

CHICAGO

Venue features/issues

A new Olympic stadium would have a seating capacity of 80,000. Post-Games capacity would be reduced to around 10,000.

The sports legacy plan includes purpose-built competition venues, which could be reconfigured at a later date into facilities for youth sports programmes. Permanent venues have been planned according to predetermined local community needs. Facilities would also be linked to World Sport Chicago's development initiatives, including engaging young people in a broad range of sports and recreation programmes.

Sports experience

In the past decade, Chicago has organised international events for six out of the 26 Olympic summer sports and the USA has organised international events in all 26 sports.

PARALYMPIC GAMES

Concept

Chicago 2016 proposes to hold the Paralympic Games from 17 to 28 August.

Chicago has put forward a "two Games one celebration" proposal, promising the same quality of experience for all athletes – Olympic and Paralympic.

The concept includes:

- increased profile for Paralympic athletes and promotion of the Paralympic brand;
- enhanced promotion to encourage people with disabilities to become involved in sport;
- linking the centre of the City of Chicago with competition venues, cultural amenities, parklands and the Olympic Village in compact and accessible clusters along the lakefront;
- a "Games in the Park" theme using the positioning of the Olympic Village and many venues along the nearby shores of Lake Michigan.

Budget

The budget presented for the Paralympic Games is USD 187.7 million, including an anticipated Federal Government subsidy of USD 74.6 million in view of previous Paralympic Games held in the USA.

Organising Committee

Key features include:

- a Joint Organising Committee with Paralympic Games planning, organisation and delivery integrated within the OCOG;
- paralympic representation on the OCOG Board;

- a Paralympic Advisory Committee, one of several Advisory Committees to the OCOG Board;
- paralympic representation in the proposed Olympic Office in the White House.

Sports and venues

The venue plan is satisfactory and maximises the use of relevant Olympic venues in five zones. All sports competitions would take place in Chicago, including cycling.

Chicago 2016 has provided an assurance that all venues and the Paralympic Village would be barrier-free. This is supported by the City of Chicago, which has made the promotion of sports for people with disabilities and their rights, including accessibility, a priority. The city aims to be the most accessible large city in the USA.

The Paralympic Village would be centrally located, with 17 of the 20 competition venues within 8 km of the Paralympic Village. The majority of athletes would be within 15 minutes of their competition venue. It is intended to open the Paralympic Village on the same day that the Olympic Village closes, allowing little time for transition.

Chicago 2016 plans a number of Paralympic test events, with some to be conducted in conjunction with Olympic test events.

The Olympic Village would also accommodate the needs of Paralympic athletes with regard to additional space in residential rooms, bathrooms and elevators. Paralympians would be housed on the lower floors of the Village.

Good attention appears to have been paid to accessibility standards in the planning of buildings, including the Paralympic Village and transportation, providing a positive legacy.

Games services

Services planned for the village include a live music venue and access to shops and cafes, as well as park amenities along a "Lake Promenade" which would connect the residential zone to the lakefront.

Chicago 2016 has committed to providing the same quality of transport service for athletes and team officials at the Paralympic Games, with a fleet of accessible vehicles delivering dedicated services between the village and each competition and training venue. In addition, free public transport would be offered to members of the Paralympic Family.

Media and communications

The Olympic IBC/MPC facilities would also be used for the Paralympic Games. Located at McCormick Place, the IBC/MPC would be located conveniently next to eight Paralympic sports venues, with another nine sports venues also within the Paralympic Ring.

Accredited media personnel would be accommodated in hotels and university-style accommodation.

Chicago 2016 has undertaken to work with media providers, including online channels and broadcasters, to ensure wide coverage of all competitions, as well as the Opening and Closing Ceremonies.

Additional comments

Chicago 2016 would work with the National Paralympic Committee (NPC) to develop ongoing Paralympic programmes in the USA. The NPC has a goal to establish Paralympic sports clubs in 250 cities across the USA by 2012. In addition, a Paralympic Development Centre would be established to focus on identifying athletes and developing coaching expertise in Paralympic sports.



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OLYMPIC VILLAGE(S)

Location/concept



Chicago 2016 presents a well-designed and compact Olympic Village located at the heart of the Games on 52 hectares of land. The plan includes a lakefront park recreational zone and private beach for residents, all inside a secure perimeter, which the Commission believes would provide a special experience for the athletes. A long pedestrian bridge would connect the main residential zone to the lakefront park recreational area, passing over the main Chicago thoroughfare, Lake Shore Drive. The recreational zone would include a 1,500 m jogging path, an Olympic-size running track, beach volleyball courts, a swimming pool, tennis and basketball courts and other recreational areas.

The Village would consist of 21 residential buildings up to 12 storeys high. All units would have extra sound insulation within walls and between floors.

90% of athletes would live within 15 minutes of their competition venues. The maximum travel time from the Olympic Village for any athlete would be 60 minutes.

