-level athletes and our elite national team athletes, as well as public uses.

As Ted and I ... We find creative ways to have public bobsled rides and all sorts of activities and corporate outings and conference uses that generate revenue to offset what it costs to run these expensive programs and facilities. So, that is our focus, a living legacy of people in programs. We're excited to continue hosting these large major events, but also cultivating a community use of the facilities, and that's where I think our legacy is most focused.

Wayne Wilson: Thank you. As George said during his keynote, the modern Olympic movement is about a century and a quarter old, and throughout most of its history, the word, "legacy," doesn't appear very often in Olympic documents. If you look at Olympic Review, the Olympic Charter, the Official Reports of the Olympic Games, the word appears infrequently until about the 1990s. So my question is, "Has the concept of legacy become much more important in the last two or three decades or has it always been important, and have we just used other terms to describe it?" Anybody who wants to answer feel free.

Ted Blazer: I think as far as that question goes, the legacies – it's tied into many things. It's not only the facilities that you need to maintain. It's the Olympic movement and how it plays out in your communities, but also how it plays out in the United States. I know Colin has a similar thing going on.

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The United States Olympic Committee has a big focus on making sure that these programs and these venues are utilized to their maximum capabilities, not only just for our athletes but athletes from other nations that can come to spread the different knowledges between our different nations.

So, I'd say, yeah, it can be under different names and terms, but it's the same effect. It's how we utilize it within our communities, but use the helping hand of our NOC that has this as a big focus and how it spreads out, I definitely know, through our programming, and our programming is sport, but it's also public utilization because we need to sustain the facilities, but it's a big, big part with our relationship with the United States Olympic Committee.

Wayne Wilson: Before we open this up to the audience, does anybody else want to speak to that question?



George Hirthler: I've got an observation to make. The Olympic movement is very much responsive to trends and thought leadership in society. Social responsibility became sort of a corporate mandate about the time that the word legacy started appearing in the Olympic movement.

Environmentalism, when the Olympic movement first started talking about sustainability, it was all about venues. Within a few years, because of environmental activists and social activists around the world, the definition of sustainability expanded from environment to social and economic sustainability and social responsibility.

I just read you an excerpt from the Equal Economic Opportunity Report from Atlanta. So, the IOC is very sensitive, and if you look at Thomas Bach's Agenda 2020 – I'm sure Anita will be addressing this this afternoon or when she speaks to it – there is in there a call to ensure that the Olympic movement remains socially relevant to society, remains relevant to society in the way that it responds to trends. And so, I think that's a great observation you made, that word just appeared then, and I'm not surprised because it's a reflection of where society was going.

Wayne Wilson: Okay. Colin and then you David.

Colin Hilton: I would just like to add, I think what we do as these legacy cities, we do a lot to help the rest of the world as well in terms of, as other cities are preparing for large, major events, just in the last couple years we've had four visits from the PyeongChang organizers, we've had many countries who are hosting European soccer championships or other events.

They come and learn our story, and we have such a wealth of knowledge, and that doesn't get told a lot, but we, as a country, are doing a lot to share this information and help others as they prepare for these upcoming major events.

Wayne Wilson: Thank you. Go ahead.

David Simon: I guess my observation would be that, I think, for years and years the challenge of staging an Olympic Games is so great that I think that organizing committees up until relatively recent times probably felt they just had their hands full just to be able to pull off the Games. The idea of let's pull off the Games and leave a legacy would probably have seemed daunting if you go back more than 30 years or so.

I can attest that in Los Angeles when Peter Ueberroth was first hired, as just one example ... I mean Los Angeles really wasn't thinking a lot about legacy in the beginning because the finances of the Games at that time were really in doubt. When Los Angeles was awarded the Games, the previous Games had been in Montreal in 1976, and they had generated a billion dollar deficit in 1976 dollars.

And, the people of Montreal paid that off over the next 30 years, so that was hanging over the Olympic movement, and it was only a year later that Los Angeles was bidding against New York for the right to be the U.S. candidate for the '84 Games. So, in that environment, really hard to think about legacy. It was more about, "Can we pull this off without a deficit?"

In the early days after Peter was hired, I remember the leadership of the tourism industry here came to him and said, "This can be a great opportunity in '84, we can use it as a springboard for promoting visits to Los Angeles for years afterwards." And Peter's answer was, "That's a wonderful and worthy goal, but we're an organizing committee for a

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sporting event, and we've got our hands full with that. We don't know what resources we're going to have to do it just yet. So, we think that's best if some entity other than our organizing committee takes on that responsibility." That wasn't unique. There were other examples like that, but that's my reaction to it.

Wayne Wilson: Great. Thank you.

Ted Blazer: Can I just top in with –

Wayne Wilson: Yeah.

Ted Blazer: Our facilities are so much different, I think, than probably any others in the globe in that they're owned mostly by the people in the State of New York. I think early on it was realized that the state had to take responsibility for the 1980 Games. It did. After the 1932 Games there wasn't any effort to run the facilities that were owned by the town of North Elba, and there was no alpine skiing then, so there wasn't a real plan. But because of the forest preserve issues, because who owned the facilities that were ultimately transferred to the State of New York, I think the legacy became the people's priority. I think that's what makes New York unique in that we're able to keep it going even without a legacy fund.

Wayne Wilson: Thank you. Thank you all for your answers on those first couple rounds of questions. I'd like to open it up now to the audience for questions. We have two wireless microphones, so if you would just wait for the mic to get to you, and then ask your question. Go ahead. Alan.

Alan Zell: You talked about legacy, David. I just wanted to ask you, what happened to the 100 pianos that they used in the Opening Ceremony?

David Simon: Well, actually there were 84 pianos in the Opening Ceremony, and let me say, by the way, that John William's music is not my ringtone. [laughter] The question is about a segment of the Opening Ceremony in 1984. Now, if you can picture the Coliseum, there's one end of the Coliseum called the peristyle end where there were a series of arches like this.

There were 14 arches, and David Wolper decided in creating the ceremony that it would be great to have 84 pianos, six in each arch stacked in three-on-three and two groups of three constituting six would be thrust forward into each arch through a mechanism that was devised. And, you had 84 pianists that were recruited from around Los Angeles. They wore identical powder blue uniforms, and they were playing Gershwin's "Rhapsody in Blue."

Now, these 84 pianos, of course, all had to be synced, and the mechanism was designed kind of ad hoc. In fact, in all of the rehearsals they had, at no time did all of the pianos enter the arches at the same time. There was always one where the mechanism stopped or it crashed into the pillar or what have you.

The only time it ever worked was during the opening ceremony. I don't know what happened to the pianos though in answer to the question.

Wayne Wilson: Cobi?

Cobi Jones: As you've all talked about the legacies and how it's kind of morphed where you had this social aspect being included, the environmental aspect being included, with all the visitors that you have had over these past years, do you see a trend coming? No?



Ted Blazer: Well, I think visitors, there's two kinds of visitors. There's the athlete training visitor and then there's the tourist or the public utilization. I think that as far as the United States goes, I think that it's always our interest to go out internationally and bid on world championships, World Cup events to make our communities and our facilities relevant and our nation relevant in these international events.

So, I think, yeah, that trend is there, and as far as utilization, public utilization is prime because it helps pay the bills. So, the marketing aspect and getting people to experience what happened, either during our Games or your Games is unique, because so few communities around this country have that to market.

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Colin Hilton: I guess I would add to that and just say I don't know if it will be a trend, but I hope it would be is the message about Olympics inspiring sport and physical activity, getting youth engaged in sport and being engaged in any kind of physical activity. As we all know, that's a problem right now. I hope the Olympic movement and the IOC has put some angle towards this, and I think future cities, when they think about legacies [will ask], How you can inspire the communities, especially our youth, to be more active?

Wayne Wilson: I think there's another category of visitors, and that's people from other countries or other cities coming on – well, I can't think of a polite word – coming on junkets – fact-finding tours, how's that – to see how you are doing things. Is that something that you do on a regular basis and is it becoming more prevalent?

Colin Hilton: The visitations?

Wayne Wilson: Yeah.

Colin Hilton: Yes. And again, I think coordinated through the USOC or through the State Department is how this typically happens. People want to hear our stories of our cities and what we are doing because we are quite unique, even within the U.S. we're different.

Ted talks about the State of New York being a great supporter of his operation. In our state, while we have government support, we like to be a separate non-profit running these facilities and not be putting our hand out for taxpayer funds to keep these Olympic facilities going. So, there's different models, and I think we have a good thing to share.

Wayne Wilson: Rich Perelman in the back, and then Ed Hula up in front.

Rich Perelman: I just know the answer to what happened to the pianos. They went back to the supplier, [laughter] which was a sponsorship deal.

Wayne Wilson: Ed.

Ed Hula: David, I was hoping for a set of Sam the Eagle pins for those who could name the title of the John Williams' music.

David Simon: Well, I think it's just "Olympic Fanfare."

Ed Hula: No.

David Simon: It had a name?

Ed Hula: It's "Summon the Heroes."

Wayne Wilson: Yeah, that was my next guess. [laughter]

Ted Blazer: I think we need to talk about Chuck Mangione now with the flugelhorn for 1980.

Ed Hula: Yeah, there you go. Question though about legacy. In the ... We're hearing a lot of talk in Boston about fears people have there about the Olympics being a fiscal disaster, costing the taxpayers money, but isn't the experience of Los Angeles, Atlanta, Salt Lake City, as well as Lake Placid the fact that they've been run without any significant deficits that people, the taxpayers, did not get put on the hook for the Olympics, and isn't that kind of an important legacy as well.

David Simon: Well, if I can go first on that, certainly that's true for Los Angeles. When I was describing the environment back in the late '70s when L.A. was bidding for the '84 Games, because of what happened in Montreal, a measure was put on the ballot here in 1977 or early '78, which said that if it was passed it would forbid the city from spending any tax dollars on the organization of the Olympics. It passed overwhelmingly, and that is what led to a private organizing committee, which was a first in Olympic history, and that is why Peter Ueberroth turned to sponsors in television for the revenue rather than for government funds, which had been used so often in the past.

Wayne Wilson: Carie. And then we'll come back.

Carie Goldberg: I guess the question is continuing with the trending of creating your legacy. How are each of you using the power of social media to help create and continue with your legacy? Right now I think the USOC and the Olympic

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Committee or the Olympic team only has 600,000 followers, and it's relatively low when you look at the NFL or NBA and those leagues actually having millions and millions to help create a legacy as well. So, how are you guys each using for your cities, the power of social media?

Colin Hilton: I'll jump in with that. Certainly the culture of some of our athletes, like the freestyle, freeride skiers, the videos that go with the sport of ski and snowboard slope style is a part of the culture, and so we share that on our social media channels, "Look at the new trick we just did." And, that sort of motivates and helps recruit more participants into the sport.

So, we take those, whether they're competition clips or training or various aspects, and we very much get that out there to familiarize the communities that we live in with the local athletes that we have, but also the recent successes they're having on the international circuits, and also promoting all the other activities that you can do within these Olympic facilities. So, very powerful tool for us, and still certainly could be optimized even more.

Carie Goldberg: You are the most recent, as 2002. All of the other cities have a longer history of being an Olympic city. So how are you guys using it as well?

Ted Blazer: Well, we use it in Lake Placid. It's not just for our Olympic heritage because that's definitely, definitely part of it, but we use social media intensely to just communicate with our followers about all the great things that are happening at our facilities and our ski facilities, our jumping ... whatever it is ... and video clips are obviously part of that.

But, we also partner with marketing groups in New York City, where it's part of a package where we're in sports centers and exercise areas, where every treadmill – we have thousands of treadmills in New York City that have social media right on it when you first start your program. You're hearing about Lake Placid. You're seeing Lake Placid, and we know that that spreads because it becomes part of that cultural thing. We know from the response of our e-ticketing and online sales where they're getting their information to get interested about us and wanting to come.

And by the way, probably a lot of people know today that it's Harvey Schiller's birthday because you got it on your Facebook. How many? Raise your hands. Okay.

George Hirthler: I don't have any statistics on this, but Centennial Olympic Park hosts every weekend a family event throughout the summer. If you go to Centennial Olympic Park any day of the week in the summer, the Fountain of Rings, which is a beautiful set of Olympic rings that spout water up, each circle spouts water up. It's completely packed with kids, really a diverse picture of our community running in and out of there.

Ed could probably pull up a few photographs of it, and they use social media very effectively to keep that park filled. They have free concerts down there, most of the kids who know about it, they learn – you know. And we have a big hip-hop community in Atlanta, and sometimes these guys will come down and perform in the park, and it's all driven by social media, but that park is filled all summer long when the weather is good, and most of it comes through social media invitations.

Ted Blazer: Social media, though, requires constant vigilance. You need people to be intensely on top of it all the time because if you let it slip, you become irrelevant. So, you have to have people dedicated to that, and that's what our guests want. That's what your new guests want. They want that interaction.

Wayne Wilson: I'd like to get to the next question, in the back.

Audience member: [Inaudible] Lake Placid for maintaining their track. I was there in March and spent six days on it, and it was very enjoyable going down the luge track for the first time in 30 years. My question is, for Mr. Simon. As a student of the bid and of the process of hosting the Games, I've read Ueberroth's book, and I've read the bid book out of Sydney. At what point in the Los Angeles organization did you finally realize that the Olympics were undervalued in sponsorship?

Because when the public was discussing this, they were thinking it was absurd the amount of money you were asking

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for sponsorship. In what room did they decide, make that decision?

David Simon: Well, I was not on the frontlines of that as Peter Ueberroth was in the early going. But, I can remember several things. I remember when I first met Peter for an interview. He had just been hired and he told me that he'd been reviewing the financial records of all the Olympic Games since World War II. He said he was struck by the fact that if you took away construction, they all made money.

Although, the public perception was that they had all lost money because they all did include construction on their budgets, so he was convinced from the beginning that a Los Angeles Games with limited construction could be financially successful, and then his philosophy was that when you had bidders or candidates for a sponsorship, you told them to just make one bid, and he would tell them, "You're only going to get one chance."

And I can distinctly remember the situation with Coca-Cola, which was the very first sponsor, and Coke was bidding against Pepsi, and in fact, Peter had met with Pepsi before he met with Coke, and he let Coke know that when they came to him, which I think scared the daylights out of Coke, because Coke had had the franchise since 1920-something. When Coke eventually came in with a bid, I think it was \$12.9 million. That single bid eclipsed the total amount of sponsorships that Montreal had raised, and that is really what set the tone.

Another story I can tell you from the sponsorship front, and I know this to be true because I've talked to someone who was there. When we signed 7-11 stores to be the sponsor of the Velodrome, it was going to be the 7-11 Velodrome, and the deal was worked out by Joel Rubenstein, who some of you here know, and was negotiated at a lower level, and finally the day came when Peter was to fly down to Texas to 7-11 headquarters and meet with the CEO to firm up the deal.

Peter went into the meeting and immediately went into a sales mode and said, "I want you to know, this is going to be the finest velodrome in the United States. There's going to be nothing like it. It's going to be a training center for athletes in the future. It's going to be great during the Olympic Games."

And, the CEO of 7-11 held up his hand, and in a Texas accent, which I cannot imitate, said, "Peter, I just want you to know, you're going to get your \$4 million, but I've got one question." And Peter said, "Sure, what's that?" He said, "What the Sam Hill is a velodrome?" And that was a time investing in the Olympic Games was partly about ego and less about the bottom line.

Wayne Wilson: Also, I think the other innovation from '84, which definitely is a legacy – you were talking before about a new model – is the fact that the organizing committee had one sponsor per product category, and that really I think helped drive the price. If you look at the number of sponsors who supported the '84 Games, the number is much smaller than for 1980 or for 1976. We have time for one more question. Yes.

Audience member: Thank you. I think it's clear that the United States has delivered an extraordinary legacy. I think all these cities have demonstrated that. And, aside from what David explained, and I think it's actually very true, the notion that the international legacy that the Los Angeles Games delivered in terms of the financial model. How do you translate that now into the next big thing?

It follows a little bit on Cobi's question, the next big transformation that delivers a legacy that's not just local for the international community. George, you talked about it in your keynote and touched upon it in terms of how this translates to the bigger picture, and we talk a lot about the physical legacies and the local legacies, all of course extremely important, and you're all delivering on them in an exceptional way.

But, the perception sometimes is internationally that it's all about the local community. How do we translate that internationally that it becomes relevant for the international community? Thanks.

George Hirthler: That really is a good question, and it does go back to what Cobi was talking about, "What is the next trend?" If you look at the definition of sustainability ... I think sustainability's going to continue to be a critical word, an important word, and it's going to get more important.

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There are three aspects the way the IOC defines it, environmental, social, and economic responsibility. I think, Bob, to your question, there is a trend emerging. There's going to be a trend emerging that reinvigorates the relationship between sport and education with an emphasis on social responsibility in creating greater human capital through sport.

So, if you engage in sport, and you are gifted and you succeed at sport, at the same time there's going to be more of an emphasis on ensuring that you get a great education in the

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GEORGE HIRTHLER

process. The IOC just launched a new education program for Olympians. This is why I think the USOC really made the right decision in choosing Boston.

And, I know I'm in Los Angeles, but Boston's concentration of universities and colleges and the brands that some of those universities and colleges carry could speak directly to what Thomas Bach is trying to do. Agenda 2020 has plenty of education and values concepts built into it. He wants to make the Olympic movement ensure that it's more relevant to society.

And so, I think it will be the creation of an educational-sport marriage that generates more human capital, ensures that Olympians, that Olympians and Paralympians have great opportunities beyond the field of play.

Wayne Wilson: Anybody else? Make it fast.

Cindy Sisson: Hi, guys, my name is Cindy Sisson. I worked with all of you at the '84 Olympics and was an '82 USOA attendee and an '82 IOA attendee. So this an honor to be with you, and thank you for allowing me. When Wayne reached out to me, the reason I wanted to be here is there's a new ALSA Movement in sustainability called the WELL Building Standards, W-E-L-L.

And while sustainability LEED is to environmental sustainability, WELL is to human and biological sustainability. So, I encourage you guys to be thinking in new construction and reconstruction, be thinking of the humans as you build in these environments as well.

Wayne Wilson: That wasn't a question, so I'm going to close it here. Thank you, Cindy. [laughter]

Cindy Sisson: My Andy Warhol moment, thank you.



**In Boston sport is at the core
and is part of the fabric of who we
are and what we are.**

JOHN FISH

Cobi Jones:

It's our privilege today to be able to hear from John Fish. In January the USOC selected Boston as the United States candidate to host the 2024 Olympic Games. The bid committee is called Boston 2024. Mr. Fish is the chair of Boston 2024. He is a successful businessman in Boston where he runs the Suffolk Construction Company and is deeply involved in the civic life of the city.

John Fish: Thank you for that very thoughtful introduction. I appreciate that. My name is John Fish and I am the chair of Boston 2024. Boston 2024 is an organization that consists of sports legends, USOC and IOC members, business and community leaders who are all committed to bringing the 2024 Olympic and Paralympic Games back to Boston, Massachusetts, and the United States of America. We assembled a team very methodically and carefully based on each individual's level of performance, unique perspective and uninhibited passion for sport.

Our Boston 2024 team includes leaders like Anita DeFrantz, who was a USOC partner, member of the IOC board and a former Olympic athlete, and many others who have provided us tremendous insight and vision throughout the process. I'd like to thank Anita for everything she has done to further the Olympic movement and create such a spectacular environment here in L.A. in spreading the word about the U.S. movement throughout the world. Anita, congratulations to you.