Co-host cities for football would provide accommodation for athletes and officials in hotels near the competition venues.

An additional village for road cycling and mountain bike has been proposed adjacent to the cycling course and would accommodate 700 athletes and officials. Day accommodation would be provided for athletes at the equestrian venue. Grooms and veterinary doctors would be accommodated at the venue.

Village development

The land for the Olympic Village has already been acquired by the City of Chicago and remediation work is scheduled to commence in July 2009.

The Olympic and Paralympic Village would create a new, sustainable residential community, constructed to meet LEED standards (US Green Building Council's "Leadership in Energy and Environmental Design" programme ratings system).

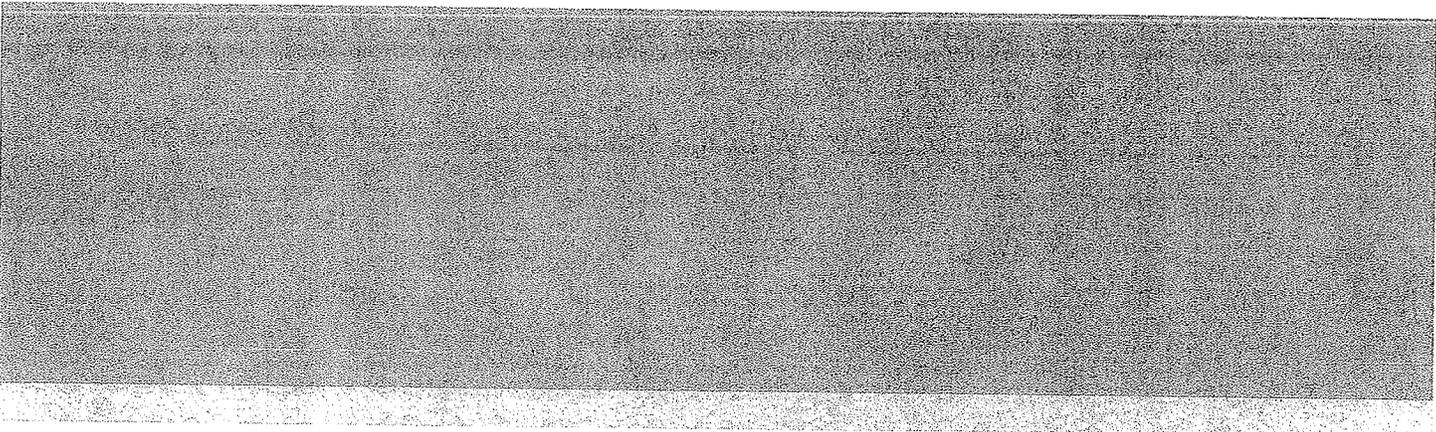
Chicago 2016 has received letters of interest to provide financing for the development of the project from six large institutional investors, commercial banks and union pension investment funds. The City of Chicago confirmed that, irrespective of the Games, development would proceed on the site of the proposed Olympic Village.

At the time of the Commission's visit a full financial guarantee for the Village could not be provided. Chicago 2016 expressed confidence that the necessary financing would be secured (with a ratio of 40% equity/60% debt financing).

The OCOG would lease the residential buildings from private developers for 11 months: seven months prior to the Olympic Games and four months during and after the Olympic and Paralympic Games. Additional, adjacent land and three existing buildings would be leased from property owners.

Village organisation

A total of 16,800 beds would be available during the Olympic Games and 8,000 beds during the Paralympic Games, with accommodation space per resident of 17 m² for the Olympic Games and 34 m² for the Paralympic Games, meeting IOC requirements.



MEDICAL SERVICES AND DOPING CONTROL

The main dining hall (5,000 seats) would be adjacent to the transport mall, with an additional four cafes throughout the residential zone.

Internal transport would be provided by low-emission vehicles. Dedicated NOC and NPC parking would be located in close proximity to the Village.

Post-Olympic use

The Olympic Village would be transformed into a mixed-income residential community, with units becoming condominiums and apartments. The project developer would be required to construct at least 20% of the residences as "affordable housing", primarily for senior citizens and students.

During its visit the Commission met with local community organisations, at their request, to hear their concerns regarding the consequences of higher standard accommodation in the area creating a change in the social fabric and forcing lower income families to move. The City of Chicago stated there would be no displacement of people.

Post-Games, the enhanced lakefront park and beach areas would again be accessible for residents and neighbouring communities.

NOC travel grants

Chicago 2016 guarantees to cover the economy class airfare costs for all Olympic and Paralympic athletes and team officials entitled to stay in the Olympic Village.

General

The Commission is satisfied that Chicago would be able to provide a high standard of healthcare to all visitors.

Games healthcare

The Olympic Village would have a multi-disciplinary polyclinic for residents providing a full range of basic medical care.

Chicago 2016 offers a comprehensive plan and services for the Olympic and Paralympic Family, with one hospital with 901 beds designated for the athletes and a second hospital with 897 beds designated for the IFs, NOCs and the IOC.

Medical care would be offered free of charge to all accredited persons through the OCOG's Medical Services programme. Furthermore, Chicago 2016 confirmed that all public and private hospitals would provide free emergency medical services during the Games for all accredited persons.

Team doctors would be permitted to provide medical services to their delegation.

Spectators would receive first aid and emergency medical services free of charge at Games venues.

Doping control

The USA has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against Doping in Sport.

The USA currently has two WADA-accredited laboratories in Los Angeles and Salt Lake City and the OCOG would establish a temporary accredited WADA laboratory in Chicago for the duration of the Games. USOC has nominated USADA as the national anti-doping agency in the USA.

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Doping in sport is not considered a criminal offence in the USA. Legislation allows the appropriate authorities to cooperate with investigations into certain aspects of doping in sport.

Horses

An accredited FEI laboratory for horses is located in Ithaca, New York. All horses entering the USA, except from Canada, must go through a designated US Department of Agriculture quarantine facility or approved temporary facility. The quarantine ranges from three to seven days, depending on the horse's country of origin and, for the Games, would be free of charge.

SECURITY

Responsibility and command structure

The Games would be considered a National Special Security Event (NSSE) with the Federal Government assuming ultimate financial and operational responsibility for security.

The Superintendent of the Chicago Police Department would lead the Chicago Olympic Public Safety Command (COPSC). The OCOG would be fully integrated into the command structure.

Under this unified and integrated command structure, overall security planning and venue specific security procedures would be a joint effort between the COPSC and the OCOG which, significantly, would be located in the same building, both in the preparatory phase and during the Games.

Safety and security personnel

Chicago and the USA have an excellent infrastructure and a well trained and equipped security and public safety apparatus. Chicago is capable of providing the level of security and safety required for the Games.

Additional comments

Chicago 2016 acknowledged that the efforts of all law enforcement agencies would need to be fully integrated and involve the OCOG for the successful planning and delivery of Games security operations.

ACCOMMODATION

General

The Chicago accommodation plan offers a total guaranteed room inventory of over 57,000 rooms, meeting IOC requirements. This includes 44,500 hotel rooms and 12,500 other rooms.

The guaranteed inventory is generally concentrated close to the majority of venues. A total of approximately 34,000 rooms would be within a radius of 10 km of the Games centre and 19,000 within a radius of 10–50 km. The remaining guaranteed rooms are in the co-host cities.

There is no minimum stay requirement.

There are approximately 109,000 existing or planned hotel rooms within a radius of 50 km of the Games centre.

Room rates

The 2016 IOC room rate would be USD 300 for a single/double room including breakfast and charges. Suite rates would be USD 2,500 and 4,500.

The room rates for other client groups, excluding breakfast and taxes (in 2016 dollars) would be:

	Single/Double	Suite
Premium Luxury	900	5,000
5 Star	575	4,300
4 Star	360	1,500
3 Star	320	750
2 Star	120	250

There is an indexation formula based on the average room rate in 2013 plus cost price increases to 2016 and an Olympic premium of 5%.

The calculation of rates for suites is different from that for rooms and results in a higher level of charges.

Media accommodation

There would be 18,800 rooms available to the media in predominantly four and five star hotels (including a hotel located adjacent to the IBC/MPC). Some 12,500 beds would also be available in university-style accommodation at a cost of between USD 69 and 108 per night, per person (2016 rate).

There are no minimum stay conditions for media accommodation.

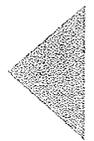
Room allocation

Room allocation for the different client groups has been based on venue locations and client needs and seems appropriate.

Additional comments

Chicago 2016 is offering free meeting rooms/hospitality space for certain client groups (IOC, IPC, IFs, TOP sponsors and broadcasters) in the 12 hotels allocated to these groups. This offer is conditional on 85% occupancy and could be challenging to manage.

There appears to be ample accommodation for spectators.



CHICAGO

TRANSPORT

Concept

Chicago is the major transportation hub of the midwestern United States, with six interstate motorways, multiple rail trunk lines and O'Hare International Airport, one of the country's busiest airports.

The 1909 Burnham City Master Plan included a long system of parklands along the western shore of Lake Michigan, all served by Lake Shore Drive. This major thoroughfare would be the backbone of the Chicago 2016 Olympic transport plan.

In addition, the compact Games concept with 22 of the 31 competition venues and all key non-competition venues located within an 8 km radius of the city centre, provides a good basis for an efficient transport system.

Other venues, as well as the main airport (O'Hare) are located on radial motorways and rail lines converging on the city centre and Lake Shore Drive.