[applause]

I also want to thank all of you, humbly, for being here today. It really is a pleasure. I have the great, great fortune, as I mentioned, to be the chair of 2024 and to be able to stand in front of you today means everything to myself personally and to our community in Massachusetts and more specifically the City of Boston. So thank you very much.

Just before I left Boston a few days ago, the citizens Boston were celebrating our annual rights of ritual, a rejuvenation and rebirth. In Boston we call that spring. This spring season has been particularly rewarding and gratifying as Bostonians patiently watched more than 104 inches of snow melt away before our eyes to make way for green grass and flower buds. Yes, you heard me right, 104 inches of snow. In Boston even despite the most challenging winters in our city's history, the spring season means so much more than just warm weather. It means a rejuvenation of spirit as we celebrate and rally around our greatest passion, sport.

One spring rites of passage occurred two weeks ago at our historic Fenway Park when Red Sox Nation celebrated opening day and our first victory for the 2015 season with renewed sense of hope and optimism that this will be the year. And, I think it will. Last Thursday our New England Patriots visited President Barack Obama at the White House to celebrate the team's fourth Super Bowl Championship in 14 years. A few days ago we painfully watched our beloved 17-times World championship Celtics fall to LeBron James and the Cleveland Cavaliers. And just last Monday, on Patriots Day, Boston welcomed over 1.1 million professional sports fans and premier long distance runners from around the world as we hosted our 119th Boston Marathon, the most revered running race on the earth.

I humbly mention these Boston-related events of the past two weeks just to make a point. The City of Boston has an inherent passion for sport and competition. In Boston sport is at the core and is part of the fabric of who we are and what we are. Bostonians also have a unique appreciation for that power of sport and its extraordinary ability to rally people behind a cause and bring them together because we've seen the power of sport with our own eyes. Even before Boston considered bidding for the 2024 Olympic Games, our city recently exhibited the power of sport and the values of friendship and respect as we wrestled with the tragic events of the 2013 Boston Marathon. On that day of the Marathon attack, after competing in the most challenging 26-mile course in the world, runners sprinted the several more miles to area hospitals to donate blood to help save people they didn't even know.

We saw the power of sport again one year later at the 2014 Boston Marathon when millions of people lined the streets along the marathon route and at the finish line to demonstrate

our unity, our strength and determination to take back our historic race and our beloved city. On that day, one year from the greatest tragedy in Boston's history, the power of sport and the value it instills healed our people, healed our city and healed our nation. In Boston we believe that the emotional pull, an undeniable spirit of sport, can bring people together, cities, countries in the world like nothing else. It is this passion for sport and our appreciation of its power that have been the motivational factors behind our bid to host the 2024 Summer Para and Olympic Games.

As you know, back in January, United States Olympic Committee chose the City of Boston among many other worthy cities including this great city here in Los Angeles to represent the United States of America in its quest to host the Games. This is a thrilling and humbling moment in the history of our city because of the connection to sport and because we truly believe the Olympic bid can change people's lives for the better, inspire them to think and dream big and provide a real legacy for our city and the Olympic movement and for future Games.

We believe the Olympic Games will be transformative for Boston and we believe Boston will be transformative for the Olympic Games because Boston's such a unique city and experience. It's like our nation itself. Boston fortunately is steeped in a tradition of yesterday but continually driving forward to the promise of a better tomorrow. Boston is a city of big bold thinkers, of innovators, inventors and inspiring leaders. Boston is a city committed to engaging in thoughtful conversation about where we want to be in the future and how the Olympics fit into that conversation. And as we often say, Boston has a wicked good story that deserves to be shared with the world.

The world sends its young people to learn in Boston. Like a beacon, 118 colleges and universities that include world-renowned institutions like Harvard, Northeastern, the University of Massachusetts draw hundreds and thousands of young adults and scholar-athletes from across the globe. The world sends its sick to heal in Boston. Boston's health care facilities are known throughout the world for their innovative care and their world acceptable research. Boston's health care institutions such as Mass General, Brigham Women's Hospital, the Dana-Farber Cancer Institute continue to transform the world of medicine. In Boston, medical breakthroughs are

improving the way we live and develop in sports medicine and injury prevention and are changing the way the world's athletes train and heal and compete.

Boston is also a very diverse community. With over 84 languages spoken in our public schools and with more than 48,000 international students in Massachusetts representing over 190 countries, Boston serves as a gateway to innovation for the entire world. Boston is a city on the move with an eye towards the future. Our significant investments in our infrastructure over the past several decades have eased commuter traffic throughout our entire city, reconnected our entire neighborhoods and opened up areas like our innovation district to development.

This investment has also created spectacular new public spaces in our downtown area and has dramatically improved the quality of Boston's experience for residences, for businesses and tourists from all around the globe. The world has lovingly embraced Boston by sending its travelers to visit there, its young people to study in Boston, its sick to heal in Boston and its brilliant minds to innovate in Boston. In return, we would be honored and thrilled to have the opportunity to invite the world's greatest athletes to compete in Boston.

When the world's Olympic athletes do arrive in Boston, they'll find people with enormous pride in their city. They'll find a city that has always, for generations, punched above its weight. They'll find a city that is proud of its history and feistiness of its citizens. Our willingness as a community to challenge, to question, to argue and debate is an important part of what makes Boston and its people so great. There's a reason why the British tea was dumped into our harbor over 240 years ago. We argue with passion, but then we come out of those debates together as one city even better than before. We believe that coming together as a city and a nation we can show the world how to deliver innovative, sustainable and responsible Games that focus on legacy of our city, legacy of the Olympic movement.

Our overall concept for the Boston Games was shaped by our vision to provide an extraordinary athlete experience and to leverage strong partnerships with Boston's great colleges and universities, to reinforce the powerful connection between youth, sport and education. The Boston Olympic Games would provide an absolute spectacular and intimate experience

for the world's greatest athletes, their families, the media and the IOC family members. Boston, we argue, is the most walkable city in America, or what we like to say is the right size city for the Olympic Games. Our city boasts over 47 miles of accessible waterfront in the cleanest urban harbor in America and Boston is one of the greenest and most beautiful cities with a network of celebrated parks from the Olmstead Emerald Necklace, the Boston Common, the Rose Kennedy Greenway and Franklin Park.

We believe that the Boston Olympic Games will be the most walkable Games in modern times with the entire city playing the role of Olympic Park. Twenty eight out of 32 venues all located within a 10-kilometer radius with an average distance between venues of 5.3 kilometers. Our proposed waterfront cluster would include a spectacular athlete village at the University of Boston's campus overlooking the beautiful Boston Harbor. And the athletes' village would be just a short

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JOHN FISH

walk to the Olympic stadium and proposed practice fields at Boston College High School and what we refer to as Moakley Park. We propose a complete village designed for athletes, designed for practice and optimum performance and most importantly designed for extraordinary athletic experience.

Our second proposed cluster, the university cluster, will be located on the Charles River at the intersection at Harvard, BU and MIT. The campuses of these world-renowned institutions of higher learning and others located in and around that area would house existing and legacy venues,

providing a lasting legacy for their college campuses and students and a lasting legacy of connectivity between the universities themselves. This heightened level of university connectivity and collaboration will serve as a catalyst for developing creative educational and job training opportunities for Olympians after their moment under the spotlight has ended. We believe that a Boston Games would create a new standard and model for future Olympic host cities and would create a legacy for the Olympic movement itself.

And we believe that the Olympic movement is a movement that truly matters. It's a movement that is active in more than 200 countries and territories 365 days a year. It reaches millions of young people striving to instill in each of them the values of friendship, excellence and respect. In the Olympic Games we see the very real possibilities of uniting the world in peace through the power of sport. Like in the Olympic village, for several weeks, we experience the reality of the best young athletes from around the world living together in harmony. In Boston we dream of contributing to this vital and dynamic movement as the 31st Olympic city.

Olympic cities reach for greatness on the global stage and envision the possibilities of a better future for all. Olympic cities transform their urban landscape and make significant investments in sustainable legacies improving the quality of life for all of their residents. Olympic cities develop sport and promote health and well-being by personifying the core values of the Olympic movement for the entire world. To be an Olympic city is to inspire your country in the global community, to draw all people together in the shared experience of ideals, to celebrate the common bonds that unite the human race to create a better world for the next generation. To be an Olympic city is to touch the soul of humanity with a message, a deep message of hope that we can all live together in harmony.

We believe the Olympic Games will be transformative for Boston and that Boston will be transformative for the Olympic Games. We believe in the Olympic movement and everything that it stands for. And we believe in Boston. And we know that when given the opportunity to tell our unique story and continue a thoughtful conversation with our city, our nation and the international community the world will believe in Boston too. But in the end, we know this bid is more about just one city. This is also a bid about all of us, about America

itself. This bid is an opportunity for all of us to express pride in our country, pride in our diverse culture, pride in our ideals, pride in our values and pride in being American. But Boston cannot do this alone. Just as in any sport, hosting the Olympic Games must be a dedicated team effort driven by heart, dedication and a shared sense of purpose. As Americans let's come together as we embark on this historic journey together, as Americans unified behind one cause let us bring the Olympic and Paralympic Games back to the United States of America. God bless America. Thank you.

[applause]

Do you want any Q and A's?

Announcer: Yes. We have about 15 minutes.

John Fish: Sure. Sure. I'd be more than pleased to answer any questions you may have.

Audience member: I couldn't help -- but I presume one of your giveaways will be teabags with your logo on the Olympic rings?

John Fish: Absolutely, with tri-cornered hats too. Okay.

Audience member: First of all congratulations on your presentation. I thought it was excellent. You talked a lot about the transformative power of the Games and in the previous couple of presentations we heard a lot about legacy. I'm wondering in addition to the educational legacy that you talked about what kind of a sport legacy you envision. You mentioned there will be practice fields built that athletes will use. Are there any plans for leaving permanent sport facilities or are you looking at temporary facilities that would be taken down after the Games?

John Fish: That's an excellent question. We're in the process, and you'll hear more about this over the next three to four to five weeks, of the city rolling out a master plan for 2030 and the importance of that master plan is the conversation sort of centers around where is Boston going to be in the future, 2030, 2040 and 2050 and how does the Olympic Games fit into that conversation. What we see is probably 60-70 percent of our venues being located at the existing colleges, universities that are in and around the Boston community.

Now a lot of those college and universities that I refer to will be building or renovating or allowing us to use those facilities. For example, one institution that would like to build an aquatic center. There's another institution that would also like to build another athletic facility that I can't comment about, but the idea of really breathing new life into sport in our community and a community that is [already] passionate about sport is a spectacular opportunity. It gives us an opportunity as Bostonians to put Boston on the world map and demonstrate to people our commitment to youth and the power of sport has to the younger generation. So I would say this would have a wonderful, wonderful, I think, legacy that relates to sporting facilities.

One last comment I would like to make. We are hoping as we put the financial model together there will be an opportunity

How do we leverage our knowledge-based economy, our knowledge-based society for the benefit of sport and youth?

JOHN FISH

to create something maybe similar to what you have here in LA84. This, as I travel the country, is spoken about in the highest regards and it's beautiful from the physical plant point of view but equally importantly from a symbolic point of view of the power of sport and Anita I want to thank you for that because that's affecting the youth of the world. Thank you very much.

[applause]

Audience member: How involved is the Kraft family in this for the bid?

John Fish: The Kraft family was one of our earliest supporters both financially and I think socially in the process. They are an extremely well-respected family in our community and Robert Kraft has sort of done anything we've asked him to

do to be involved along with Jonathan. They aren't in the direct lines of conversation and the reason why that is the case because they're in the process of developing a soccer stadium in our downtown Boston community and I think the Krafts and 2024 do not want to get deeply involved in a conflict as it relates to that issue. So, there's been a sensitivity around that. But I would tell you, they are the probably the most well-respected family in all of the northeast part of the country and especially in the City of Boston. They are just very special. Okay. Thank you.

Audience member: I have a question. I really want to go to Boston now that I heard you talk. It was a very good presentation. I was struck by a phrase in the keynote that traditionally the winners of an Olympic bid have taken advantage of an historical context that reinforces the Olympic ideals. I heard a lot about Boston and how this is great for Boston and how Boston is ready for something like this. Have you started to develop that message of this is the historical context that will help you as the IOC? Does that make sense?

John Fish: Yes, it does make sense. You know, like anything else I think if you study these bids throughout the world what happens – at least we have found this out – is that once you're awarded your host city contract there's a euphoric feeling. Then all of a sudden people who have not paid attention start paying attention and they start asking in our opinion some very legitimate, thoughtful questions. And as most of us here know, like Los Angeles, you don't have the answers to those questions early on. And so our feeling is given the time of the bid process, 20 months, we'll have ample opportunity to answer those thoughtful questions and answer them in such a way that we will build strong, strong support for our bid.

I want to be clear here today. There is no doubt in my mind that we will have exceptionally strong support for our bid going forward. There is no hesitation whatsoever. In fact what we saw is the polls go like from 64 percent ... They plummeted down during the winter time down to 36 percent – 104 inches of snow and our transportation system was basically shut down for three weeks, literally shut down. Now all of a sudden we've gone from 36 to 44 to 49. Okay? So we're at 49 right now and we feel very, very good because of the sort of the passion the people have for sport. They've seen with their own eyes the impact that sport can have on a community and especially in the inner city. Okay?

This will become contagious like nothing else before and that's frankly why I have taken on the role to be chair of this because I believe so much in the power of sport. And I believe quite honestly in Boston, Massachusetts, to represent the world.

Audience member: Hey, John, obviously Boston 2024 has until September to fill out its bid plan before it presents it to the IOC. When do you guys plan to release it once you have finished everything up? Is that going to be done before submitting the bid books or no?

John Fish: You know, I'll answer that question this way. We have been very, very fortunate to develop a spectacular relationship with the USOC, especially with Larry Probst and Scott Blackmun and the balance of the team that's there. We'll confer and work with them over that issue. What we want to be very careful of is we don't release too much information that could cause our bid sort of to be exposed to our competitors. As all of us know, we've got some of the best cities in the world right now that have put forth presentations that they're going to bid for these Games, Paris, Hamburg, Germany, and also Rome and I'm sure there will be two or three others before I think September 15th's deadline. But we'll confer with them and we'll do what's in the best interest of the movement itself for America and for the competitiveness of our bid. Thank you very much, Aaron. Yes.

Audience member: You made a compelling statement with Boston and I was wondering based on the previous conversations and obviously the L.A. story is why Boston to the IOC in particular? What is it at this particular time in the IOC's life cycle that Boston is the perfect city for them?

John Fish: Again, at the end of the day that's the most important question, the why question that we have to answer to ultimately convince the world that we should host the Games here in the United States of America and more specifically in Boston. We've got three or four very specific focuses or angles we're looking at that right now. I can't represent to you that we're finalized on what our messaging and what our value proposition is to the world.

I feel, we feel very, very comfortable with the academic institutions that we have, with the health care innovation, and the idea that George Hirthler brought up: How do we leverage our knowledge-based economy, our knowledge-based society

for the benefit of sport and youth? That's sort of a harbinger of the direction we're going right now, but we have so many other, I think, strong aspects of our community we want to make sure we get the messaging right working in partnership with the USOC, working with some of the advisor groups that

Could we hold the Paralympic Games ahead of the regular Games themselves?

JOHN FISH

we have put together as well to make sure the message that we give to the international community is a powerful message and one that resonates with the world.

Audience member: John, Maureen Kindel.

John Fish: Yes, Maureen.

Maureen Kindel: So first of all, welcome to Los Angeles. We're really glad to have you here and think about that beautiful City of Boston. So I just wanted to tell you that yesterday we had a meeting about the LA84 Foundation Board and we got into a conversation about what it was like 30-some odd years ago and we discovered that we had a profit. We never really went through the Games thinking we were going to have a profit although Peter was there. And I said "Peter, you probably always knew we had a profit." And he denied it. But I learned ... And I remember those wild days when we had a profit and we knew and we all had to get together and figure out what are we going to do with this. How are we going to spend it? What are we going to do with this money?

I learned a great life lesson from that and I use it all the time now with people who ask me for advice. And that is plan for success. We rarely plan for success and I'm sharing it with you, John. Plan for success.

John Fish: Maureen, thank you very much. I really appreciate those comments.

Audience member: Hi, John.

John Fish: Yes.

Audience member: Can you talk about ... Well, we talked about youth and innovation and education as being important pillars to the IOC and honestly key components to your bid. Can you talk a little bit about the inclusiveness, the legacy of Title IX, what that means and also the Paralympics and how you believe the IOC interprets bids going forward in terms of that vein?

John Fish: Sure. Again I just want to thank you. It's an excellent question. One of the conversations we had with the USOC – I'm not sure if I should be saying this or not – but I will because we believe strongly about this in Boston – is, Could we hold the Paralympic Games ahead of the regular Games themselves? And the purpose of that presentation was because of our caring and deep compassion to the Paralympic Games. In some respects they're almost an afterthought in some areas of the world, not in the United States. Okay. And to us we need to put the focus and spotlight on the Paralympic Games.

We are a city, we are a community and we are a country that builds to ADA standards which we are very, very proud of, very, very proud of. But, we have to do more and a lot of our thinking is what can we do for the Paralympic movement itself to create a higher level of interest not just in Boston, but sort of a call to action for those areas. And I believe the opportunity in an educational community with some of the strongest universities in the world coupled with our passion for sports and our leader on the Paralympic movement is a gal who's a doctor.

It's a wonderful story. Her name is Dr. Cheri Blauwet. She's a three-time, I think, winner of the New York Wheelchair Marathon. She's a four-time winner, I think, of the Boston Marathon Wheelchair. She's an Olympian, three-time medalist for the Olympians and she is a gal that is now a sports medicine doctor for Partners Healthcare which is Brigham Women's Mass General Hospital. She is an absolute wonderful, wonderful human being. And we have such a love and affection for what she wants to do for the Paralympic movement.

Title IX. It's something ... It's a long time over[due] to be perfectly candid with you. It is something that in our community we really pay a lot of respect to and rightly so because, again, the light has not been shined on that for quite some time. But, we believe an opportunity to engage more diversity in the Games themselves through Title IX is something that we really want to be a strong advocate for both locally in our community and nationally, but also speak about it internationally.

Audience member: John, you raised the issue of public opinion a few minutes ago. My question is, "Will there be a referendum, a public referendum? If so, will it be a city referendum, a state referendum or both, and what would you like to see the wording of that referendum be?"

John Fish: Sure. Thank you. Yes there will be a referendum. Why there will be a referendum? There's a few reasons, but one of the specific reasons is the IOC does not want to send its athletes to a community that doesn't want them at the end of the day. They do not want it to go forward. Boston does not want to hold the Olympic and Paralympic Games if our residents don't want them. Our 2024 group feels extremely passionate about our ability to move forward and socialize the values creation from hosting these Games that we will have absolutely strong, strong support when that referendum is going to come forward and that will be during the general election of 11-16.

Now, why is it 11-16? It's next year. It gives us almost 18 months to answer all of the questions that the taxpayers of our community have because we'll be able to finalize for the most part where our venues are going to be, our transportation spend, our security spend and the operations of the games will be much more acute at that time from an analytical point of view. So we feel comfortable that's the right decision. What it is also does when you think about it, it gives people an opportunity to say, "Okay, let's back off a little bit. Let's give the team an opportunity to present their plan."

One thing that's beautiful about our plan is when we take a look at the 2020 Agenda that George Hirthler spoke about, which we really, really have been focusing on, the idea of sustainability, existing facilities and temporary facilities and you think about the 100 college universities that we have here in Boston, that's our special sauce because at the end of the day

it was discussed by these panel members who study this. The operations of the Games for the most part have never, never been a problem, never.