International access

International and national access to Chicago would predominantly be by air. O'Hare Airport is undergoing a USD 8.3 billion extension programme, adding runways and increasing the number of gates to enable the airport to handle over 27,400 passengers per hour. The airport is linked to the city by motorway and direct rail services. Closer to the city, Midway Airport also offers convenient air access to Chicago. These airports have the capacity to handle all Games-related traffic.

Travel time from O'Hare Airport to the Games centre would be approximately 35 minutes.

Infrastructure

Approximately USD 9 billion will be invested between 2008 and 2016 to upgrade transport infrastructure, particularly rail transport. In addition, USD 3.6 billion has been earmarked to replace and supplement rail rolling stock.

Olympic transport operations

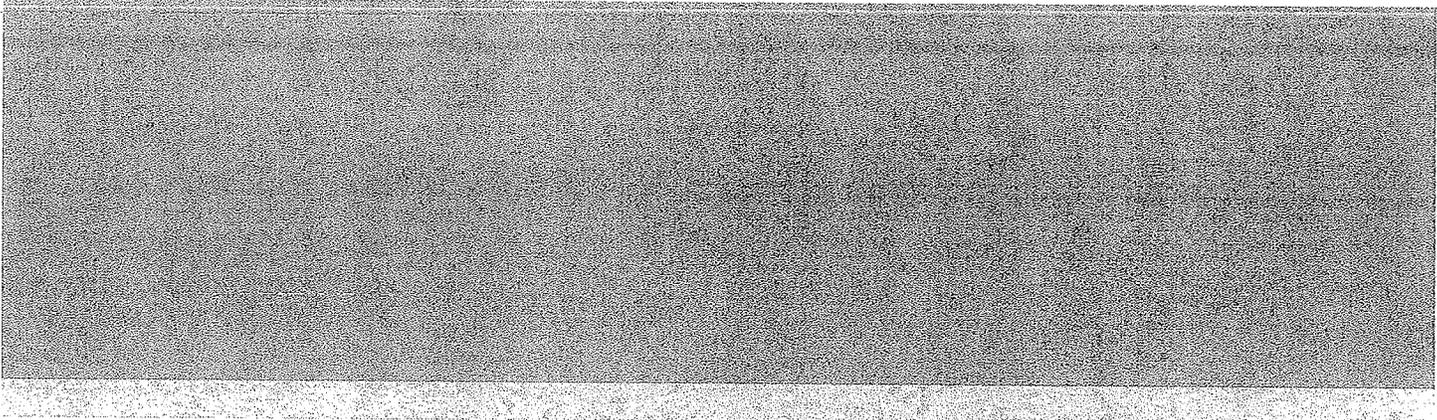
The Olympic transport system proposed by Chicago 2016 features:

- an extensive Olympic lane system;
- an innovative traffic reduction scheme;
- an ambitious public transport development programme to ensure all spectators would use public transport to venues;
- free public transport for all accredited persons and ticketed spectators.

Approximately 170 km of major roads would have partially dedicated (at certain times of the day) or fully dedicated Olympic lanes in each direction. Another 60 km of roadways, including Lake Shore Drive, would have multiple Olympic lanes in each direction, bringing the total amount of directional lanes reserved for Olympic use to over 590 km.

The proposed scheme to reduce Chicago traffic by 25%, with a 50% traffic reduction around the IBC/MPC and the Olympic Village, would be essential to ensure appropriate traffic conditions and access in congested areas.

Since Chicago's transport plans include no spectator or workforce venue parking, a shuttle bus service would connect all Olympic venues to city and suburban rail stations. In addition, more than 90,000 temporary park-and-ride facilities within 100 km would be connected to the Chicago radial rail system.



TECHNOLOGY

These integrated traffic policies would more than double peak commuter traffic demands on Chicago's "Metra" rail system, with this system expected to take approximately 2/3 of the overall 2016 Olympic rail traffic. Such an increase would be a major challenge given the magnitude of Chicago's general rail infrastructure and rolling stock upgrade needs.

The extensive Olympic lane system and innovative traffic reduction scheme, as well as efforts to increase the use of public transport in Chicago would require strong public communication and education programmes and appropriate enforcement strategies.

The USD 226 million OCOG transport operations budget appears to be reasonable.

Telecommunications

Telecommunications infrastructure is well developed in the United States of America (USA) and is capable of meeting Games needs. The US telecommunications market is open and competitive.

Chicago has a major commercial telecommunications system, including an extensive wired and wireless (Wi-Fi) network. There is also an extensive fixed and mobile telephone marketplace.

Frequency control

The Federal Communications Commission (FCC) is the regulatory body with the authority to issue spectrum licenses and has provided the required guarantee regarding the free allocation of frequencies.

The OCOG would establish a Games Frequency Coordination team and would also provide technical support free of charge.

Additional comments

McCormick Place would provide cable connection for the IBC/MPC, as well as for the sports venues within the centre free of charge.