The capital cost has been a problem. And, if we're able to de-risk the capital side of our equation and leverage the increased TV revenues and increase sponsorships that are currently out there today, not to mention where they're going to be eight years from now, we are confident working with some of the brightest minds in the country, not just Boston, we can put forth together a strong financial picture that will provide not only the people in Boston but support the Olympic movement in the thoughtful way with a sense of confidence and conviction that, listen, this is the way we can approach these in a sustainable, cost-effective manner. Okay.

Audience member: Boston or Massachusetts?

John Fish: What we're doing is we've said two things. It's going to be a Massachusetts referendum and the reason why is [that] our entire commonwealth is going to be impacted positively by the Games themselves. And we've also made a declaration that we want to make sure we've got a majority of residents in the voting district of Boston that support these because that's where they're going to be impacted the most and there is no doubt in our mind to the current polling that we have right now. If we're successful in socializing our message in the cost, not just economical but what we have to get to is the social impact of the Games themselves because I argue deep in my heart the value that's created from the social perspective is far greater than the economic impact will ever be.

Audience member: I just wanted to go back. You said that schools and universities are your special sauce?

John Fish: Yes.

Audience member: I would agree, but that just looks at the facilities. I think the special sauce is the programs and the number of university students and colleges and universities you have. – So, the soft legacy that you could approach, and I presume you are, is to address the disjuncture in the American sports system between the educational process and the sports process particularly for Olympic sports. What are you doing on that soft legacy?

John Fish: You know, it's interesting. We have, as we pointed out, over 118 college universities within the Boston community. We have about 300 college and universities within the Commonwealth of Massachusetts. One of our intents is to work on is how do we marry up each country of the 210-205 countries that support the Olympics during that Game come to Boston and meet or engage in a relationship with one of those universities so there can be some type of relationship as a legacy of the Games themselves, i.e., France going to the University of Massachusetts, Amherst, six weeks prior to the Games, using their dormitories, using those athletic fields and creating a cultural partnership with those particular individuals.

We have in Boston about 250,000 college students, roughly, graduate students as well. We have about 480,000 in our community, quite a bit. So the idea of the power of the college student with social media to get them engaged in the conversation is something we're really, really focusing on because I often say to people at the end of the day – and I say this respectfully – most of the people in this room are not going to be the beneficiaries of the legacies that come out of the 2024 Games. We're not here to impact for ourselves. It's all about that comment that you just made. It's about those 450,000 or 350,000 students. What are we doing to assure that their future is brighter than otherwise would be? And we believe in Boston the conversation about the Olympic movement can serve as the heart of that dialogue.

Cobi Jones: We'll take one more question.

Audience member: Thank you. You've said a number of things about the bid that get me very excited. I mean your focus on disabled sport is very important. Your focus on marrying education and elite sport is very important. One small concern I had is you said the secret sauce is the universities. I just looked really quick. How many of the universities in the Boston area are private? And I was just wondering do you anticipate any concerns about building facilities especially if there's any city funds used to build those facilities and those going to private institutions and being held in the hands of private institutions?

John Fish: No. One of our greatest partners or biggest partners we're hoping and we've had very, very good dialogue is the University of Massachusetts. And we're going to be

having a new president soon, probably in the next three or four months. There's a search underway. Bob Caret is stepping down and moving back to Maryland. But we're very, very fortunate that the University of Massachusetts' Keith Motley, who is on the Boston campus, the chancellor, a very good friend, came to our presentation in California when we were fortunate to win the bid, is all in and he would say that to people. But our goal is for the University of Massachusetts – we would hope that the University of Massachusetts would be substantially the largest beneficiary both economically and again I argue socially the more important sort of victor in that conversation.

And we believe by calling the world to the attention to the University of Massachusetts and the great programs that they have and will have in the future is an opportunity to do that. And our Olympic village right now, one of the options is planned to put on a piece of land owned by the University of Massachusetts, Boston, and build those in a public-private partnership where we build them over a period of time, lease them to the students or the university themselves and right on the waterfront there in Boston, which is beautiful in South Boston, as a legacy of the project itself. And we feel very, very good and by the way, that Olympic village is less than a mile's walking distance to the Olympic stadium so it's really a very nice configuration. But thank you for that.

I just want to close and say to the, sort of the residents of Los Angeles that we are humbled in Boston to be in this situation. I was involved personally in this bid itself and every day there wasn't an hour that went by with our deepest sense of appreciation for the history, for the work, for the focus, the dedication that Los Angeles had for the Olympic movement. And we are extremely fortunate and I can say to you as a bid leader, we will not let United States down. Thank you very much.

[applause]



... one IOC member
once said, the best fiction you'll
ever read is a bid book.

ANITA DEFRA NTZ

Cobi Jones:

Olympic Agenda 2020 is an IOC project on the future direction of the Olympic movement. In Monaco last year, the IOC passed 40 resolutions as part of Olympic Agenda 2020. Many of those dealt with the bid process and the importance of the Olympic legacy. Anita DeFrantz is both the president of the LA84 Foundation and a member of the IOC Executive Board.

She's eminently qualified to explain what Agenda 2020 will mean for future bids and Olympic legacies. Anita will be interviewed by Ed Hula, the editor of *Around the Rings*.

Ed Hula: It's nice to be up here with Anita, who I think has the distinction in my career as being the IOC member who I have probably interviewed the most. We have had plenty of conversations since 1992 since I started getting on the Olympic beat on a full-time basis. I think that was the year she became a member of the executive board for the first time and she's been a witness on the front line of many changes to the IOC since she actually became an IOC member in 1986.

She saw what Los Angeles did for the Olympic Games. She went through the difficulties of the Olympic bid scandal involving the Salt Lake City Olympics in the 1990s, other changes, reforms to the IOC through the years and then in the past year, the Olympic Agenda 2020 reforms. I have got the official page here. It's two pages, 40 in all. We're going to talk about some of those. Anita, good to be with you, and you have an introduction to make, too.

Anita DeFrantz: Yes, the IOC works on protocol and it's important for me to introduce to you a member of the board of directors of the LA84 Foundation, Maureen Kindel, who has been here this morning and likewise, she was a part of the organizing committee for the L.A. Olympic Organizing Committee. And, next to her is Gordon Crawford, who is the chairman of the U.S. Olympic and Paralympic Foundation, which is doing good things to support the Olympic movement in this country. Thank you very much for being here.



Ed Hula: And, in Mr. Crawford's case great work that is being done with the archives at the U.S. Olympic Committee as well. Sort of a story that hasn't been told yet that we would like to do one of these days. Well, we are here to talk about Olympic Agenda 2020. It's become a catch phrase. Olympic Agenda

2020 means this, means that, bid cities, sustainability, all kinds of other changes for the Olympic movement. Anita, is it really that big of a deal given the history that you have been through with the IOC? Has the IOC embarked on a program of change like this before that this can be compared to?



Anita DeFrantz: I would say that the Congress, the Olympic Congress in 1994 was very important. That was held in Paris and it was the 100th anniversary of the creation of the Olympic movement itself. That was called the Congress of Unity. That was under Juan Antonio Samaranch. He

liked to use things like that to remind people that we have to be unified to work together. For me, the important thing that came out of that Congress was the notion that you had to pay attention to women and the lack of women in the Olympic movement and also that athletes should be paid attention to. So, those were two important aspects. Then we had IOC 2000 which was the result of a crisis, a crisis that I would like to call the Toronto Scandal, but it's the Salt Lake City Scandal instead because the IOC members who abused their privileges were the same ones who did that in Toronto, but Toronto chose not to give the names.

And, that was a tough time because the IOC was under a cloud. People said bad things about us and deservedly so, because we had members of the IOC who were abusing their privilege, which was why they had to ... They were expelled. It was a terrible thing to have a member stand in front of you and explain why you shouldn't be expelling them. So, the thing about 2020 is, we're not in a crisis – a little bit, I guess. Sochi costing so much was a problem and I'll talk about that later, but they kept everything ... May I say something about that now?

Ed Hula: Please, go ahead.

Anita DeFrantz: All right, he's going to monitor what I say.

Ed Hula: Moderate. Moderate.

Anita DeFrantz: Oh. I will say that the IOC messed up big time by not managing what the Russians were saying about Sochi. They put in their state budget the organizing of the Sochi Games and we knew when we selected Sochi that there was nothing there. When Russia was a Soviet Union, interestingly enough, they had built all their winter facilities and training facilities in the city of Almaty.

Ed Hula: In Kazakhstan.

Anita DeFrantz: In Kazakhstan. And, so when they were no longer the Soviet Union, they no longer owned that training facility. So, Sochi was their chance to create facilities and literally the snow there. [They had] the mountains and a huge ancient forest and nothing else. So, they went from zero to 100 percent in seven years. That cost a little bit of cash. And, it did, but they always considered all of that as a part of their Olympic budget. We have tried many times, and we have insisted, but failed, obviously, to keep the – I just saw another Olympian in the audience I didn't see before – to keep the capital cost and the cost of operating the two-week sporting event separate budgets. And, that's what we really have to do a better job of and explain that they are separate budgets. So, Sochi kind of messed up the winter sports because those countries that traditionally might have been bidding for the winter sports said, "Naw, that's too much for us."

Ed Hula: And, some would say, that that is what drove Olympic Agenda 2020's creation, the fact that the IOC, instead of having a half a dozen formidable cities bidding for the Winter Olympic Games in 2022, the attrition in those cities for fear of the cost of the Games, especially a fear that it would be just like Sochi, drove the IOC to make sure that there was a different message delivered.

Anita DeFrantz: That, and to be fair to Thomas Bach, who was elected president, he has promised to look at the platforms of the other candidates. There were some differences in what they were offering, and he said he wanted to make sure that he

understood the differences and would present ... He would understand that as he went along. So, part of it was to include the ideas that the other – I guess there were six candidates for president – the other five had promoted. So, it was twofold.

Ed Hula: Let's talk about Olympic Agenda 2020 recommendations as far as bid cities go. How do you think these recommendations are changing the way cities bid for the Olympic Games?

Anita DeFrantz: The goal is to keep cost down because we are deeply troubled by the fact that it seems no matter what we do, the cost of bidding goes up and it's not logical. We thought there was a problem when all the IOC members were visiting all the cities. By the way, that lasted a very short period of time. It did not happen before 1986, and it ended in 1998 or 9.

Ed Hula: Yeah, with the election.

Anita DeFrantz: I'm sorry, '98.

Ed Hula: '98, yeah.

Anita DeFrantz: So, it was a very short period of time. It wasn't something that had always been done. So, we are trying to keep the cost down and part of that is making the period shorter. We also pay for the six members of the organ... Once they become a candidate city ... Everyone is an applicant city until they become a candidate city. So, we'll pay for the visits, the travel that they have to do to make presentations. The IOC is covering that cost and we hope that through the meetings in advance we can help cities that shouldn't be bidding to wait awhile until they are prepared to bid so they don't spend money on that. And, the all-time favorite is we now have a list of consultants. If a city is hiring a consultant, they have to be listed so that they, the consultants, have to promise to abide by the code of ethics of the IOC so that we can bust them if they step outside.

Ed Hula: Not to give consultants a bad name or anything, but why go after the consultants? Why were they a point that the IOC needed to address and regulate?

Anita DeFrantz: Well, we had inadvertently created this cottage industry of consultants who alleged that they would be able to bring home the bid. And, I know that it's an odd thing. Maybe I should talk about what happens. Each IOC member gets to vote and nowadays we have electronic voting. It was a very ... It takes too long to explain the old way, but each IOC member holds the box and unless they are incapable of pushing the button and they might get help from ... We have discovered that some of them are incapable of pushing the button by the way, but they get help from a colleague. But that's the only way the colleague will know how the other person voted. So, nobody knows how someone votes. Now the problem comes when a consultant says, "Here is what you need to do to get Anita's vote." Everyone knows just enough good chocolate will work, but for other IOC members it's a bit more sophisticated and when you start this guessing game the reputation of the IOC is tarnished and how do you know you are right? How do you get to know someone?

Bid committees are brand new unless they have bid before. And, some committees have come back. By the way, Los Angeles bid three times in a row before they got the Games. People don't know that, but it's true. So, it's hard to get to know IOC members and even if you – they can be the most polite people you are ever going to meet – because we know we are responsible for the Olympic movement. We don't want to embarrass it, but also, we have a lot of cities coming at us for our vote. And, at this point, we have only the preliminary. Well, now we have the bid documents for the two cities that will, that are bidding for the 2022 Olympic Winter Games. They'll make presentations to us and now we have a presentation that's made just to the IOC members. So, there is nobody else there but IOC members. So, that gives them a chance to meet them. But how long does it take to make a very good friend? Some people, it's instantaneous, you like someone, but other times it's a time of believing that you can trust a person and so, consultants were saying that we know how we can get you to know this person, therefore they will vote for you.

Ed Hula: Sometimes consultants just work on technical aspects of the bid. They don't get into the politics, the personalities of the voting, but they are included as well.

Anita DeFrantz: Yes, and one IOC member once said, the best fiction you'll ever read is a bid book. And, that being the fact that so much changes by the time it comes into reality, so even having control over the experts is important because sometimes, although they are titled experts, they may not really know what they are doing.

Ed Hula: Reducing the cost of bidding for the Games, these were the first recommendations that were promulgated under Olympic Agenda 2020, but right after that [it] includes sustainability as part of the Olympic Games ... lowering not the cost of bidding for the Games, but the actual Olympic

Every bid city is going to say, "We comply with Olympic Agenda 2020." What does that mean?

ED HULA

Games themselves. How did Olympic Agenda 2020, achieve [this] or what does it say in Olympic Agenda 2020 to make things cheaper to have the Games?

Anita DeFrantz: Interestingly enough, this is the part where in part because I was here as part of the organizing committee staff, a lot of the things in there have already been done. Among the things are used, temporary facilities. That was the hallmark of the '84 Games. Also, if you can find a venue that's someplace else that would mean that you would have to travel a little bit, but if you don't have to build a new one, you can use that velodrome that's elsewhere instead of building your own.

We've already done that for the winter sports for a long time. It was in the Olympic Charter that if you can go to another country even, if it's better to not build another ... sorry for those folks who love the bobsled and luge and skeleton But, they're real expensive. So, if there is one nearby, you can use that instead of building a new one. And, long ago we thought that since, for example, Denmark doesn't have a whole lot of mountains, but they are very close to Sweden, which does, they could work together on an Olympic Winter

Games. So, it's primarily for the Olympic Winter Games, but now it's been expanded for any Games if it makes sense. We have already done that with Stockholm hosting the equestrian part of the Games of Melbourne so we know it can work and it can be important.

Ed Hula: Every bid city is going to say, "We comply with Olympic Agenda 2020." What does that mean? Is that something that we have got to find out what they are talking about? What is Boston talking about when they say, "We fit in with Olympic Agenda 2020?" Paris is going to tell us the same thing, I think. Rome and Hamburg won't be far behind either.

Anita DeFrantz: Each city will have its own idea of what it needs to do that Agenda 2020 permits specifically. I know John had to get back to Boston to do a little fundraising, so he's left the room, but I think he wouldn't mind me talking about the fact that their main stadium will not exist after the Games. It's going to be a temporary facility, but the good news, the good part of that is they are creating a new area of town, which depending on the mayor's long-range plan, could eventually become a commercial area and a housing area.

And, some sports will be left, but the stadium will not be there. So, it's the ultimate in Olympic speak they call it demountable stadium. It will be mounted and then unmounted on that piece of land.

Ed Hula: But as a U.S. Olympic Committee member, the U.S. Olympic Committee board of directors, you were part of the meeting held in January to consider L.A., Washington, San Francisco and Boston as the U.S. nominees. And, among this group it seemed most immediately that seemed best to comply with Olympic Agenda 2020, was Los Angeles in any number of ways. Does Los Angeles fit Olympic Agenda 2020? [laughter] See, I have interviewed her a long time and this is sometimes what happens. But, it seems that Los Angeles would have been the first choice of the board if they were looking to fit it in with Olympic Agenda 2020 given the experience the existing facilities and ...

Anita DeFrantz: You heard how compelling John Fish was?

Ed Hula: It's a good story. It's a good story. One of the issues that you have always been concerned about as an IOC

member is the welfare of athletes, taking care of athletes. Olympic Agenda 2020 takes a decided turn in philosophy, a change in philosophy especially about the term of doping in athletes. The fight against doping in athletes is no longer the operative phrase. We are looking at protecting clean athletes. Talk about this change and what you think it means.

Anita DeFrantz: Oh, it's very important. I was always irritated about this notion that we talk about the all dirty athletes and the dopers and I am saying, "But I was not and none of my team was." And, yet, all of we know for a fact that the East Germans – anyone here remember them – the Easties were because that was a state-sponsored doping program. But all of the focus was talking about, because there was an urgency a sense of urgency to get rid of the bad ones certainly, but we kept talking about the bad ones, so we thought, why don't we talk about the good ones and the whole goals it to protect the athletes who are competing with integrity. So, we switched it over to stop talking about the bad ones and say that our mission is to protect the clean athletes.

Ed Hula: And, how is the IOC going to go about doing that? I mean, does it required a change in how you approach the whole question more than just terminology, more than just words? How is the IOC now protecting the clean athletes?

Anita DeFrantz: We're doing it a lot of ways, I have to go back to the doping program again, but it's the program, not the dopers. We have a very extensive ... We keep the samples from the Games and for eight years. And, the idea is that science can progress and they'll be able to find the banned substances in the samples taken. It's blood and other stuff. So, in eight years, you can find things that you couldn't find at the Games. You find that athletes have people around them that are going to try to help them, which doesn't really help.

Well, it might sometimes, I guess, they get a better placement, but it doesn't help their integrity, and so the idea is well, that's one way. Another way is talking in the positive, saying that we want to protect the clean athletes, so that the athletes who are working hard to compete clean don't feel always that there are other people who are always cheating and being protected more with very stringent rules around what is about the collection of the samples and all the rules that we have.

We used to protect ... We were protecting the clean athletes by having really tough rules for getting the sample. And, you have to be absolutely ... We have to tell you what it is you have taken before there is a positive and it has to be above a certain amount. So, instead of being so clear on how to declare someone a criminal, we're helping people understand how they can compete at a higher level.

We have lots of scholarships now to help athletes compete in other countries or where in their own country to have coaches come and help them. So, there is a lot of money involved in supporting clean athletes.

Ed Hula: Recommendation number 17 is "Honor clean athletes." I guess that's as opposed to disavow or dishonor doping athletes. How do you honor the clean athletes in this recommendation?

Anita DeFrantz: May I look this up?

Ed Hula: Yes, you may.

Anita DeFrantz: No, there are a lot of ways we are doing it. We are having them speak. If you go on the website, if you have the courage to go on to the IOC website, you can find programs for athletes and you can't take part in these programs if you have been a doper and to help with careers, to help in many ways and I know this sounds a little vague, but you'll find over time, we can be more specific.

Ed Hula: And, strengthen support to athletes. More than just in the field of being clean athletes, but other ways that athletes need support. They are the engine of the Olympic Games. And, without them, without their comfort, success, their ability to train in an effective way, it's kind of all for naught. Is Olympic Agenda 2020 really going to make support for the athletes that much stronger?

Anita DeFrantz: Yes, and a good example would be in Sochi. The Indian NOC was suspended and yet, we made sure that the Indian team was there. And, I think because the people of India saw that their team was competing under the flag of the IOC they said, "This is not good" and they finally got their act together and the NOC accepted the rules of the Olympic Charter. So, for the end of the Games the athletes were

competing under their nation's flag. So, we will make sure the athletes are taken care of. We have, again, scholarship funding, but we will do our best to make sure that whenever there is an athlete who can get to the Games, we'll get them there. Because the thing is to compete at the Games. That's what all the work is for. Now, are we supposed to let the audience ask questions now?