Wi-Fi would be provided free of charge at the Olympic Village and IBC/MPC. It would also be available at competition venues.

According to the terms of the Joint Marketing Programme Agreement agreed between USOC and Chicago 2016, USOC has requested to keep the telecommunications category until 2012. The Commission notes that a telecommunications company is an important operations partner for the OCOG and expressed its concern that should the telecommunications category not be available, potential operational challenges could arise.



CHICAGO

MEDIA OPERATIONS

Concept

The IBC/MPC would be located in the existing McCormick Place exhibition centre. The precinct would also accommodate the Lake Michigan Sports Complex (venues for 11 Olympic and 8 Paralympic sports/disciplines in a single secure perimeter).

The facility would provide flexible space for the media with sufficient capacity to meet all demands in a centralised location close to a large number of competition venues.

IOC space requirements have been met, with 78,000 m² allocated to the IBC and 65,000 m² of flexible space allocated to the MPC.

The IBC space has ceilings of up to 15.2 metres in height and large open spaces suitable for broadcast studios.

During the Commission's visit, a guarantee was provided granting the required access to the IBC one year before the Games.

The McCormick Place facility is the largest multi-use convention facility in North America with 297,300 m² of multi-use space divided into four adjoining halls. The current energy capacity of the venue would appear to be sufficient to meet Games needs and there are six back-up generators to ensure an uninterrupted power source.

Media transport

Services would commence 14 days before the Opening Ceremony.

In addition, the facility would provide 800 parking spaces at the IBC and 300 at the MPC without charge, with additional parking available through the rate card system.

Laws and taxes

The MOU between Chicago 2016 and the Labour Unions states that unions would welcome the presence of OBS, accommodate their needs and would provide their own unique and highly skilled workforce to supplement and accommodate OBS operations pursuant to the terms of locally negotiated agreements. It was not clear to the Commission whether OBS broadcast personnel would be able to freely carry out their duties.

Chicago 2016 also stated that broadcasters would not be subject to specific taxes for broadcast work and that goods being imported for the Games would be free of duties.

INTRODUCTION

The IOC Evaluation Commission (the Commission) for the Games of the XXXI Olympiad in 2016 is pleased to present the results of its evaluation of the four Candidate Cities for the 2016 Olympic Games: Chicago, Tokyo, Rio de Janeiro and Madrid¹.

Seven cities initially submitted applications to host the 2016 Olympic Games: the four Candidate Cities listed above, as well as Prague (Czech Republic), Baku (Azerbaijan) and Doha (Qatar). At its meeting on 4 June 2008 and on the basis of an assessment carried out by a Working Group, the IOC Executive Board selected Chicago, Tokyo, Rio de Janeiro and Madrid as Candidate Cities.

The 2016 Candidate Cities have been able to benefit from services that the IOC constantly strives to improve. These included a seminar dedicated to the Applicant Cities, participation in the Beijing Olympic Games Observer Programme and the Official Debrief of the Beijing Games, briefings on specific topics and access to the IOC's Olympic Games Knowledge Management Programme.

The knowledge and expertise made available by the IOC to the cities is reflected in the projects put forward by the 2016 Candidate Cities which are all of an extremely high level and demonstrate detailed planning and comprehensive strategies in technical and operational matters, as well as many other areas including sustainability, the environment, accessibility and integrated city development. It has been clearly demonstrated that investments in Olympic bids will generate positive legacies irrespective of whether a city is awarded the 2016 Games.

The quality of the Candidature Files and the presentations made during the visits greatly assisted the Commission in assessing each city's proposal and preparing this report.

During the visits, the Commission was very pleased to meet with the IOC members in the respective countries and with many Olympians and Paralympians. The presence and support of representatives of the highest levels of government and the private sector demonstrate the importance of the Games on a regional and national level and underline that, even in the context of the current global economic climate, organising the Olympic and Paralympic Games represents a catalyst for change and an opportunity for social, economic and environmental development.

The Commission's task is to prepare a technical report to assist the IOC members in the important decision of electing the 2016 Host City by verifying the information provided in the Candidature File and determining whether the plans proposed are feasible.

The Commission carried out visits to the cities on the following dates:

- Chicago, United States of America: 4–7 April 2009
- Tokyo, Japan: 16–19 April 2009
- Rio de Janeiro, Brazil: 29 April–2 May 2009
- Madrid, Spain: 5–8 May 2009

This report reflects the unanimous opinion of the Commission and has been signed by its members. It takes into consideration all information received up until the end of the visit to each respective city.

¹ Cities listed in order of drawing of lots carried out by the IOC Executive Board on 12 December 2007.

INTRODUCTION

General Issues

To complete this introduction, the following section contains some general information about the report, as well as a number of points which are common to all Candidate Cities and are therefore not covered in each city's individual report.

1. Working procedures

The Commission followed the same working procedure in each Candidate City, with presentations on all themes of the IOC Candidature Procedure and Questionnaire and visits to the proposed competition and non-competition venues.

2. Terminology / language

Throughout the report, when the Commission refers to the "Games", this encompasses both the Olympic and Paralympic Games, unless specifically stated.

"Athletes" refers to both Olympic and Paralympic athletes.

The original version of this report was drafted in English. Consequently, in the event of a discrepancy between the French and English texts, the English text shall prevail.

3. Paralympic Games

Elements concerning the Paralympic Games feature not only in the Paralympic section, but are embedded throughout the report. The Paralympic budget has been integrated into the Olympic Games budget.

4. Population figures

The population figures mentioned in theme 3 are figures that the cities themselves submitted in their Application Files in phase I of the process.

5. Finance

For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 675 million for the IOC contribution and USD 335 million for TOP sponsorship revenue (2016 values). In addition, the IOC informed the Candidate Cities that the IOC would assume the responsibility and operational cost of the Olympic Broadcasting Organization (OBO) through its fully-owned subsidiary, OBS SA.

The Candidate Cities were requested to provide budget figures in US dollars and local currency in both 2008 and 2016 values. All figures mentioned in the report (where not specified otherwise) are in USD 2008 value.

6. Accommodation

The IOC requires Candidate Cities to guarantee:

- 40,000 rooms in various categories;
- a USD 2016 room rate for IOC hotels (1,800 rooms);
- a maximum USD 2016 room rate (including the calculation method) for other accredited client groups.

The total guaranteed room numbers include the rooms secured in the co-host cities.

7. Travel times

All travel times represent average 2016 bus travel times, as provided by the Candidate Cities in their Candidature File.

8. Rounding of figures

Figures in the report have been rounded. Where percentages do not add up to 100%, this may be due to rounding.

9. Number of venues – counting methods

For each Candidate City, venues have been counted according to the following principles:

- Road courses, except for triathlon, are not counted as venues.
- In the case of venues with multiple halls, each separate hall is counted as one venue.
- A venue hosting two or more sports, not simultaneously, is counted as one venue (e.g. rowing/canoe-kayak flatwater).
- Unless specified otherwise, the total venue count includes preliminary football venues.

10. Terrorism

Terrorism has become a global concern and affects all Candidate Cities equally. The Commission has not commented on this element of security in the individual city reports as it considers that all cities and their respective countries have demonstrated a commitment to maintaining a high level of vigilance and implementing prevention methods.

11. Public opinion

As additional background information, the IOC commissioned its own opinion poll in the Candidate Cities and their respective countries in February 2009. A summary of the results of this poll, which was carried out by Sports Marketing Surveys, can be found in Appendix B.

12. Letters of concern

As is the case with each edition of the Olympic Games, letters of concern were addressed to the Commission. The Commission received requests to meet with representatives of certain groups during its visits to Chicago and Tokyo, to which it agreed. The concerns related to specific sites or were mainly of an environmental, financial and social nature.

13. Maps

A map, taken from each city's Candidature File, is included in Appendix C and will assist readers in understanding each city's overall concept and to situate the venues.

Annexes

- A. Composition of the Commission
- B. Summary of IOC opinion poll results
- C. Maps
- D. Abbreviations

SUMMARY

CHICAGO

The Commission would like to thank the four Candidate Cities for their dedication to the Olympic Movement. The Commission has been greatly impressed by the quality of all four candidates and the IOC can be very proud that such prestigious cities are seeking to host the 2016 Games.

Having carried out a detailed technical evaluation and visit to each of the four Candidate Cities the Commission feels that whilst each of these cities could organise the 2016 Games, there are risks and opportunities inherent to each project which it is the Commission's duty to clearly identify to the IOC members before they elect the 2016 Host City. These risks and opportunities have been mentioned throughout the report and are summarised below.

Chicago 2016's vision is to welcome the world to a 60-day festival in the heart of the City using mostly existing facilities and temporary venues within a number of public parks on the shores of Lake Michigan. Chicago wishes to demonstrate that it can organise the Games without the need for public investment in major permanent venues.

The Olympic Village, the IBC/MPC and many hotels would be centrally located and 22 competition venues would be within 8 km of the city centre, resulting in a compact venue plan with minimum travel times for athletes and other client groups. Whilst presenting a compact plan, venues for equestrian and shooting would be more than 50 km from the Olympic Village. Road cycling and mountain bike, due to IF technical requirements, would be 256 km and 293 km away respectively in the State of Wisconsin and would be supported by an additional village.

Games planning is closely aligned to the city's continuing urban planning strategies. Chicago 2016's aim is to leave sustainable environmental, social and sports legacies for the community, particularly for youth, rather than to construct permanent major sports venues.

Paralympic Games delivery has been fully integrated into Games planning. The Games would be used to support and further develop the city's commitment to accessibility and social inclusion.