Ed Hula: Enough from me, I'm only at number 20 here.

Anita DeFrantz: Ask me some tough ones.

Ed Hula: "Foster gender equity." An area where the IOC is making gains, but still falls short when it looks at the overall membership of the IOC still only about 20 percent women. When you look at what happens in international federations when there is just about zero percentage of the federations headed by women and other elements. I mean, it's the most prevalent form of discrimination that still exists in the Olympic movement today.

Anita DeFrantz: Yep, well, on the field of play in London, 2014 ... I don't know how you have a 0.2 percent of a human ... but 44.2 percent of the athletes were women and that's up from ... We have been increasing that number every time and we have made it very clear and it's in here too to all the international federations that we want 50/50. That is the goal and it's going to have to be achieved very soon. I have forgotten the number, but that's a specific number in there.

As for the IOC itself, our nominations commission is going to be different. One of the things we want to do is look more broadly. Before you had to have been within the Olympic sports movement. Pretty much, within your national Olympic committee to be considered for IOC membership. We are going to take a broader look and the nominations committee will be able to look outside a sport and besides. We need people who have other skills than necessarily are in the sports world, exclusively.

Ed Hula: This, it should be said, is the working group that you are associated with for the Olympic Agenda 2020, the composition of the IOC.

Anita DeFrantz: Yes.

Ed Hula: And, is this also the group that decided that to keep the retirement age at 70 years old for IOC members.

Anita DeFrantz: We did and that was a tough one because as we know, people are living longer and healthy, and so forth. But if we didn't do that, it would be five years before we could elect a new member to the IOC because we had enough people who were about to be 70. And, if we kept it longer ... We did however, have the possibility of making an exception and we did that actually in Monaco because the president of the International Ski Federation was about to have his 70th birthday. Before the year 2000, if you were elected to the IOC, you could serve until you were 80. After 2000, that was one of the IOC 2000 reforms, the age limit was 70. So, a lot of federations ... this is not going to surprise you ... had presidents that were significantly more than 70. So, they were not happy with that idea.

But in order to keep the movement vital we felt that we needed to use the 70 year [limit].

Ed Hula: I guess we can take some questions from the floor, that would take the heat off of me, I guess.

Audience member: Anita, regarding gender equity, what do you think is the leverage the IOC has with Saudi Arabia?

Anita DeFrantz: Yeah, well they had a change of management there. We were on a good course with the former king, who died. And, so, the new king was a little bit worried about being beloved of his people and he helped by giving every citizen, I think it was \$40,000 or something like that just to make sure they loved him as the king. So, the next step will be to have him understand that if he wants to keep his NOC on good standing within the Olympic movement, women will need to compete.

There are women taking part in sport there. The problem is getting them to the international level.

Ed Hula: There has been a great deal of concern about whether young people are really interested in the Olympic Games anymore. The Youth Olympic Games were created as a way to address that. One of the recommendations of the Olympic Agenda 2020 calls for evaluation of the Youth

Olympic Games. What do you think is going to happen with this event? Does it have value or does it need to be changed and modified to make it more relevant?

Anita DeFrantz: Okay, this is where I get into trouble because I worry about this event because the kids who take part in it are selected by the international federations, which means, they are at the international level of their sport for their age group. And, not surprisingly, they go on to become Olympians, but they are already there. It doesn't expand the number of young people taking part in sport, which was the whole point, or one of the points. So, since it doesn't achieve that goal because these kids are likely to have gone on anyway, I think we have to look at modifying the goal.

I also worry about it because if you happen to live below the equator, it interferes with school and that's not really fair, for athletes always to have to take that time away from school,

The real problem is housing and when you expand the numbers, how large a village can you ask an organizing committee to build?

ANITA DEFRA NTZ

just because of where they live, because it's always done at the convenience of the northern hemisphere. So, I think there are some issues that need to be solved. And, maybe there is enough competition already. I'm not a big fan of having kids look across at the same people they are going to be competing against for 20 years. I don't think that's particularly a good thing, but that was just me. That's not the IOC's position.

Ed Hula: More questions from the floor. I also wanted to ask about the sports program. There is some big changes coming there, in particular. Again, if we talk about a program that is appealing to young people, the possibility of sports, such as skateboarding or roller sport, other events could be added

more easily to the Olympic Games as a result of Olympic Agenda 2020.

Anita DeFrantz: That's true because the host city can make recommendations if they want too. Tokyo is in the position, the first city really in the position, of doing that and they are going through a thorough process and they have decided that the sports that they take in would have to already be on the list of acceptable for the Olympic Games, which does not include skateboarding unless skateboarding hitches onto another sport, I don't know, cycling. Like trampolining hooked into gymnastics.

Ed Hula: But you do think there needs to be more flexibility, more ways for sports to come in and out of the program?

Anita DeFrantz: Well, the out is the hardest part, of course. Nobody wants to leave. Getting off the bus is not a pleasant option. But there is no more room on the bus, as Juan Antonio used to say. But what Thomas has said is, "Well, let's not worry so much about sports, let's worry about events," which is a little tricky. I guess translated that means, don't worry about the pot of money that goes to international federations at the end of the Games being diminished because it won't. The winter federations make out the best because there are only seven federations. So, the money for the federations is divided up and some of them get as much as \$19 to \$20 million after the Games.

It's partially why biathlon is so popular in Europe because they are able buy television time and create a following. So now they don't have to buy the time anymore because it's something that people like to watch. But the sports in the summer are going to be ... The money is divided between 28 sports after Rio, because we are back to 28 which is the maximum size, except that Tokyo will have 28 and could possibly have more.

Ed Hula: Is it correct that we do not need to refer to a 28-sport program as the maximum anymore?

Anita DeFrantz: That is the logical conclusion.

Ed Hula: So, in a few years we will maybe be talking about 30 sports or 31 sports for this game or 29 or –

Anita DeFrantz: It's possible.

Ed Hula: – a floating number?

Anita DeFrantz: The real problem is housing and when you expand the numbers how large a village can you ask an organizing committee to build. That's the reason for the limit, truly. I think it's ridiculous that in a world of 7 billion people only 10,500 can be Olympians at a time. But, what demands can you put on a host city?

Ed Hula: We have a question.

Audience member: Related to the bidding process in terms of, as has been mentioned, trying to reduce costs associated with that process and the consultation that's supposedly the IOC is now having with the NOCs, how is that process going to work out so that there is some savings in the process? I mean, at the moment, I have heard some exorbitant numbers related to a bid that it takes \$50 million for a bid process to go forward.

Anita DeFrantz: Oh yeah, why didn't you ask John how much he thought it was going to be?

Audience member: Because I was afraid too. I was afraid of the answer. I don't like questions ... Seriously, I think that's an issue that you are trying to address, but I'm not seeing kind of the practical application of that yet.

Anita DeFrantz: Okay, I will take a city that hasn't yet decided to bid, but the United Arab Emirates would go and meet with Lausanne and say, you know, we are thinking about bidding for the Games, and the folks in Lausanne, the staff in Lausanne, this would be IOC staff, would say, "What time of year?" You know, we have to have the Olympic Games, summer Games, we're pretty sure you're looking at the summer Games in July and August. What's the temperature there then? So, it's really not logical to spend the money bidding because we're not going to be able to move the dates of the Games. The summer Games have to be in summer. Or no later than October, which is what we have to do for Australia or other countries that are close. So, that's one way to keep countries that have no chance of really becoming a bid city from the applicant state.

Secondly, we're keeping the number of times a city can make a presentation, we're limiting it I think it's four. Is it four?

Ed Hula: Four, a dismal four.

Anita DeFrantz: Dismal four. Yes, it's much more fun to have them traipsing around the world and redoing their presentation and I know, you can find out what they are really doing, but we also pay for the travel to those four places. We cover the cost of that so that keeps that out. And, they don't have to change presentations three or four times. We let them know that we do not want trophies to the Games or what's the right word, palaces to the Games. We want sports facilities. We want a village that the athletes can be comfortable in. We want the press to be able to do their job. And, everybody else is on their own.

Ed Hula: But if the cities are able to come up with sustainable plans, economical plans, you are able to reign in some cost of the bidding process. Why not let these cities campaign and say as much as they would like to across the world, because doesn't that really extend and promote interest in the Olympic Games?

Anita DeFrantz: Two things, at least. I'll say it this way: One big change is that we'll have the Olympic channel and the Olympic channel will be able to do that. So, we will take over some of the promotion of the bidding cities and that will make it so that they don't have to cover those costs and we can also have a little bit more management over the sorts of things that they are saying. They can't be mean to each other, so much, if we can help them.

And, I think that can make a big difference. That won't happen for 2022, but for 2024 it's very likely to happen.

Ed Hula: Any more questions from the floor here? There is one over here

Anita DeFrantz: A couple.

Audience member: As a historian of sport I have had a great deal of time to spend in the archives and particularly reading IOC minutes and executive committee minutes. So, I have gotten to read a lot of words that you have said.

Anita DeFrantz: Are those unembargoed now?

Ed Hula: After 10 years.

Anita DeFrantz: I know, I know.

Audience member: The executive committee for 30 years. I have really admired what I have read as you have worked to increase equity in the Olympic movement. You have done that for a long time, but I would also note that since 2010, 31 IOC members have come in, only 11 of those have been women, none since 2010. And, I guess I would like maybe if you could expand a little bit more on what are some of the things that you think could be done to increase the gender parity and the diversity of both IOC members as well as members of the Olympic movement, such as NOCs and international sport federations.

Anita DeFrantz: Okay, interesting about the number of women, most of those were elected by the athletes. So, the athletes have come through very well. I have had some chats with the new president about how we are going to go about this. The other thing he wants to do is have one big quadrennial conference. He didn't like all the conferences, and I pointed out to him that's really not going to help much. The Women in Sport Conference, the last one was held here and it was really good, I thought, but of course, I would. But that is not going to help to have one big conference because it will be the usual suspects that will be there, which will be less than 20 percent women.

So, we are going to have to work on that, because he needs to understand that we have to do something differently there. Well, as long as I'm around, I'm going to keep working on it is the best answer I have to give you because I don't want to be a part of an organization that is unjust.

Ed Hula: One more question right here.

Anita DeFrantz: Takes the last question.

Ed Hula: Oh, maybe we'll take two if it's real short, too.

Audience member: I'm curious to hear your thoughts, Anita, about the international Olympic channel that you mentioned.

I think ... My understanding is that initially it is being proposed as a digital over the top network, but I think the budget that has been associated with that betrays broader ambitions and I would like to hear what you have to say about that.

Anita DeFrantz: Of course we are the Olympic movement, we have broader ambitions.

Ed Hula: But we have heard \$400 million as the figure to launch this channel and it just seems out of this world.

Anita DeFrantz: First you've got to develop the content. Then you have to develop the channels of promotion and negotiating with the different channels. Pardon? Distributors, yup. Could take some time and some money because we're going again from zero we hope to 100 percent in a year. But, we know that it will not be 100 percent in that period of time, so it's over time that we'll grow. We have to make sure we can do this because whose sensibilities are we going to promote? The Olympic movement? This is really different. In the past we relied on each national Olympic committee to help define the Olympic movement in their country and that is why they are so different.

Besides the fact is that our country is the only one without government support. So, this is a brand new attempt at doing something and it might ... The investment will be good because whatever content we develop, we can use. If we can't use it ourselves, we can provide it to others to use, but it's something where we can use more expertise than we currently have.

Ed Hula: One more question. They have been grilling hot dogs on the flame out there for the past half hour, so it's time for lunch.

Audience member: Anita, you brought up about expanding sports. I was told the ratio or read the ratio that for every athlete there's four coaches and officials.

Anita DeFrantz: Winter sports.

ANITA DeFRANTZ, *President, LA84 Foundation & IOC Executive Board Member*
ED HULA, *Editor & Founder, Around the Rings*

U.S. Olympic Academy

Audience member: And, for every one of those, there are four of the media, technicians and everybody. And, so when you add a sport is that in your thinking that that would be a problem just housing?

Anita DeFrantz: Yeah, depending on the size of the team. It's funny, the U.S. team is almost always the largest team, but per athlete it has fewer support people because there are limits for a team of one to six you get two or three people, six to twelve, and so forth. So, that's why the number comes out to that. If you have a lot of teams in a certain class, they will have seemingly more support personnel than you would think, but they have to have certain people to do different things at the Games. So, yeah, that's what I was saying. How much housing can you ask a host city to provide if they really don't need the housing and it's very expensive to do that? We kind of look at per credential, each credential depending on where and when the Games are. Each credential could cost as much as \$7,000 just to have that credential in use because all of the privileges that go along with it.

Ed Hula: Thanks very much, Anita.

Cobi Jones: Well, thank you Anita and Ed, we appreciate it.

CONNIE PARASKEVIN, *Olympian, Cycling & Speed Skating*

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DANELLE UMSTEAD, *Paralympian, Alpine Skiing*

BRENDA VILLA, *Olympian, Water Polo*

U.S. Olympic Academy



Cobi Jones:

The Olympic Charter states that it is the IOC's role to promote a positive legacy in Olympic host cities and host countries. The Charter also states that athletes' "interests constitute a fundamental element of the Olympic movement's action." With that in mind our next panel is composed entirely of elite athletes who will discuss how athletes have benefited from legacies left by previous Olympic Games in this country. Our moderator is Brenda Villa, a four-time Olympic medalist in water polo. The panelists are Danelle Umstead, a Paralympian in alpine skiing; Derek Parra, an Olympic medalist in speed skating; and Connie Paraskevin, an Olympic medal winner in cycling, as well as a two-time Olympian in speed skating.

Brenda Villa: So, before we get into the nitty-gritty of the benefits of legacies, I would like each of you to give a brief history of maybe your Olympic dreams or how you were inspired to become an Olympian or what led you along your path, just so that everyone here can know about your journey and appreciate all the work that went into it. Let's start with Derek since he's the only male up here.

Danelle Umstead: I thought it was ladies first?

Derek Parra: You can go if you'd like.

Brenda Villa: I'm giving you some time.

Danelle Umstead: I'm good.

Derek Parra: Okay, well, first of all, thank you for having us here to the foundation. I grew up in Southern California, in San Bernardino, not too far from here, and I remember my first experience with the Olympics. I was Mexican-American. We didn't watch any Winter Games. It's ironic that I became a winter athlete. But I remember seeing Alexi Grewal win the men's road cycling event here in '84. That was really when I first saw the Olympic Games and the rings and it ... I didn't have at that point any dreams of being an Olympian, but I believe the seed was planted somewhere in the back of my mind, and I had just got into the sport of roller skating.

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That's really my story. I grew up in a roller rink. You know, disco ball, lights, music. That's my ... [laughter] My brother went there. He was two years older than I was and I wanted to be just like him. And, it wasn't cool to bring your younger sibling to a roller rink on a Friday night, and I begged him, and he finally took me, and I had a blast and really discovered that I had a passion for roller skating, or for skating for that matter. I'd played baseball and other sports, but I never woke up in the morning saying, "I want to play baseball." But after that first night on a Friday night at a roller rink I woke up the next morning going, "I want to go back to that skating rink."

And, the reason I wanted to go back is because every evening session they had a two-lap race in the middle of the session – turn the white lights on and clear the floor and you race in age groups. And, if you won your age group, you got a ticket for a free Coke in the snack bar. I didn't have any money back then and I was really thirsty from skating underneath the hot lights, and that's what really got me hooked.

So, I started coming back and I was saving lunch money or whatever it was that it took to get me back there. Over the years I got better, made some national events, got to a high level in that sport – Pan American Games, roller sports. Although it's not an Olympic sport, it was still a Class A sport at the time, and I went to the World Championships. In my time as a roller skater I had won 18 world titles, set two world records and was the most decorated athlete in the sport of roller skating. But I had never had an opportunity to go to the Olympic Games as an athlete. When I was 26 years old I was kind of hanging on for hopefully, Atlanta. It would've ... Atlanta would've included roller sports in their exhibition sport or as a part of their program ...

When it didn't I had to make a decision, and the closest sport to roller skating was ice skating. A friend of mine had made that venture a couple years earlier and tried it out, was having some success. So, when I was 26 I won my last world title in Italy and I literally got in my ... When I came back to the States, I [went] to Milwaukee, Wisconsin, got off the plane. It was 54 below zero, and I almost got back on the plane. [laughter] But I learned how to ice skate, got – put a pair of blades on a pair of my inline skating boots and just kind of started the learning process. And, you would think it'd be an easy transition but it actually wasn't because the good habits on inlines were bad habits on ice and so on. And, the technical

changes were difficult, but over the course of six years I had ... I made the Olympic team in '98.

I went to Japan, but wasn't able to skate because of a clerical error the day before I was supposed to race, which was heartbreaking. But it was a blessing in disguise. If I would've skated at that point, that would've been my dream – to go to the Olympics and compete. I would've probably come back and hung them up and said thanks and moved on with my life, but because I wasn't able to compete I promised myself that I would at least have a chance to compete. That was my dream, to walk in behind my country's flag and represent my country on the field of play. And, so in that four years' time from '98 to 2002 I had climbed the ranks and won the gold in Salt Lake City. So, that's my ... Stop right there?

Brenda Villa: Yes, stop. [laughter] Danelle.



Danelle Umstead: My story's kind of different. I grew up in Texas, and I had a dream to be in the Army and represent the USA and take care of my country. And, then I found out I was going to go blind to this disease called retinitis pigmentosa, and as the years went on I realized that my dream to be in the Army was not going to happen. And, as the years went on and my vision got progressively worse, so did my state of mind. I truly believed people with a visual disability were not able to not only represent my country and take care of my country in the Army, but in pretty much anything else. Most people see people with visual disabilities and say, "Well, you could be a massage therapist or you could be somebody that consults another person." That's the type of advice I got as a child.

So, as my vision got progressively worse and my state of mine was definitely in the rut, my dad called me up one day and said, "Danelle, we're going to go skiing," and I said, "What are you, crazy? I live in Texas and I'm going blind. How am I going to do that?" And, he said, "I'm going to be your eyes, and I'm going to take you to northern New Mexico and we're going to go skiing." And, so I found skiing to be the most incredible independence and adventure of journey that I decided I'm moving to the mountains. Forget just going there to ski. So, I moved to Taos, New Mexico, and I got a job at the mountain, and I held a bib and said, "Does anybody want

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to guide me down? Because I really need to go skiing today.” And, I just lived for skiing. Skiing completely changed my life. It transformed my belief that people with disabilities were ... are unable to do anything. It’s just what you limit yourself to, and ability is everything if you have the ambition to do something. I figured out I wanted to do it.

Next step: Park City, Utah. So, I moved to Park City, Utah, with my husband. We got married at the top of the mountain. I don’t love skiing at all. [laughter] We moved to Park City, Utah, and he got a job with the Park City Ski Team coaching. And, to make a long story short he ended up guiding me. I found ski racing. I found a community in Park City, Utah, that was incredible. When I moved there I came in there with a disability and nobody looked at me twice. They walked up and said, “Are you a Paralympian?” I’m like, “What? Are you kidding me?” The whole, entire community was completely different than any other community I have been to. They accepted people with disabilities because of the Paralympic Games in 2002. They knew about the Paralympics and the ability that people had in sport.

So, through being a Park City, Utah, girl I went to two Paralympic Games, won three bronze medals, and I’m still going for it. I have a vision for gold. [laughter]

Brenda Villa: Thanks, Danelle. Connie, you’re up.