The well-designed and compact lakefront Olympic Village would offer a special experience for the athletes. However, whilst letters of interest have been received from private developers to deliver the Village, at the time of the Commission's visit, a full financing guarantee was not provided.



SUMMARY

Chicago proposes to use 15 existing competition venues. One venue will be built irrespective of the Games. If elected as the Host City, Chicago would construct six permanent venues that would be scaled down post-Games, such as the Olympic Stadium and the aquatic venue, and nine temporary venues. During the Commission's visit, Chicago 2016 demonstrated thorough planning and a full understanding of the complexity of such a proposal, including the construction of temporary venues in public parks. It is nevertheless felt that the emphasis on major temporary or scaled down venues increases the element of risk to the OCOG in regard to the planning, costing and delivery of the venues.

The compact concept should result in short travel times for Games client groups. However, transport efficiency, particularly around the McCormick Place complex, would depend on a number of factors including a significant increase in the capacity and use of public transport and the success of other plans to reduce traffic. As the Games-time transport plan involves more than doubling peak commuter traffic demands on Chicago's Metra Rail System, such an increase could be a major challenge.



The bid is driven by the City of Chicago which would be the lead governmental delivery authority. There would be a strong financial and delivery reliance on public/private partnerships, a model which is commonly used in the USA.

There would be direct involvement of the Federal Government, including the designation of the Games as a National Special Security Event whereby the Federal Government would assume full financial and operational responsibility for security.

The roles and responsibilities of the Federal Government and the State of Illinois have been clearly defined. However, a clearer delineation of roles and responsibilities between the City and the OCOG would be required to ensure that the OCOG would not be overburdened operationally and financially by the delivery of Games infrastructure or by the management of diverse programmes not directly linked to the delivery of the event.

The structure of responsibilities and the heavy financial reliance on the OCOG to deliver Games infrastructure and temporary venues means Chicago would need an extensive sponsorship programme to generate USD 1.83 billion in revenue for the Olympic and Paralympic Games to support the significant expenditure budget. Recognizing the strong revenue generating capability and the commitments shown by the business community, the Commission considers the budget to be ambitious but achievable.

Chicago 2016 has not provided a full guarantee covering a potential economic shortfall of the OCOG, as requested by the IOC. Instead, it proposes a capped guarantee of USD 750 million, presenting a risk for the IOC should the shortfall exceed this amount. At the time of the Commission's visit, Chicago 2016 had formally requested the IOC to amend the Host City Contract. The Commission informed the bid that a standard Host City Contract applied to all cities.

Documentation and presentations provided to the Commission by the key organisations involved in the bid were detailed and of a high quality.

/an, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Monday, August 31, 2009 12:24 PM
To: Richard Ludwig; csullivan email forward; Michael Segobiano; Jessica Fairchild; Valerie Waller; Kevann Cooke
Cc: John Murray; Elizabeth Brown
Subject: Copenhagen suiting

The accreditation list for the Copenhagen presentation room is still being finalized. To be on the safe side, we would like each of you to be measured in the event that you are able to be included in the delegation. Please understand this does not mean that you will be included in the in-room delegation, it simply preserves flexibility.

Thanks.

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Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Tuesday, August 25, 2009 9:56 AM
To: Michael Segobiano
Subject: FW: FINAL Stewardship PDF
Importance: High

From: Jason Kriegler
Sent: Tuesday, August 25, 2009 9:51 AM
To: David Bolger
Subject: FINAL Stewardship PDF
Importance: High

Dave attached is the final pdf of the Stewardship report.

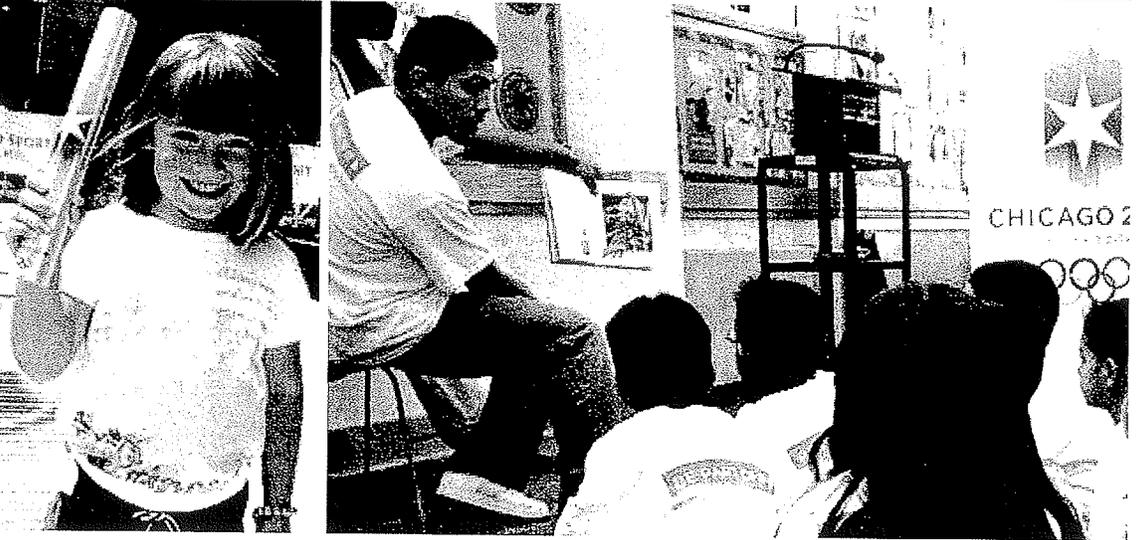
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CHICAGO 2016