Connie Paraskevin: Okay, so let’s see. My Olympic journey started before I kind of even really realized it in my particular sport of speed skating and cycling, before I really realized speed skating was an Olympic sport, and here’s how that happened. I came from an active family, kind of just always

doing something – skiing, skating, outside exercise and doing something. And, one of the things ... Skating was a big thing. I needed a new pair of skates at one point. I was about 9 years old at the time. And, so I thought, “Well, I don’t really want hockey skates. I don’t want figure skates. I’ll get these speed skate things.” I really didn’t know anything about speed skating and racing. But I got speed skates, and I was at a local arena doing the Friday night skating and just playing around, playing tag, going fast, probably getting kicked off the ice half the time for going too fast by the ice monitors. But

a gentleman came up to me and said, “Gosh, would you like to join a speed skating club? We have a speed skating club that meets every week.” I thought, “Sure, why not?” I didn’t know what it was but I thought, “Well, they skate every week. Sounds good to me.”

So, I ended up joining the Wolverine Sports Club. I lived in the Detroit area – Detroit, Michigan, area – and little did I know at that time, though, that ... speak of a little bit different type of legacy ... a club that had deep roots into the sport of cycling and deep roots in speed skating with Olympians and very high-level athletes. So, I was fortunate enough to get involved with this club that had year-round sports: speed skating in the winter as well as cross country skiing, and bike racing and bike touring in the summer.

Members of that club were, like I said, high-level athletes. And, I quickly got into the competitive end of it and was fortunate enough to kind of experience through older club members what the Olympics was all about. If anybody knows the name Sheila Young, who was ‘76, ‘72, you know, three Olympic medals, and I was a little kid, 9, 10 years old at that time, with Sheila going through all this. And, in with that club were these athletes coming back and participating in the club, being a part of the club. And, so growing up it really ... At first really it was more like this: You know, when we were 9, 10, 11, 12, we’d talk amongst ourselves and be like, “Ah, when we’re old – 19, 20 – we’re not going to be doing this speed skating stuff anymore. We’re going to be doing other things.” Well, little did I know 20, 30 years later I was still competing. But growing up in that environment with the athletes coming back and being a part of it and having it so close really allowed all of us young kids at the time to think, “Well, that’s kind of normal. If she can do that, I can do that. I can do anything. If she can do that, I can do that.” And, so I think that was ... I feel really fortunate. I think that was really special.

I’m involved with youth programming today through support of the LA84 Foundation. I run youth programs, and that’s one of the most important things that I think we can help provide the youth of today. It’s what we’re talking about here today. Legacy is that up-close and personal involvement that makes it all possible, seem possible.

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But anyway that was my beginning. And, I won't go on and on, but more or less it led to a five Olympics, a career in the sport that I've been very fortunate to have.



Brenda Villa: Thank you for sharing your stories. I know growing up in Los Angeles I was very fortunate enough to have the legacy of the '84 Olympics impact me and the career path or the sport that I chose. You guys have all benefited from successful Olympic legacies, so as athletes how important was that in your athletic careers?

Connie Paraskevin: I'll start. I think it was critical. I mean, I remember when the Olympic Velodrome, the bicycle stadium, was built in 1982. I was there for the Opening Ceremony, and I remember Sheila Young was there doing a lap, as well as Eric Heiden, and competed. The opening event was the same weekend as the opening of the venue itself. Unfortunately I was not able to compete in 1984 because that was the first year they had women's cycling in the Games. It was the road race only; I'm a track sprinter. So, I had to pass on the Olympic Games that year.

But, post-1984 that venue was used by all the top track cyclists in the USA as well as Canada and some other countries leading into the '88 Games, leading into the '92 Games, leading into the '96 Games, which I was all a part of. My training crew was basically the top men in the world at the time. [They] were from the USA, were from Canada, and we trained on that venue. Without that venue we would not ... It might be questionable if we would've been able to have as long of a career. Certainly would not have been as long. We would have had to have gone to Europe to train more. The majority of racing, as with I think a lot of Olympic sports, a lot of competition is in Europe. But having the venue here in the United States, in Los Angeles, allowed us to spend a good chunk of our preparation and our season here in our own country, which from a physical, mental – everything concerned from an athlete's standpoint, it's a huge difference to be able to do that. As taxing and costly as it may be sometimes, it's much better than having to uproot and go to Europe or something like that. So, without a doubt it was a primary source and vital to our preparation.

Danelle Umstead: You've heard the statement "It takes a village," and my little village raised me to be an elite Paralympian and incredible athlete I believe on many different levels, not only on hill. The resources that we have in training for ski racing is ... We have one of the Olympic runs, the GS run that we get to ... It's only for ski racers, for the able-body and the disabled programs. And, we're skiing alongside Nyman and Ted Ligety and all these incredible athletes, able-body and disabled. You know, back then it was Waddell

... my little village raised me to be an elite Paralympian ... [We] train on the facilities where the Olympic and Paralympic Games were.

DANELLE UMSTEAD

and Stephani Victor. And, able to train on the facilities where the Olympic and Paralympic Games were, and also having the resources ... Transportation, it's a huge thing for me. The transportation is incredible in Park City. I don't drive, so I need to catch a bus to get to the hill, and everything is super convenient. And, the people and the resources where you are. You know, if you're not on the hill, you're off the hill training, and the resources with sports psychology and with the facilities to work out at and the personal trainers and ... I mean, it's just incredible. And, then the community that supports you and that wants to help you boost ... along the way, boost you up along the way, it has ... I mean, it took my village to become a Paralympian and become an incredible woman and to motivate others and motivate the young to move forward.

And, I think it's left also an impact for my son. My son's 7 years old, and the programs that are available to him for sport – because I believe that sport is the most important – not the most important, but very important – thing in a child and an adult's life, being active and staying healthy. And, if they have the background and the resources and all that's available to get involved in sport like we do in Park City, Utah, then the sky's the limit.

CONNIE PARASKEVIN, *Olympian, Cycling & Speed Skating*

DEREK PARRA, *Olympian, Speed Skating*

DANELLE UMSTEAD, *Paralympian, Alpine Skiing*

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Derek Parra: I've been very fortunate in my path of life, and I truly believe that skating saved my life from a young child here in Southern California with the neighborhood I grew up in. And, to travel and to finally get into the Games here in 2002 in Salt Lake City ... We were brought to the venue. There's this incredible venue. Skating is one of those sports where you have to have ice time. It isn't like baseball or soccer or anything where you can go outside and play anywhere. We had to have a surface that we could skate on every day. And, leading up – you know, the world came to Salt Lake to train

... the venue gave me an opportunity or a place to feed my passion back into the sport. I started a development program ...

DEREK PARRA

for the '02 Games. So, as a current Olympian at that time I had the benefit of being in that exceptional ... the fastest ice on earth still to this day. The consistency of the ice, the helpfulness of the staff, the trainers, the people that are all involved in this Games that's coming to our country.

I had success. So, the year before I had a great amount of support. That was how I benefitted as an athlete. After the Games, being able to continually train in a facility like that for the next Games in '06, seeing the next generation of skaters coming in and benefiting from this facility that was erected for this huge event that is still benefiting the next generation of skaters... We're able to bring in sport programs for the youth that see these Olympic athletes on the same ice. That's one of the great things about speed skating. You can't go out and play one-on-one with Michael Jordan on a basketball court, but you can go out and skate on the same sheet of ice with Eric Heiden in a public session or in a speed skating session.

So, you started seeing this spirit and this legacy start to build in the venue after the Games, post-Games, with just the community starting to come into this venue. And, as an athlete still competing, I was empowered by that spirit that was beginning to build in the venue. I knew everybody from the front desk guy to the janitor to the people upstairs because I was there every day training. As I got out of my competitive life and I got into a coaching career, the venue gave me an opportunity or a place to feed my passion back into the sport. I started a development program in conjunction with the USOC and US Roller Sports to try to get inline skaters who were somewhat following in my footsteps to continue that path. I did it by myself. I financed my own trip over to the ice. I had some success. So, when the new generation of inliners that were coming over needed some guidance, I was there with the help of the USOC and US Speed Skating and started my development coach career to bring in these athletes, show them the ropes so to speak, and guide them through their careers as skaters.

That led into an Olympic coaching position, still at this incredible venue where we're seeing more of the public come in. We're seeing more events, world class events that are hosted there. You're seeing the volunteer base grow. It's affecting the whole community: festivals, holiday festivals, children's fairs, you name it. It's becoming a beacon for the community. A lot more support is coming in with different summer festivals, winter festivals, and you're getting to be a part of the community now.

I'm a coach. I'm in with organizations – city councils, chambers of commerce – trying to give back to the community and bringing more kids in with youth programs. Going further I come back from the Olympics as an Olympic coach and I get – I'd say drafted maybe – by the foundation, which gives me an opportunity to share and listen to their vision, their Olympic legacy vision, and how their foundation will in the next so many – 10, 15, hopefully 20 years, 30 years – play a positive role in the community and engaging the youth of Utah. And, I remember what it was like to be a child, to find a sport, to have that ability to somehow fall into this sport where I was so passionate about it that it literally steered my life. I moved from California to Florida to Maryland to Delaware to Wisconsin and to Utah all chasing these dreams. Now I am the first responder, or I'm the front

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doorstep of the next generation of the kids that are coming in now, the grassroots kids that are coming now that I can share my vision and my experience and all my stories at the grassroots level of someone just coming in and learning how to speed skate or coming in and learning how to play hockey or figure skate, and grow in that administrative role to now into a director of sports, where I'm bringing in and engaging kids from all of our winter sports there, all core winter sports on the ice.

I would've never imagined when I was 14 years old at a roller rink watching the disco ball go around and being afraid to ask someone to couple skate, to now being in a position where I'm guiding youth, inspiring youth to chase their dreams, and sharing those Olympic ideals and those Olympic values I think we all cherish so much. So, I personally have benefited, and to see what the legacy of an Olympics does for a community is pretty impressive. And, that spirit in Salt Lake is still there and it's still growing.

Brenda Villa: As elite athletes I think we're all a little ... We're perfectionists. So, we had a lot of people talk about the bid process earlier today. Is there anything from an athlete's perspective that we can pass on to them as they're thinking about their bids? And, I know that you can't really know what the legacy's going to be, but is there anything that we could help at the initial part of it to help them leave something else in their successful legacies, or something to maybe avoid that we think from an athlete's perspective?

Danelle Umstead: Well, I liked – it was John[Fish], right? – that talked about the Boston 2024 – okay, good. Sweet. That's all by memory; I can't look and read it. [laughter] I'm like, "John!" I liked that he wanted to bring a presence to the Paralympics, like he stated, putting the Paralympics first and helping the movement of the Paralympics. My first Paralympic Games was in Vancouver in 2010. I don't think very many people knew much about it, and I'm sure it was worse even prior to that. It was probably better. But winning two bronze medals, it was great and exciting and I got the acknowledgment back home, but not a worldwide acknowledgment. And, then going forward to Russia, I mean ... well, London actually ... London brought it out even more so, and the movement is getting better and better. And, coming into Sochi it was incredible, the media and the interest of Paralympic athletes.

So, Boston thinking about bringing ... or putting the Paralympics before and making it part ... like the opening act or whatever you want to say, but I think it'll be incredible that people will see that. And, integrating those two together and making it more of a presence would be awesome and would be helpful to the movement of the Paralympics.

Derek Parra: Bid process. I can't say that I'm extremely experienced in that. I did play a very small role in the roller sports trying to get into the Summer Games in 2016, which didn't happen. Golf and rugby got in. But if there's any advice that I could give is, one, attention to detail. That detail comes

... it's community, it's youth, it's education, and it's having that in the vision and following through on that vision post-Olympic Games ...

CONNIE PARASKEVIN

from the vision that you have. I believe that our foundation board and our directors have a great vision for a legacy, what legacy means in Utah. I wasn't there on the planning stages, but I can see things that are happening that have been part of a vision for years that take a while to get going, but when they're in place you can see how it grows. Going into the Games as a bid process, I think as an athlete your attention is to detail. It's the little things that make the biggest differences, and it's what no one else is doing. What can you do that no one else has even thought of that separates you from the rest of the field? And, if we can find that niche, if Boston can find that niche or anyone going forward into an Olympic bid and really magnify that and how we can bring something to the table, I think that's where great things can be accomplished.

Connie Paraskevin: I think the one thing you hear that's a repeat through it all is it's community, it's youth, it's education, and it's having that in the vision and following through on that vision post-Olympic Games or making – ensuring somehow. How that is, I don't know, but we have two examples of that

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are right here in front of us: the LA84 Foundation, the Salt Lake and the Foundation, what they're doing there. Part of the big success and the legacy is just that: they followed through. I mean, look what's happening with youth and right from the grassroots in Salt Lake, in the various different sports and what through the legacy here, the LA84 Foundation – what it has done and is continuing to do. And, so it's somehow setting that up so that that vision that I think everybody has, or that idea, that concept, but being able to somehow integrate that and ensuring somehow that there is an entity set up to follow through on that. And, I think youth, education, community ... that's the key afterward, and then the messaging that you give them is ... you have the system for that messaging and for the programming.

Brenda Villa: So, now I'd like to open it to any questions. We have three Olympians here, two of them are coaching and giving back and making sure that the legacy continues. So, any questions about – oh?

Jacob Toups: Hi, my name is Jacob, and I have a quick question. You guys talked a lot about leaving a legacy and connecting with youth, this idea that sports and life skills – that we're pulling life skills out of sports. So, my question is, "How did sports prepare you for life after being an athlete, and was there any support or guidance or resources in preparing you for that?"

Derek Parra: Each one of us? Does it matter?

Jacob Toups: Anyone can answer, yeah.

Derek Parra: I guess my question would be how did sports not prepare me for life? I didn't go into detail of my total journey of getting to the Games, but I mean, it was rough. I've been around since I was 17. There's been times when I've eaten out of the trash cans to stay alive, just struggling to get forward. I've lost many, many more times than I've won. I think I've only won three – like at the Olympic level, for ice skating, I've won three times, like a national championship, a World Cup, and then the Olympics. That was it. All the other times I was taught to learn from failure. I think in dealing with people, my social skills, being able to speak to people, communicate. Communication's a huge thing in anything you do in life. You have to be able to communicate. Skating and sports, communicating with a coach, traveling

around different parts of the world helped me to find that ability to communicate.

Being able to be part of a team, sacrificing. A lot of times I think one of the neatest things or unexplainable things that ... I think if you ask every Olympic athlete, they had a dream. They had something in their head that they were searching for or trying to accomplish. But if you look around them, they have a ton of people that support them. But I was the only one that could actually see my dream, and to know that people would be able to get behind me. That taught me a lot about sacrifice and community moving forward, and giving back. And, I think part of the legacy that we have in Salt Lake is that spirit that we have and the spirit that I've seen, have experienced, and have been a part of, that's helped me in all aspects of my life. I've been able to support others, take direction, communicate with others, and give back, more importantly to hope that someone else can experience the dreams or the accomplishment of dreams or that ability to succeed like I did when I was able to skate, when I was skating.

Connie Paraskevin: I think, for me personally, like Derek said, "What didn't it prepare us for?" I mean, you have all types of life skills. First of all it just comes with I think learning – having the courage to try and to not give up and to overcome obstacles and to kind of just keep plugging away. And, what I see ... I deal with youth now. And, what maybe a lot of us think is the simplest thing – "Oh, yeah, go try that" – that's not easy for kids. That is not easy at all. Learning how to win and lose. I didn't really realize I was learning that aspect of it, but what I see now looking at it from the other angle is kids are afraid to try because they're afraid to lose. They think it's not good. And, just by getting them into an environment and playing, and then they try, and then they maybe do good, maybe not so good, but then if they're in the right environment and they see that it's okay, "I don't have to be the greatest. I don't have to be first and this is still fun. I survived." You know, cycling ... falling down, you've got to get back up, right? How do you get up?

I had a little boy the other day who fell down on his bicycle and he was bumming out. And, I quickly just turned him around. I said, "You know what? I've been a world champion before. I've been in the Olympic Games. I've fallen. Every bike rider falls, and you know what? The champions are the ones ... You're going to fall. You're going to fall, but what

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makes you a champion is how do you get up.” And, boy, you jumped up so fast you are a champion. I mean, this kid got up like, “Okay,” looked around, and he wanted tears to come, and then as soon as I started talking to him he kind of got out of the tears.

But the point is, sport, it just ... It teaches you how to get up when you fall down, because we're all going to fall down, aren't we? Right? Derek said it. We have more losses than we have wins in life, and you've got to get over that hurdle. You've got to get through it, and you've got to keep plugging away. And, I think that's the biggest thing it taught me, and that's what I see. I didn't even know I was learning it, but I see it now. You just get the kids not to give up and that's the big thing they're learning. Once they try, they find out it's not so hard after all, or it's that first step that's the hardest.

Danelle Umstead: I could answer that, but I'm still competing. [laughter] But through sport obviously I [went from] a life that I didn't feel was worth living to a life that I want to inspire others to continue to live and adapt and adjust and to never give up, through children and adults. I mean, it's not just the kids in this world that need to be inspired. We all do, and we should inspire each other. So, through sport I've learned how to share my story, and I'm still learning, and I'm still living my story. I'll probably be 80 years old and still trying to ski race. So, they'll have to pull me out. But it's sharing your story and giving it to others and helping one another through being an athlete and through the ups and the downs, and it's never giving up. That's the hardest part of being an athlete, never giving up, because you have more downs than you do ups. But that's what you get from your community and from your teammates that support you and help you through every bump in the road.

Derek Barraza: Yeah, Derek Barraza, California State Soccer Association, and I'm here representing a governing body. And, one of the things that I'm always interested in finding out is the athletes that we're serving, are we really connected with them? Are we making the right choices when it comes to supporting the athletes? So, my question to the panel would be, “As you progressed in your sport, did you have any connection at all to any of the governing bodies, and did you feel that you were being supported in the things that you needed support?” And, these would be like state level or even at the club level. I understand in different sports there's

different structures, but what are some of the things that you would like to see in the future from the administrative side of the house? Thank you.

Derek Parra: I could go all day on that.

Danelle Umstead: Second that. [laughter]

Derek Parra: Well, can I go first?

Connie Paraskevin: Yup.

Derek Parra: While you guys think about that one. Skating is different. It's not a collegiate sport. It's not funded by any government entities or anything, as all of our sports aren't. My experience with support in sports really comes from the community within that sport. So, when I was a roller skater, it was the three or four team mothers who drove the bake sales and the car washes, things like that. The club gave you some money to go to nationals if you qualified. There wasn't a lot of support until you got to a high level, but that support was typically just getting your trip paid to the world championships. That was really it, and that's all I really expected. I am somewhat baffled by today's sports where the ones that are coming up expect everything. I feel like just maybe I'm old school. I don't know ... but you've got to earn it. And, if you go through the proper channels, the system that's created, if you compete well and you excel, you get to a higher level. You maybe get some more support, whether it be financial or just apparel, things like that, training equipment, that kind of stuff.

On the Olympic level I was surprised when I came to the sport of speed skating that there was some funding. There was some monthly funding if you got to a higher level. But it wasn't by any means a professional sport and I didn't know what to expect, but I was used to getting less. So, it was actually a sum that helped out. Now that I'm retired and I've served on boards for the national governing body. We do hear a lot of athletes complaining about they need money to skate. Like, some skaters said, “Well, if I don't get any support, I'm not going to skate anymore.” But I'm probably one of the few that – it's a little hard to say ... that says back, “Well, I had a full-time job. I was 26. I went at 32. This is the choice you make.” I'm a little bit more old school like that. Any support that I received was the support of the facility, the training,

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the coaching, the ice time, that stuff that is very, very hard to come by. If we had to actually pay the cost of ice to train, the amount of days that we trained at the Oval, I mean, Colin, you can probably put a number on that. I don't make that much in four years, I mean, about the time. I mean, ice is really expensive and coaching is really expensive and travel is really expensive. For me just to have a full-time coach to spend time with me, have ice available for me, and a facility to train in, that to me was huge and helped pave the way for my success.

Danelle Umstead: I was the same. When I started out I not only had to raise money for myself, but I had to raise money for my guide because it's two of us, and so I needed double the equipment, double the airline tickets, double everything. Everything you could think of a ski racer needs, I needed it times two. So, it was really hard for me and my husband, because that was my guide, so that was our livelihood, too, on top of it. We definitely did a lot of fundraising, but because of the community we live in in Park City, everybody was aware of the Paralympics and was wanting to support us in all our fundraising needs. But it was definitely a lot of ups and downs through getting to the national team level, and before Vancouver our national governing body was not as ... They were ... I'm trying to be politically correct here.

Derek Parra: Just say it. Just say it.

Danelle Umstead: No! They were not as supportive of the Paralympic side of sport. Ha! That was good. Yes! [laughter] So, we didn't get the resources that people did on the able-body side. We were just, you know, the wicked stepchild and the ones that were just kind of swept under the rug. So, we had to do a lot of fundraising on our own, and it was really difficult for all the Paralympic athletes or all the upcoming ... until three years ago when the United States Paralympic Committee ... the United States Olympic and Paralympic Committee decided to be our national governing body for alpine skiing, and everything changed. Once you're at the national team level you are not only just getting transportation to your event, but you're also getting the resources that most athletes get, which is you are having training time at the Olympic Training Center. You're getting sports psychology, you're getting dieticians, you're ... I mean, everything an elite-level athlete needs to learn to be their best on that one minute

of performance or whatever your performance is for your athletic sport.

So, I have to say at this point where I am now in my career I don't think I would change anything, that U.S. Olympic and Paralympic Committee as our national governing body has given us – or maybe I just don't know any better – has given us so much that we appreciate or are able to compete without stress. Of course we still have to have the sponsors and everything we need to make it work, but we have the national governing body that promotes and supports our sport.

Connie Paraskevin: You're trying to ensure that you're looking at the picture and trying to do the right thing. My suggestion would be, we hope those in charge of the purse strings, so to speak, are going to really – whatever sport it is or whatever organization you're dealing with – you're really looking at the entire picture. And, you're not only looking at that for today, but you're looking at it for tomorrow and the next day and the next day, the future as well, and planning and trying to grow the organization as a whole.

Unfortunately in my sport that's not been the case. You know, historically that's not been the case, and it gets a little too narrow-focused. And, so again, historically in track cycling, for example, we've had some success throughout the years. If you go back into the '80s and '90s we've had success. The success in cycling was on the track Olympic-wise, world championship-wise. However, the funding went to other disciplines. So, that means that, well, when I was coming up, I had to figure out where do I get the money. I wasn't going to give up. I was going to jump that hurdle, as was a whole crew of us. And, so we found ways to make it happen. And, you know, we were fortunate enough maybe in some blocks of time you could almost call it our full-time job, but we had sponsorships and endorsements, but we worked hard for that money. It wasn't a handout. It was doing corporate speaking engagements. It was helping with an event program or marketing program behind the scenes. It was helping to create some of the top events that were happening at the time that all the athletes benefited from.

We had to make that work. But I think the big thing is – really looking at it – resources were always there from the USOC. It went back to, okay, let's figure this out, with assembling my own dream team, so to speak, of coach and

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nutritionist and everything else, and figuring out how do we utilize the USOC resources, which are great and get better all the time, to help us prepare for the Games, but with lack of actual funding and getting the funding from elsewhere.

So, again, going back to the answer you're looking for, it's really not having that such narrow focus that I think some of us have experienced in our sports, but keeping that broad focus so that all the athletes ... And, being fair doesn't mean to me equal dollar-for-dollar, let's say, for example, from this discipline or male/female. It doesn't mean dollar-for-dollar equal maybe in numbers, but fairness means really looking at the picture and assessing the situation and thinking, "Okay, what's fair to move this whole organization and grow this sport and move forward?"

Derek Parra: I think it's you. I think you're up.

Audience member: The three of you are not only obviously gifted athletes – four of you, excuse me – but you're certainly all gifted storytellers. That was very moving ... Very moving stories from all three of you about how you got into the sport. And, you're also articulate spokespersons for the movement in a way. You express very well what Derek called the values we all cherish. And, I'm wondering if during your careers – you're now passing these values onto children? You're all – two of you are in training – and you're a model. So, it's definitely happening to you, too, Danelle. In your career as you were coming up in training physically and struggling to find the support that you needed and all of that, was there any point when someone said, "Do you want to learn Olympic history?" Did you have a chance to engage in education and learn about the history of the movement that you were involved in? You all obviously have mastered a good deal of it from your personal exposure to it one way or another, but was there education offered to you in the very values and the philosophy of Olympism that you're actually in many ways representing? And, to you, Danelle, did you learn about the Paralympic movement in that regard? So, just something I was curious about because I ... this emphasis the IOC is now putting on sport and education and that vital link, I want to know if it was there for you in any point in your career. Did anybody encourage you in that?

Connie Paraskevin: I'll start. It wasn't there for me when I was growing up specifically, but it ended up being [there] just

because I happened to be, like I said, in a club that had roots in it. So, officially no, but I got a taste of it, and I think it really made an impact and made a difference.

And, to go with that point, it's very much integrated. That education, the messaging is very much integrated into all the youth programming that I do with kids now in a variety of ways. It's kind of the very specific messaging is woven into it, and Olympic education, using Olympians' stories that connect with a specific message that might be the theme of the month or whatever it is. And, so I believe in it full-heartedly, and I think part of maybe my own personal reason for believing and feeling so strongly ... It's not just because I'm an Olympian and I believe in the movement, but because of what I did kind of have growing up, that I'm thinking, "Wow, it made such an impact on me, just that little taste I got of it." Look what we can do when we have a specific curriculum and really make it interesting and weave it in there. So, it works. I see it work all the time.

Danelle Umstead: Well, I watched the Olympics so I definitely got the passion from watching the Olympics. I never watched the Paralympic Games so learning about the Paralympics was when I moved to Park City in 2005. And, yes, somebody was there for me and actually told me about the Paralympic Games, and I met a community of Paralympians that were so amazing and were true athletes. I mean, we're not just there with a disability. We train endlessly just like able-body athletes. And, to watch these, be alongside of these Paralympians and hearing their stories and learning how they represented their country was pretty moving for me. It was something that pushed me to be even better, maybe a little bit better than better. I still can't let go of that passion of just wanting to be my personal best even though I've put my personal best out there so many times. The power of the movement of the Paralympic and Olympic Games is just infectious. It gets in your blood and it's something that you just live and breathe. I think that was given to me for sure through the other Olympians and Paralympians and through the whole movement. And, Park City Olympic Park is awesome – just saying. I go there often.

Derek Parra: George – oh, are you done?

Danelle Umstead: Yeah, just...

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Derek Parra: I have a little bit of both. I didn't get a lot of it but I was very fortunate enough on my journey to have people that had those values, people that were in the sports – the volunteers that I grew up with as I got into the sport that I work with today. They embody those ideals. As I started working with the USOC and programs like FLAME, Finding Leaders Among Minorities Everywhere, doing workshops with them. I got more education on it because we were teaching those values to minority youth. And, now I work for an organization that lives that, with those ideals every day in our workplace. So, I've been very fortunate to kind of get the education through my life experiences. I believe this is the greatest movement ... I'm sure I'm preaching to the choir here, but the idea of the Olympics and what it stands for and how it unites the world, how I've felt that spirit. One of the greatest moments in my life was being on the stage at the Opening Ceremonies holding the World Trade Center flag and felt how time stood still, and the world all was feeling that same emotion while we were holding that flag. And, I don't think there's any other movement in the world that could have produced that type of moment. We were all connected, and that's something that's so powerful.

And, to share those types of experiences and what I've learned in my life through this movement on this path is I think something exceptional that kids can see and they can feel it when you're out there working with kids. Learning the values like about getting up and the perseverance, the confidence it builds, engaging with kids and seeing it when they come into a session and they don't have confidence on the ice or in a sport they're doing, and then by the time they leave 30 minutes later they're a different child. That experience has changed their lives. It takes out of that field of play into the classroom, into the home, and it changed their life going forward. It changed my life. So, those ideals I think are incredibly important to share with the youth that we engage with every day and reinforce that, that anything is possible in the world we live in today.

Audience member: One more question we have time for? Great. If you guys could all talk to the issue of kids multi-sporting and how especially in Olympic sports – I know many of you did that – but also what you think about it in general, especially in an era where on a micro-view for sure we seem to be encouraging kids to focus earlier on a particular sport. Is that good for us nation-building-wise on a micro view? Is it

good for the U.S. to have kids get into their sport earlier, or do you believe there's benefit of kids multi-sporting?

Derek Parra: This could be a totally different session. We could go for hours.

Danelle Umstead: I know. Well, just being a mom, that's all I can really talk about. Being a mom, I think my son needs to learn all sports. Is that basically how you're asking? If he wants to be a soccer player, I'm not going to let him just play soccer right now. I think he does need to learn all that you can learn from all the different sports. Now if he wants to play soccer a little bit more, that's fine, but I definitely think he needs to enjoy all sports that are out there, as a mother and as an athlete. But when you get to a certain age – he's 7 – so when you get to a certain age, and I mentor many young athletes in many different sports – I do believe that if I even got into sport a lot earlier that I could be that much better. [laughter] I might've got three golds instead of three bronze – no, I'm kidding. But I think that the sooner you do get involved, the more you can get into that sport and learn about that sport, because I'm still learning. I've only been doing it for 10 years and I feel like I'm just ... I haven't even peaked yet. I have so much to learn and there's so much excitement behind the sport. So, for me I believe that there are steps, but at my son's age I think he should play everything to really realize what he's passionate about. Then for the kids I'm mentoring from the age of 15 on, that if that's what they truly love and that's what makes them happy, then I think they should give 100 percent to that single sport.

Connie Paraskevin: I'll go. I think multi-sport is great. I think it's not so much in age maybe that point comes. It's a maturity level both in development – you know, physical development, emotional, mental, all parts of the development – that there becomes a time that specializing is necessary. But for as long as possible I firmly believe in the more sports, the more different activities that a child can do, the better it is, the better it is going to be for them physically. You know, the more different ways you move the body and you tax the body, well, the better that that machine, that body is going to be for whatever you end up asking it to do as a primary later on. Statistics show, studies have shown that specializing too soon is not good. It's leading to injuries. It's leading to burnout and, you know, especially I think just the injury section alone. I mean, the body has to develop, and by specializing too soon it

CONNIE PARASKEVIN, *Olympian, Cycling & Speed Skating*

DEREK PARRA, *Olympian, Speed Skating*

DANELLE UMSTEAD, *Paralympian, Alpine Skiing*

BRENDA VILLA, *Olympian, Water Polo*

U.S. Olympic Academy

loses out on that. So, I think everybody in this room knows more or less the pathway and the philosophy that I'm talking about, and so I'm in full backing of not specializing too young.

Derek Parra: This pretty much plays into my job, my role at the Utah Olympic Oval in all of our sports. I tend to oversimplify things sometimes and give out a lot of analogies. You wouldn't send your child into school and have them just study math at 6 years old, or just study social studies. Everything you learn in school complements each other. You grow as a child. Same thing in sports. I truly believe that if I ... I mean, my sports were baseball, wrestling, running. I started riding a bike later in life for skating, and skating. All of those skills I learned, from balance, concentration, focus, adaptability, all played a role I think in my success. I was talking to Amber earlier – where's Amber – Amber earlier about when you're a kid, when you go to an elementary school, you go out and play for recess. You just go play. It's spontaneous play, and that's where your imagination is opened and your creativity's there. And, at one point you get into structured sports, and the structure is great because you're learning, but there's a process. And, I think the more that you can encourage spontaneous play with different sports instead of scheduled practices where you're kind of pushed into a structure that will come. You've got to learn the game, learn to play, learn the passion, and develop as a child, and then that I think helps you be better at your chosen sport later.

There are very few, as you've heard, very few specialized sports. I feel like all the sporting greats over the years ... Historically there's only a couple that chose one sport. And, the percentage of that is a tenth of a percent of the world's population that would actually excel at that. Everyone comes from different sports. You just learn things. And, I think in my experience we teach sport for life and long-term athlete development. It's being versatile, being diverse in all your sports, learning different skills, developing more as a child physically and mentally, being physically literate. That's just one of our goals in one of our programs. So, long story short, yeah, be diverse. Try different things. It can only enhance your performance, not only on the field of play, but in other parts of life as well.

Brenda Villa: Thank you.

[applause]

Cobi Jones: I want to say thank you to our panelists and moderator for that exciting discussion.



Cobi Jones:

Our final session gives you the opportunity to share your insights about the life cycle of Olympic cities. Paula Berezin will facilitate the discussion. Paula has been the executive director of two national governing bodies in Olympic sports, rowing and synchronized swimming. She served on the boards of the Women's Sports Foundation and the International Rowing Federation. Paula is the founder and president of Social Capital Partnerships, a Chicago-based company that works with non-profits worldwide to create strategic partnerships.

**If you want transformational impact,
it doesn't happen by accident.**

PAULA BEREZIN

Paula Berezin: Thank you. Well, I'm between you and the bar, I guess, for the end of the day, but I want to say it's really nice to be here. I'm here with my husband and partner, Mark Berezin, who also co-founded Social Capital with me. Just a quick intro ... I'm having flashbacks because my first part of my career was in sports and like everybody who has the dream to be an Olympian I didn't have the skills. So, I figured, "How could I do that?" And, I studied marketing and I said, "Well, I will do sports marketing," back in the day with Cindy Sisson who headed up Gatorade Sports marketing when it really wasn't a thing.

And, over the years, I flipped what I learned in sports marketing to causes. So we work with global poverty [to] hunger issues, from diseases to dogs. But I am really struck – when I think about the global issue that the Olympics is facing and defining its legacy – [by] George, what you said about it. It's a seven year platform. Derek said like none other. I mean, the Olympic movement, there is nothing else [like it] in terms of bringing people together. I would put on the table, as we have this discussion, my observation [regarding] the discussion today. It hit me that the legacy up until this moment has been very unintended. And now is the moment to flip from unintended to intended. So, the question I have for us to discuss, while we close out, is, "What does that look like?"

When we work with these complex causes of fighting hunger, a lot of what we do is go to the strategic plan. How are you going to end hunger in our lifetime or combat extreme global poverty? And, it's not done by everything and nothing. Strategic choices are really important. So, I would put on the table, for debate: What is a strategic choice and what is

a main outcome of a legacy and how do you balance local versus global objectives with local organizing committees and national organizing committees and the global movement?

I am going to just put a straw man on the table because I think it's easier to react to something instead of just sort of leaving it open. I would maintain that while there is sustainability and there is the environment and there is social and there is

... how might the Olympic movement come together and have transformational impact, not little impacts here and there?

PAULA BEREZIN

sports, and there is – what is the other one? – peace, world peace. I think the athlete panel said it best, “What does sport not do for you in life?” I think the mission of the LA84 Foundation is, “Life Ready Through Sport.” I think if you read through all the Olympic idealism and materials, I would argue that improving life through sport is the uber outcome and all of those other things fit underneath. But what would happen if the IOC said, “The model, the business model, is going to have to answer to this outcome. We are going to improve the lives of the next generation through sport. That is what the Olympic movement is going to do and then have sub-outcomes of the environment, of all the different other pieces.”? Answering to measurable outcomes will make what comes out of it intended. If you want transformational impact, it doesn't happen by accident. So, I'm going to just put it out there and ask for observations of what should be an overarching outcome and how might the Olympic movement come together and have transformational impact, not little impacts here and there? So, the floor is yours.

Derek, yeah.

Derek Parra: One word, I think just awareness that we are all on this planet and we are aware of each other. I think it's one of my pet peeves in life [is] people who aren't aware of things around them. So, the Games, I think, is a platform for that

to not only bring forth your city or your country, but to make people aware of the relevance in the world and each other's relevance in the world.

It's about humanity, right? It's the passion that we have for sports, for life. It's philanthropic, what sports give, what organizations gives, it's a celebration I think.

Paula Berezin: Right. So, if the Olympic movement were to go beyond just the sports platform and make it the cause platform, if you look inside the formula of most strategic plans for a cause, awareness would be one of the uber metrics. And they would define it as relevance. So, how do you raise the issue of hunger so people that know that the issue is there and that they care and want to do something about it?

And, I would say the issue of sports ... I think many of us in the room know that sports can help you succeed in life. But the awareness and commitment of how to make that accessible to all people and using the Olympic movement could be a great metric to answer to. So, I really like the idea of awareness with relevance and awareness to move people to action.

Audience Member: One of the things that at one time we were looking in Portland at bidding for the Winter Olympic Games, and the process of bidding for the Winter Olympic Games or considering a bid for the Winter Olympic Games meant that we had to go through a five-year self-examination. And, it taught me. I was reading and I had a mentor who was pushing me in the Olympic direction, as having been in the Games itself. He was talking about stating that early on that the moment you consider yourself as a bid city, or an athlete for the Olympic Games, the first thing you have to have is absolute honesty with yourself.

Because you can't get better unless you know your own faults. You can't solve your problems unless you know you have the problem. And so therefore, if you are teaching people about getting better, teaching children to become involved to micro-examine themselves, you are doing it yourself. And, so therefore, we can teach people how to self-examine and potentially cure their own problems, only potentially.

Paula Berezin: Thank you.

Audience Member: I think it's been mentioned a few times, but you know, when you talk about outcomes desired and what the Olympic movement can do: education, promoting health, those are themes that have ... They get talked, but they don't get talked enough, in my opinion. I think given, as a business operator and a sport organization, health care cost rising the way they are, the known benefits that physical activity does in a learning environment in schools, those pieces are very basic, but they could be emphasized and what the Olympic awareness through hosting a Games could do is have that as a goal to improve lives through more healthy active lifestyle.

I really feel passionate about that and that is an aspect that I think should continue to be pushed harder.

Paula Berezin: Thank you. I was just looking at the Olympic Charter and I think it would help to actually have a social ... a mission for legacy and what you just said feels like a mission statement. One of the things that I think [is] it's easy to talk and publish papers about this, but if you look at how you go from that to real change, when people put a measure out there of impacting people's lives and making them more healthy, it's not just the elite athletes. It's how do you use the Olympics to make a catalyst to change lives. All the host cities talked about the impact in their cities, but what if that was the mission statement to improve lives through health, and education? Was that right? Through health and —

Audience Member: — and physical activity.

Paula Berezin: Physical activity. What if the goal was to say, "Every time we have the Olympics, we are going to look at the metrics in the host countries, in the countries where all the athletes are coming from? How do you make this not just about the tip of the triangle, but make it a legacy in terms of access to more opportunity for all kids all round the world?" And, if you then flip it to a business model, you would actually say, "How are we going to measure that?" Quantitatively, you can look at the total number of kids that have access to sport and start measuring them qualitatively. You might start looking at what do we mean by access to sport and how deep is that experience.

It's happening right now. You heard it from the local cities. But if you want real impact, how do you take that and scale

it up? I feel like that is something to debate here because this is such a powerful movement, but it has to almost be sort of a global organization that's working together and executing against a real strategic plan.

Audience Member: The other challenge with the Olympics is you really only have the noise for two weeks or four weeks around the Games and if we could make it more of a 365, 24/7 kind of movement and take these amazing athletes, Danelle and Derek and yourselves, and lift them up further through our social media platforms or whatever we define. But that's what's missing is just the time frame of the Games.

Jan Palchikoff: Yeah, my name is Jan Palchikoff and I have the benefit of having had a lot of experience in the Olympic movement as an athlete and an organizer, but also I work with Special Olympics. I have been with Special Olympics for about 10 years and I'm currently working with World Games. We're finding that the message that resonates and is creating the connection with community, because in all

... there is an opportunity within the Olympic movement to be much more aggressive and cohesive in talking about the message.

JAN PALCHIKOFF

honestly the quality of the competition is not really what is being promoted at all. It's all of the social and individual benefits that come to a community and to those individuals who are participating. That is the focus and that has been the focus of the message about World Games. Our CEO, Patrick McClenahan, has done a fantastic job of talking about this and connecting with community. We are not selling tickets. It's a free event. Twenty-five sports, 7,000 athletes, 163 countries are going to be here this summer, but what's important is the legacy that will be left in terms of acceptance, inclusion, awareness that goes beyond the benefit of sport. So, as I have been sitting here all day and listening to the discussion, and as an Olympian, what has bothered me the

most, [is] I'm not going to say the direction of the Olympic movement, but kind of the way that the noise that you hear back in the general population.

I am not sure that people really ... I think there is a real disconnect with the Olympic movement and most people who are not involved in the Olympic movement. We all support it. We all think it's wonderful. I don't think most people do, because I think that there has been a huge gap in communication. It's focused around the resources it's going to take out of a community, not what it gives to a community. It's focused on ... and I'm not going to blame the media because media members are just looking for these stories ... But, I think there is an opportunity within the Olympic movement to be much more aggressive and cohesive in talking about the message.

And, this is to the point that the keynote speaker was really addressing. I think there has got to be a much greater sense

It all gets down to Olympism. Without Olympism, there is no Olympics.

ALAN ZELL

of internal organizational discipline and a much broader conversation about what is the mission of the Olympic movement. And it's got to happen sooner than later because as people focus on the cost skyrocketing and on this disconnect [and] frankly much more pressing social issues. We have got major warfare going on and civil unrest in so many places. How is the Olympic movement relevant to any of that?

There has got to be a way for the Olympic movement to really take a hard look at itself and figure out where it fits and how you make it relevant. Because I think all of us in this room would agree that the benefits that individuals get and the community gets from the Olympic movement are ... I think they have got to be made measurable. We kind of all intuitively know it, but somehow we have got to find the way and the movement has to find a way to express it in a way that everybody can really connect with personally.

Paula Berezin: And, I think the key question that the IOC asked, "Is how do we make the Olympic movement relevant?" And the answer lies in defining the legacy and then looking at the model to still cover the process, the cost of the Games. All of the must-haves with the tangible part of it. But there is a whole other layer to this asset which is the intangible cause overlay. We can talk forever. I have sat in FISA meetings and talked about the starting commands, but when they started talking about accessibility, and inclusion, that's the cause overlay. So it's not a debate either/or, but [what] I would put back out there for this conversation is how to connect the elite tip of the triangle with inspiring the youth of the world so that everybody has access to the benefit of sport. Yes?

Alan Zell: Thank you. A couple of things. It all gets down to Olympism. Without Olympism, there is no Olympics. And when George [Hirthler] brought up about the logo ... A number of years ago I was on a panel. We were discussing logos just generally and we came to the conclusion that the five rings are the most prestigious corporate logo in the world because of Olympism. Without it they're not ... That's a very important factor. So you can apply Olympism not just to the Olympics. You can apply it to business. You can tie it to nonprofits. You can tie it to everything. It's exactly the same. And so, that's where I think it comes from.

And, I might mention one thing, just take a moment, digress for a minute. In 1980, I don't know if anybody here in 1980 was at the U.S. Olympic Committee meeting, but Bill Simon who then was the chairman stood up and said, "This is a warning. Olympism is contagious," or "Warning, this room is filled with the Olympic disease and it can be contagious." From that, I made a sign which I have used and if anybody, I have a PDF of it. Anybody who wants it can make anything if they want it. But that's what it is. It's a contagious disease. We're here because we have the bug and so far medicine hasn't found a way to counter act it.

Paula Berezin: Thank you.

John Gleaves: You know your question about relevance, I think, is very important. We had a great chat at our lunch table about ways in which facilities and facilities being a way to allow the community to participate, and especially because facilities are so cost-intensive. Mr. Parra's point about him being coached by an Olympic gold medalist, that's exactly

where I think you really begin to engage community. One of the concerns I have is the fear over white elephants and the legacy sort of being this xeriscaping of a city so that the city can, we can, erase the tracks as the Games, roll up behind them. What will get lost in that is the facilities to support not just youth, but athletes of all abilities, ages. I think it's very important that we realize that. Part of what the Olympics is a cost and a social thing, but there is also a way in which very real people show up to these. I know of Connie Paraskevin's Connie's Cycling [Foundation]. It indirectly comes through the old velodrome, but this is exactly, [when] we talk about what we want for legacy, is a way in which a city hosting a Games has built a community that continues to encourage people to be physically active, engaged in sport and really removing cost barriers to those entry points.

If you want to talk about how does the Olympic movement stay relevant, we can look at the macro stuff and we can talk about ways in which the Olympic movement can be an advocate for social justice. This is good, but I think if you want to talk about the nuts and bolts of where we touch people's lives. I think your story about getting the kid to pick himself up, that's a life lesson. And, that's probably making a cyclist for life. As a cyclist, thank you for doing it. I think that we have to remember that the facilities and the way that we bring people into these sporting communities is a real human thing. We don't forget the desire to not have the white elephants and to keep the Games manageable and cost effective, [but] we remember that part of what we want to leave behind is just a way to get that young child, that disabled athlete, that older adult looking for physical activity, find them ways to be engaged in their community through sport.

Paula Berezin: Excellent thank you. Yup.

Audience Member: You were talking about a legacy and I'm going to complement our hosts a little bit. We receive support from LA84 and we had a young lady come and approach us just a few years ago that just recently graduated from college, USC. She credits the sports activities she did through our programing when she was younger as giving her the confidence to be able ... She's not an elite athlete, never became an elite athlete, but became who she was, the first ever to attend college in her family. Now she's on her way to become a doctor. Sport gave that to her. So, part of the challenge you've

got deciding what that cause is going to be, is it going to be the health and wellness you get from sports.

Or, is it going to be the overall, who you are, that you potentially can get from sport? And that young lady knows that she gets to where she's going because of a movement that didn't exist before she was born, which was an Olympics that allowed some resources so that we can do the things that we do in a community.

Audience Member: I think regarding the relevance, I think earlier today somebody asked a question about, regarding social media. I guess I have two points, so as far as relevance in the Olympics. You have professional sports, and [for] younger people, as far as legacy and wanting to keep the Olympic movement alive, there is a competition with professional sports and other sports. So, how are you going to make it relevant to the younger generation? I think absolutely LA84 and other foundations such as itself coming out of an Olympic movement and like that young lady learning through sport and making outcomes of education through sport, through the Olympics, those are excellent outcomes to have and those are pieces of equity as well that are really important.

But, how do you make the actual sport relevant is really important. The concept of interest, right, grabbing that interest as a young person to maintain that motivation. I mean, you can offer it at a youth sport level, but when they become middle school, 14 years old and they are going to trend towards those, trending towards those sports, those X Games sports, those pro sports. How are you as an Olympic movement or we as an Olympic movement going to catch that and keep that attention and keep it with the Olympic movement? I think interest would be a really big piece, a motivating factor, interest and motivation to consider outcomes.

Paula Berezin: Excellent, thank you. Yes.

Patrick Escobar: Hi, so I'm going to take George's point that he made earlier today because I think you have to in some way make a light distinction here and that is, to look overall at the Olympic movement and its purpose and Coubertin's reason for creating it. And I learned this from Anita, so much in terms of the peace component, bringing together people and being the best example of an idea. And I think we are all of a sudden trying to bring that down to a practical grass roots

level, which we should, to make sure that it remains relevant. But we have to keep in mind that it's still an ideal up there that is forcing all of us, I think, whether it's countries, athletes, et cetera to try to meet.

So, there is much more to it than this legacy about buildings, et cetera. Sport can be practiced by many people. What is it that makes it an Olympian a different sports person, a sports man or woman? And, I think it goes back to the Olympic ideals in many ways. So, I really do think that we got to try and step back a little bit and make sure that what the Olympic movement is about is respected in what it's trying to do at a very high level. And then, yes, we can begin to sort of begin to bring it down to our own practical level.

Paula Berezin: Yeah. I love what you just said and I want to just put this out there. I think the Olympic idealism is the flame out there, but I think what Jan said about connecting is the piece in the middle. I think as the Olympic movement

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365 days a year**

GEORGE HIRTHLER

looks to create its legacy, the question is, "How do you use those ideals and the platform that George described that is 24/7 for sort of that opportunity in a community? How do you put that together and connect the ideal to the communities of the world?" I feel like the piece that is missing is that the Olympic movement right now has an IOC. It was organized around putting together a Games with these ideals, but if you look at the concept of the Special Olympics Games, when they go in and you hear Tim Shriver speak, he talks about the Games not being an event but a catalyst for change. It's a lot of idealism and not all of it works every single time, but when they left Ireland and they left China, laws changed for people with intellectual disabilities. So I think that the

question for me is, "How do we take all the discussion at the IOC level, at the NOC level, at the community level and somehow connect the dots between idealism and really changing people's lives in a measurable way?"

And, it is a little bit tactical to the beautiful visual sort of global world. That's a set-up for you.

George Hirthler: Oh, is that what it was? I didn't realize that. I think that that connection point, the mass connection point is the mystery that we have got to solve. How do you take the idealism and make it real so that not even an athlete, not even a sports person, but anyone on the street can identify with this movement and what it's doing for our world? Everybody knows the story of the Olympic Games, right? You almost can't raise awareness of the Olympic Games another digit in the United States. Very few people know the story of the Olympic movement. They don't understand that the Games are only the most visible expression of a movement that is in fact active 365 days a year in 200 countries and territories and it operates on a set of values and when it teaches sport to a child as our athletes said, when it teaches sports to a child, it teaches that child values.

And, what are those values and what is the philosophy of life that you live by? What is the philosophy of life that I live by or you live by? I think the Olympic movement actually owns in its most valuable asset is a philosophy of life. It needs to become a communications machine to share the work that it's doing around the world and the philosophy of life that it can grant to virtually anybody. When I read Coubertin, I can see the Olympic ideal explained in a five-step process that goes from a personal to the universal. That literally connects you the individual to the world. And that is a very rare thing.

It works in five steps. What is the first thing that the Olympic movement teaches you? Human excellence, right, the military phrase to be the best you can be, but let's make it a peace phrase, be the best you can be for peace. It teaches you human excellence. When you achieve a level of excellence that Olympian achieves and you are on the ice or you are on the track and you are in the lane next to someone else, what is that excellence you have achieved tell you about the person next to you? That person has made the same sacrifices that you have made, has had the same dedication you have had to get there

and that produces mutual respect. That is what Coubertin said would happen.

An idealist is someone who believes in the best possibilities. Coubertin said, “Your excellence will produce respect for that person.” That respect automatically leads to and can lead to, not automatically, but it can lead to friendship. Friendship leads to understanding. Culture, across all the cultural boundaries will divide us. That understanding then leads to a concept to a contribution, if you will, of the idea of world peace. So you take human excellence and you connect it to world peace in five steps through the Olympic movement. That’s a philosophy of life that I could live by no matter what culture I’m in, what society I am in anywhere in the world. If the Olympic movement could get a handle around that and find its voice ... because the Olympic movement doesn’t have a voice, as I said. Everybody seems to recognize that the greatest failure of the Olympic movement is telling its own story.

The story of the Games, everybody knows. But the story of the movement which is far more impressive and valuable to all of us. People don’t know. And so I think there is a philosophy there that they could espouse, that everybody could adopt.

Paula Berezin: Thank you, and yes? Somebody? Oh, Anita, yes?

Anita DeFrantz: Let’s see, where do I start? I believe that sports is a birthright. And because of that, I also believe that my mission is to make sure everybody has access to sports. And these kids are probably in college, even little Rollo up there in his water polo cap, because this has been up there for 10 years and I’m convinced that because they’re taking part in sports they’re going to get the education they need. Anyhow, I have long called the Olympic Games a celebration of human excellence because that’s what it seemed like to me when I got to the Olympic village and was among all those people who had been successful at being selected by their nation to represent their nation.

And so, it’s a celebration of human excellence based on two concepts: mutual respect and fair play. So that’s how I do my work and in fact, when I was working on getting more women’s opportunity I just said to my colleagues we’re about mutual respect and fair play. We have to do these things. It’s

the natural way to go. The tricky thing, though, is to get everyone singing off the same page.

The nice thing about the Olympic movement is everybody has their own concept of it. They know it’s good. They know it’s positive. They know it’s all these things we said. And, I worry about saying it has to be defined more. We do have those fundamental principles, which are kind of our mission statement, but they are too long and too confusing and perhaps boring. But it binds us to be able to always say that. And as you point it out, if you have a mission, you should test against that mission what you are doing. And that’s the thing we don’t do. We don’t test against it and perhaps that’s the best thing to advise us to do.

Paula Berezin: Yeah. I love what you said about access. And I guess the point about taking it from the idealism to access in my world now, wearing my cause hat, it ain’t a movement until people take action. So, I can believe and feel beautifully about the Olympic movement and the ideals, but until I take action to get one more kid in that picture, to get sports it’s not talking about it, but it’s access to every kid cut across all races, cut across all economics. So, I feel like that to me is where we’re missing. And working for the national governing bodies one of my frustrations and now I have the microphone is that we worked for the Olympics and this is sort of a subset of it, about while the USOC was raising funds there, wasn’t necessarily the objective to say, “How can we raise the bar for awareness for all amateur sports not just the Olympics?”

Because part of the awareness is getting the roller skates into ... just more kids getting into sports. So part of the awareness is the access and broadening it and strategically figuring out how do we take these beautiful morals and ideals and get people, like other movements, mad as hell in church basements and say, “It’s not okay till everybody gets to play.” That’s an economic issue. The Olympics has huge economic power. It’s an awareness issue and relevancy [issue]. The Olympics has huge awareness and relevancy, but until the Olympics sort of gets organized and leverages its powerful ... We’ll have beautiful conversations, and we may hit or miss every time an Olympics comes along to change the world for the next generation.

You, sir?

Michael Lenard: I listened carefully to George and Anita, of course. I'm a little confused on some of your definitional terms, causal overlays and things. I'm not unaware of what that means, but it seems to me that you have decided that the Olympic movement's goal should be to have more people play sports. That is unclear to me that that is the goal of the Olympic movement or that it should be, but I do have one question. What is the causal overlay of March Madness or the causal overlay of the Super Bowl? And I ask that only because at this stage, it seems that comparing other events since this is fundamentally first an event, could be interesting to see their differences and their similarities.

Paula Berezin: Yeah.

Michael Lenard: Without going to, "If you are a movement, you must have this," I think everyone says it's a movement. I think that is a fair point to say, "Okay, you say you want to be a movement." I didn't see the NCAA say they want to be a movement and there are a lot of ways where we can celebrate excellence. But as an athlete, I can tell you I didn't think a lot about friendship and excellence when I was actually competing. Okay, I tried to win. That's what I tried to do. I think I was friendly. And I think I enjoyed the international experiences, but I was trying to win. So there are other ways to have excellence. So, let's compare some of these other ways because I think that's the important part of the analysis.

So again, what's the causal overlay of March Madness which obviously celebrates excellence with an academic tinge, and what's the causal overlay of the Super Bowl?

Paula Berezin: I would say for Madness it's gambling. No, I'm kidding. First of all, I love what you said, and I put out my straw man so that we could spark discussion. I don't think March Madness or the professional sports necessarily have a cause overlay. I think that the Olympism by everything is written and the ideals and lots of different interpretations, I think people believe and the founders believe it is a cause that can make the world better. In the Charter, there is language about peace through sports and making the world better. So I think that is the cause overlay and I am taking that interpretation. And I am just taking it a step further. It's nice to say those things, but if you really want to deliver it against it, it would be ... The Olympic movement is saying, "We are dealing with not being relevant. How are we going to make

the world a better place?" I would argue based on the athlete panel that sports makes better lives and the Olympics has an opportunity to lean into that. Yes?

Davie B. Gillus: I look at it as competition. As a kid growing up, as an athlete, I have got friendships that I developed with people that's still going on today and I mean [in] California and they are in Rhode Island. You know, we competed and we still support one another. To me I don't see that in pro sports. Pro sports is, "I'm going to get my money and I'm gone." But the Olympics will teach you compassion, part of any sport, if you are competing is the compassion of the game. It's not necessarily, "I'm going to win, but I want to compete. I want to be part of this and this is the movement." That's what I look at. I am a former YMCA exec, so telling the story is what it's all about and the story in the Olympics is the athletes and what they do for their country. It's not what they do for the dollar.

Audience Member: That's a great point. The comment that I had was really a word that I haven't heard used yet and I believe it's at the heart of what the Olympics is at least to me and that's sportsmanship. I think that this concept of sportsmanship is what transcends cultures and so when you look at all the countries that compete and all the athletes that compete, they have that common thread of sportsmanship and we are, not just celebrating the first place or who won as we would in March Madness. We are celebrating the competition from first place to last place.

You might recall some of the great Olympic moments where somebody that just finished over a tremendous adversity. They have just finished the race. So for me, the sportsmanship is the binding factor of this and it's really to your points as well, sir, the idea of competing and that ideal and bringing people together. Now how do we mobilize that?

Well, I think what's missing is that communication piece. It's one of the most challenging things. So I am a project manager by trade. And 75 percent of all projects fail due to communications. There is almost always a communications issue. So if we can somehow get better at communications, if we can include an educational aspect for the business side of the house, so we have the sports business and then we have the business of sports, and the sports business is really the athletes where they are on a field or whatever the case is,

right, and on the other side, we have the business in sports and this is where we need to educate our leaders and we need to make sure we provide them the tools that they need to help mobilize this movement that you are speaking of. And I really do believe that if we take that element of sportsmanship and the lessons that it teaches us where we can compete with each other, without clobbering each other when it's over with, okay, we can compete. We can all win. That's the message we need to bring to the future leaders of our organizations. And that's the missing piece. I really think we need to work on that. Thank you.

Derek Parra: Okay, I got to catch a flight here so I have two things to say. One, very quickly, was at first I mentioned about relevance, awareness and relevance. My intention with my comment was not that the Olympics are relevant but that we as human beings are relevant to every human being on the earth. I hope that came across that way, not that I was just talking about the sporting event. And the second thing was the discussion about what the Olympics means and maybe I can share with what the Olympics means to me as an athlete. I didn't go to my Games thinking, "I am going to get my money." When I was in the podium, I wasn't thinking, "Yeah, where is my paycheck or I beat you."

Getting to the Games was to me ... It paralleled life, like the struggles that you endure, coming back from adversity, finding a way to win or to succeed and then at the Games when my thought was, "How good can I be today? With all the practice I have had in the last – how many – 18 years when I started roller skating, how well can I execute today?" It's being the best you can be as a human being or in execution. When I won or I was in the podium, what I saw was, "This comes back to me and my philosophy of being connected and how the Olympics brings people together."

When I was on the podium and the national anthem was playing and the flag was being raised, amongst the tears that I had in my eyes, I saw the people that helped me get there. It was everybody from the first time I put my roller skates on at 14 years old. It was the places I went, the people that I met. The people that helped me. The people that went on dates so I could babysit their child so I could get \$20 so I could pay the rent that week or painting their fence or mowing their lawn. It was all the people like the Home Depot project and the company that I worked with for a while and that

OJOP program. You name it, that's where I felt like there was a connection while I was on the podium and the national anthem was being played and that everybody back home that I knew that knew of me that knew people who knew them. We were all together and that to me was how this movement brings people together. That happens all over the country, all over the world and that's why I think the Olympics is unique. It's that connection that we get knowing the sacrifice, being a part of that sacrifice as the old saying [goes], "It takes a committee or a village to raise a child." I was part of many villages on my road and I felt like we were all together on top of that podium and that's what's special for me. And that's my definition of what the Olympic Games can do.

Audience Member: A couple things, one thing is the Olympics is played with the Lombardi Syndrome which is the opposite of Olympism. And the other thing is about Olympism is words are words and promises are promises, but action is reality.

Paula Berezin: First of all, thank you so much. I am going to now turn it over to our master of ceremonies.

Cobi Jones: Thank you all. It was a great discussion.



Paula Berezin

President & Chief Strategist, Social Capital Partnerships

Paula Berezin, president and chief strategist, is a recognized leader in the nonprofit sector with an unparalleled track record creating value and measurable impact through innovative strategic partnerships worldwide. Since founding

Social Capital, Berezin has served as chief strategist to blue-chip social causes including: Feeding America, Opportunity International, Habitat for Humanity, St. Jude Children's Research Hospital, Ronald McDonald House Charities, Special Olympics International, National Park Foundation, Goodwill Industries International, United Way Worldwide, and National 4-H Council.

Prior to forming Social Capital, Berezin established and served as president of IEG Consulting, a leading sponsorship consultancy, for 12 years. Berezin has advised hundreds of organizations and corporations on how to successfully use strategic marketing partnerships and create strategies for maximizing resources. Berezin is credited for helping clients in the nonprofit, sports and entertainment sector achieve six- and seven-figure increases in revenue as a result of implementing her recommendations.

Berezin also served as executive director of two national, nonprofit Olympic Governing Bodies: The United States Rowing Association and United States Synchronized Swimming. Berezin introduced sponsorship to both organizations and during her tenure at each organization, revenues increased more than 300 percent. Prior to that, Berezin worked at PepsiCo in the sports marketing department. She also has served on many nonprofit boards of trustees including the Women's Sports Foundation and FISA, the international Olympic rowing federation.

Berezin earned her B.A. in marketing from Indiana University's School of Business. She is based in Chicago, Illinois.



Ted Blazer

President & CEO, New York State Olympic Regional Development Authority

Ted was appointed President and Chief Executive Officer of the Olympic Regional Development Authority (ORDA) in January 1996. As ORDA chief his duties include overseeing all aspects of the multi-million

dollar Olympic facilities and venues built for the 1980 Winter Olympic Games in Lake Placid, as well as Gore Mountain in North Creek, New York. Belleayre Mountain was added to ORDA's responsibilities in 2012. Prior to his appointment as President/CEO, Ted was the General Manager at Whiteface Mountain Ski Center. From 1980 to 1990, he served as

Program Director of the New York Ski Education Foundation and later as Assistant General Manager at Whiteface. From 1981 to 1996, Ted owned and operated the Highland House Inn in Lake Placid. A graduate of the University of Colorado, Ted lives in Lake Placid and has two children, Christian and Mary Lauren. His mother of 88 years still skis and together they maintain 2 MG's; a 1951 MGTD and 1974 MGB.



Anita DeFrantz

President, LA84 Foundation & IOC Executive Board Member

Anita L. DeFrantz, an attorney and member of the International Olympic Committee Executive Board and 1976 and 1980 U.S. Olympic teams, is the president and a director of the LA84 Foundation, which manages

Southern California's endowment from the 1984 Olympic Games.

Born in Philadelphia, DeFrantz grew up in Indianapolis and began her formal involvement with sports at the age of 18 when she was introduced to rowing at Connecticut College. After graduating from Connecticut College with honors in 1974, she studied for her law degree at the University of Pennsylvania Law School while training at the prestigious Vesper Boat Club. She was admitted to the Pennsylvania State Bar in 1977.

She won an Olympic bronze medal in rowing, in 1976, as a member of the U.S. women's eight. DeFrantz, who competed on every national team from 1975 to 1980, won a silver medal in the 1978 World Championships in rowing, was a finalist in the World Championships four times and won six National Championships.

DeFrantz was a vice president of FISA, the international rowing federation, from 1993 to 2013, and is the past chair of the IOC Commission on Women in Sport. DeFrantz serves on the board of directors of the U.S. Olympic Committee and as a member of the Knight Foundation Commission on Intercollegiate Athletics.

The IOC awarded DeFrantz the Bronze Medal of the Olympic Order for her leadership role in fighting the U.S. government-led boycott of the 1980 Olympic Games in Moscow.



John Fish

Chair, Boston 2024

John F. Fish is the Chairman and Chief Executive Officer of Suffolk Construction Company. Under his vision and leadership, Suffolk has grown into one of the most successful privately held general building contractors in the country. With

approximately \$2.5 billion in annual revenue, Suffolk is ranked #34 on the Engineering News-Record national list of “Top 400 Contractors.”

In addition to leading Suffolk, Mr. Fish is the Chair of the Boston 2024 Partnership, which is pursuing a bid for Boston to host the 2024 Summer Olympic and Paralympic Games, an effort he believes could redefine and transform the City of Boston for future generations. He also chairs the Greater Boston Chamber of Commerce, is Vice Chair of the Federal Reserve Bank of Boston, and is a founding member and former Chair of the Massachusetts Competitive Partnership.

Mr. Fish is committed to helping underprivileged inner-city kids succeed through education and innovative programming. He is the founder and Chairman of Scholar Athletes, a program that leverages the proven link between school athletics participation and strong academic performance. He also serves on the Board for the Boys and Girls Clubs of Boston, Catholic Schools Foundation, and Camp Harbor View. Mr. Fish is currently Chairman of the Board at Boston College, the first non-alumnus to serve in that role. He is also a Trustee of Tabor Academy.

Mr. Fish is a graduate of Bowdoin College in Brunswick, Maine with a Bachelor’s Degree in Political Science. He received an Honorary Doctorate of Engineering Technology Degree from Wentworth Institute of Technology.



Colin Hilton

President & CEO, Utah Olympic Legacy Foundation

Colin Hilton is the President and Chief Executive Officer of the Utah Olympic Legacy Foundation (UOLF). UOLF has the core mission to attract and develop participants, especially Utah’s youth, in Olympic winter

sports. The Foundation runs high quality winter sport programs for all ages and abilities through operations based at Utah Olympic Park in Park City, and the Utah Olympic Oval in Salt Lake County.

Over the past several years, Hilton has increased the Foundation’s focus towards creating dynamic and inspiring programming experiences for

a wide variety of community participants. As an organization born from the successful hosting of the 2002 Olympic Winter Games, efforts today revolve around creating a “living legacy” of people, programs, and community uses of Utah’s Olympic legacy facilities.

Over the past 18 years, Hilton has worked for numerous community and event organizations. Prior positions include serving as Economic Development Director for Park City Municipal Corporation from 2002-2006, and notable leadership positions with the Salt Lake 2002 Olympic Winter Games, the Atlanta 1996 Olympic Summer Games, 1994 World Cup Soccer, and the 1993 World University Games.



George Hirthler

CEO, Hirthler & Partners

George Hirthler is regarded as one of the leading creative campaign strategists at work in the Olympic Movement today. A gifted writer/producer, he helps cities build brand positions that resonate across all continents, create narrative story lines that speak to a global audience and prepare presentation teams to deliver their best on stage.

Over the last two decades, he has served as a leading communications strategist for ten Olympic bid cities. The campaigns of Atlanta 1996, Istanbul 2000, Stockholm 2004, Klagenfurt 2006, Beijing 2008, Vancouver 2010, NYC2012, Salzburg 2014, Chicago 2016 and Munich 2018 have benefited from his insights, passion and drive for excellence. He also wrote the theme for the Beijing 2008 Olympics, One World, One Dream, and the winning bid for the inaugural Winter Youth Olympic Games for Innsbruck 2012.

In the process of helping these cities, he has written nearly 3,000 pages of bidbooks and campaign collateral, countless film scripts and presentations, including speeches for seven heads of state. He has served as a strategic consultant to the International Olympic Committee, the United States Olympic Committee, the Commonwealth Games Federation, numerous OCOGs and Olympic sponsors. In 1996 he was awarded the Chevalier in the Order of Arts & Letters by the Republic of France for his work in promoting the Olympic Ideals, and in 2004 Sports Business Magazine named him one of the 20 most influential people in the Olympic Movement.



Ed Hula

Editor & Founder, Around the Rings

Ed Hula is the editor and founder of *Around the Rings*, for nearly 25 years the leader in business news about the Olympics (www.aroundtherings.com).

Although not bricks and mortar like Turner Field and Centennial Olympic Park, ATR is a legacy of the 1996 Centennial Olympic Games, formed in 1992 as the city prepared for the big event. From a one-person operation, Hula now leads an international team of 20 from the Atlanta headquarters, along with Publisher Sheila Scott Hula.

Rio 2016 will be Hula's 15th Olympic Games. From 1998 to 2001 he lived in Sydney, covering the 2000 Olympics for rights holder Radio 2UE. His career in broadcasting includes work with CNN, ABC and NPR as well as TV and radio stations in Florida. He is a graduate of Florida State University.



Cobi Jones

Olympian, Soccer

Cobi Jones is a true Southern California sports legend, scoring the first goal in Los Angeles Galaxy club history and maintaining the title of the longest standing member of the MLS dynasty. LA's "original Cobi," spent 15 seasons with the Galaxy, as both a player and coach

from 1996 – 2010. His #13 is the only number in club history to be retired.

In 2012 Cobi entered the broadcast booth, where he continues to be the team's analyst with Time Warner Cable SportsNet, the Galaxy's broadcast partner. One of the foremost soccer minds in the country, Cobi is a steady member of the Fox Sports soccer commentator line-up. He also provides color commentary for many international matches and tournaments, including FIFA World Cup, Gold Cup, and CONCACAF Champions League. In 2014, he was the lead in-studio analyst for beIN Sport's coverage of World Cup Qualifying and the World Cup. A 1992 Olympian, Cobi joined NBC for their men's soccer coverage at the 2012 London Olympics.

In March 2007, Jones announced that his 12th season of MLS would be the final campaign of his long and distinguished playing career, staying on with the Galaxy as an assistant coach beginning in 2008. He was the assistant coach for three seasons, helping guide the Galaxy to the 2009 MLS Cup Final.

Jones, 44, is the only player in MLS history to have played each of the first 12 seasons with the same team, having joined the Galaxy in March 1996. The club's all-time leader in nearly every statistical category, Jones scored 70 goals and added 91 assists in 306 career regular season games.

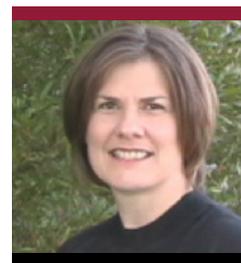
A 2011 US Soccer Hall of Fame inductee and the CONCACAF representative for the 2010 World Cup Draw in Germany, Cobi is a two-time MLS Cup winner (2002 and 2005) with a storied international career with the U.S. Men's National Soccer Team. A permanent fixture with the team from 1992-2004, he played in three World Cups (1994, 1998, 2002), amassing 164 caps, and scoring 15 goals and 22 assists, second-most in National Team history.

A native of Westlake Village, Calif., Cobi played soccer at UCLA, leading the Bruins to the 1990 NCAA Championship. Enshrined into the UCLA Hall of Fame in 2002, Jones finished his college career with 23 goals and 37 assists in 90 games. After representing the U.S. at the 1992 Barcelona Olympics, Cobi went on to play overseas in Europe and South America, spending time with Coventry City of the English Premier League and the Brazilian side, Vasco de Gama.

Cobi, considered to be one of the best soccer players the United States has ever produced, works closely with youth soccer organizations around the country as an ambassador to Cal South, AYSO, the US Soccer Foundation, AmericaSCORES, Grassroot Soccer and others. In 2014, he represented the White House as part of the Presidential Delegation that attended the 2014 FIFA Men's World Cup Final in Brazil.

Cobi was given the distinguished honor of being named to the "Who's Who in Black LA" list. The University California, Merced recognized him with their "Cobi Jones Male Student Athlete of the Year Award" going to the standout collegiate player.

Cobi and his wife Kimberly have two sons, Cayden and Cai, and reside in Los Angeles.



Connie Paraskevin,

Olympian, Cycling & Speed Skating

Connie Paraskevin, who competed in five Olympic Games including three in cycling and two in speed skating, is the executive director and founder of the Connie Cycling Foundation. The foundation's mission is to bring kids and families of all backgrounds and

ability together through cycling; providing opportunities for education, competition, and development while promoting Olympic ideals. For Connie, the experience of being a successful Olympic competitor was life-building and life-changing, but she hasn't stopped there. She looks fondly

on the discipline, concentration, dedication and plain hard work that made such accomplishment a reality. Today, Connie's busy sharing her passion for cycling with kids!

An all-American girl, born on the 4th of July, the Detroit, Michigan native enjoyed a 20+ year competitive career at the top of her sport. She's a four-time world cycling champion. Connie was the only American to claim a cycling medal at the 1988 Olympic Games in Seoul, Korea and was ranked among the top three in the world for over 10 years. Known as a highly motivated, focused and tenacious fighter, Connie credits her family's support for much of her athletic success and holds as one of her major highlights her family's presence at the 1996 Atlanta Games as she raced for the final time on the Olympic Velodrome. Connie rode off with championships, victories, and many lessons learned.



Derek Parra

Olympian, Speed Skating

In 1984 Derek began roller skating and by 1996 he had become the most decorated athlete in the history of the sport. As an inliner he was a three-time national champion, two-time overall World Champion, two-time World record holder (1500m and 42K) and

earned eighteen individual gold medals. He was the most decorated athlete at 1995 Pan-Am Games winning 5 gold, 2 silver and a bronze medal. He had everything but an Olympic Medal. So in 1996, he switched from inline roller skates to ice skates to chase after that medal. Just two years later he earned a spot on the 1998 US Olympic Team.

In February of 2001 he won a silver medal at the World Single Distance Championships (1500 meters) setting a new American Record and marking himself as "one to watch at the 2002 Olympic Games." Later that year, in November, he won a gold medal at the World Cup competition in Den Hague, Netherlands and became one of America's foremost medal contenders heading into the Olympics. In Salt Lake City he did not disappoint! After being selected to carry the World Trade Center flag into the Opening Ceremonies, the emotional evening inspired Derek through a remarkable 5000 meter performance on opening day of the Games. He briefly held the world record en route to a silver-medal finish. That set the stage for a stunning world-record finish and Olympic Gold Medal in the 1500 meter event!

Derek is also the first-ever Mexican American to compete and medal in the Olympic Winter Games. Upon retirement from the sport, Derek began a coaching career leading a transition program that guided other inline skating athletes with Olympic dreams over to the ice. The success of the program earned him the head coaching position for the US Speed Skating Team at the 2010 Olympic Winter Games in Vancouver, BC.

Today, Derek is the Director of Sports at the Utah Olympic Oval in Kearns, Utah; sharing the vision of the Utah Olympic Legacy Foundation to the youth of Utah and the surrounding communities.



David Simon

President, Los Angeles Sports Council

David Simon, President of the Los Angeles Sports Council, has played a significant role in virtually every major sporting event that has been brought to the Los Angeles area in the last 20 years. In lists published in the Los Angeles Times and Los Angeles Business

Journal, he has been recognized as one of the area's "top 20" most influential sports executives.

Under his leadership, the Sports Council has been the area's driving force behind successful bids for events which have generated more than \$1 billion in local economic impact, including the Super Bowl, the Breeders' Cup and the finals of both the World Cup and Women's World Cup in soccer, among many others.

The Council's Board of Directors is chaired by Alan I. Rothenberg and consists of a cross-section of local sports and business community leaders.

Mr. Simon has been active in international sports since 1977 when he became involved in Los Angeles' bid to host the 1984 Olympic Games. As Vice President of the Los Angeles Olympic Organizing Committee (LAOOC) he worked for over five years as one of Peter Ueberroth's right hands in staging those Games. He became the founding President of the Sports Council in 1988.

His civic involvement includes serving on the Board of Governors for Southern California Special Olympics. He also serves on the boards of the 2015 Special Olympics World Games, USA Badminton and the Los Angeles Area Chamber of Commerce. He is President of the Southern California Committee for the Olympic Games, a past Chair of the International Relations Committee for the United States Olympic Committee and has been a featured speaker at SportAccord, the U.S. Olympic Assembly and other industry conferences.

A native of Los Angeles, he is a Phi Beta Kappa graduate of UCLA and the UCLA School of Law. He is a member of the bar both in California and in Washington, D.C.

He and his wife, Cheryl, reside in West Los Angeles and have a daughter, Lisa, who is a student in Boston.



Danelle Umstead

Paralympian, Alpine Skiing

Danelle Umstead is a wife, mother, and an elite athlete. She competes in the sport of alpine ski racing representing USA. Danelle is visually impaired and was diagnosed five years ago with multiple sclerosis. Nothing stops her. She is a world-class athlete and motivator.

Two-time Paralympian, winning a Bronze medal in 2014 Sochi, Russia Paralympics, and two bronze medals at the 2010 Vancouver Paralympic Games. Danelle was a three-time medalist at this year's World Championships.

She is a three-time Women's World Cup Overall Champion, and has 42 career World Cup podiums. Even though she is visually impaired, she will never lose sight of her "Vision4Gold"



Brenda Villa

Olympian, Water Polo

Brenda Villa is a four-time Olympian in water polo. She and her teammates won the Olympic gold medal in London in 2012. She also has won an Olympic bronze medal and two silver medals, and has been a member of world, Pan American and NCAA championship teams.

Villa began playing water polo at age eight in Commerce, California. At Bell Gardens High School, which did not have a girls' team, she played for the boys' team earning 1st team All-League, 1st team All-C.I.F. and All-American honors in every season. A star player on U.S. national teams for over 16 years, she also played professionally in Italy for several seasons.

Villa, a graduate of Stanford University, is the head water polo coach at Castilleja High School, a girls' school in Palo Alto. She is the co-founder of Project 2020, a non-profit that provides young people access to aquatic sports. She also serves on the executive board of the Union Americana de Natacion, which organizes and supervises aquatic sports in the Americas.

In 2010 FINA Aquatics World Magazine named Villa as the Female Water Polo Player of the Decade.



Wayne Wilson

Vice President, Education Services, LA84 Foundation

Wayne Wilson is vice president for education services at the LA84 Foundation, where he is responsible for conference planning, the library, digital resources, research projects and

the foundation's coaching education program, which provides clinics for 6,000 Southern California coaches annually. He initiated the foundation's library digitization project in 1997, creating a growing online collection of more than 100,000 documents that has become a leading resource for sport researchers worldwide. Wilson is the co-editor of the anthology *Doping in Elite Sport: The Politics of Drugs in the Olympic Movement*, the forthcoming *Oxford Handbook of Sport History* and the University of California Press book series "Sport in World History."

He earned his doctorate in sports studies at the University of Massachusetts, Amherst, and an M.L.S. at Syracuse University.

Wilson served on the Research Council of the Olympic Studies Centre, from 1998 to 2001, and received the International Society of Olympic Historians Lifetime Award in 2014.