A STEWARDSHIP REPORT

July 2006 — June 2009



CHICAGO 2016

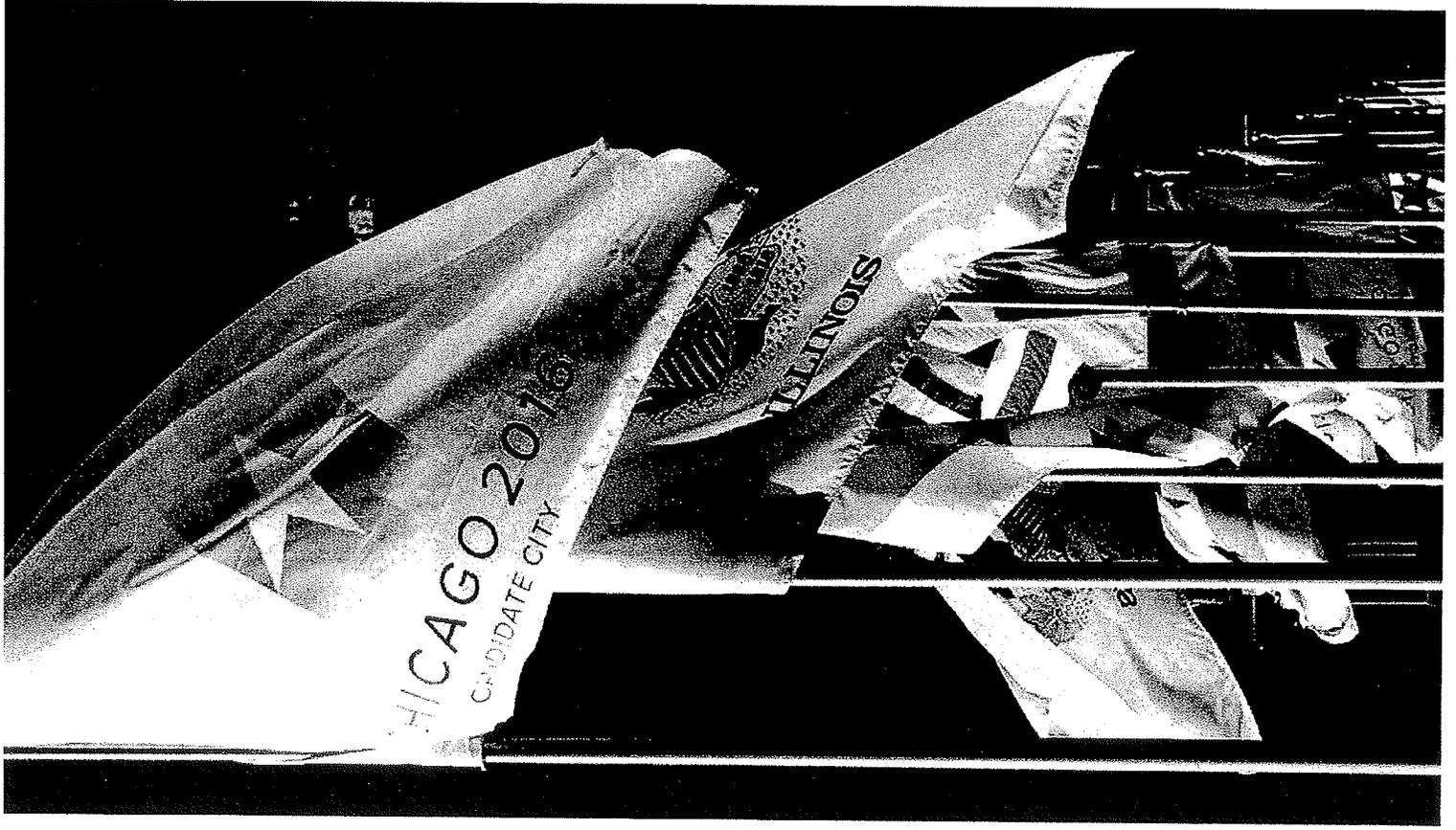


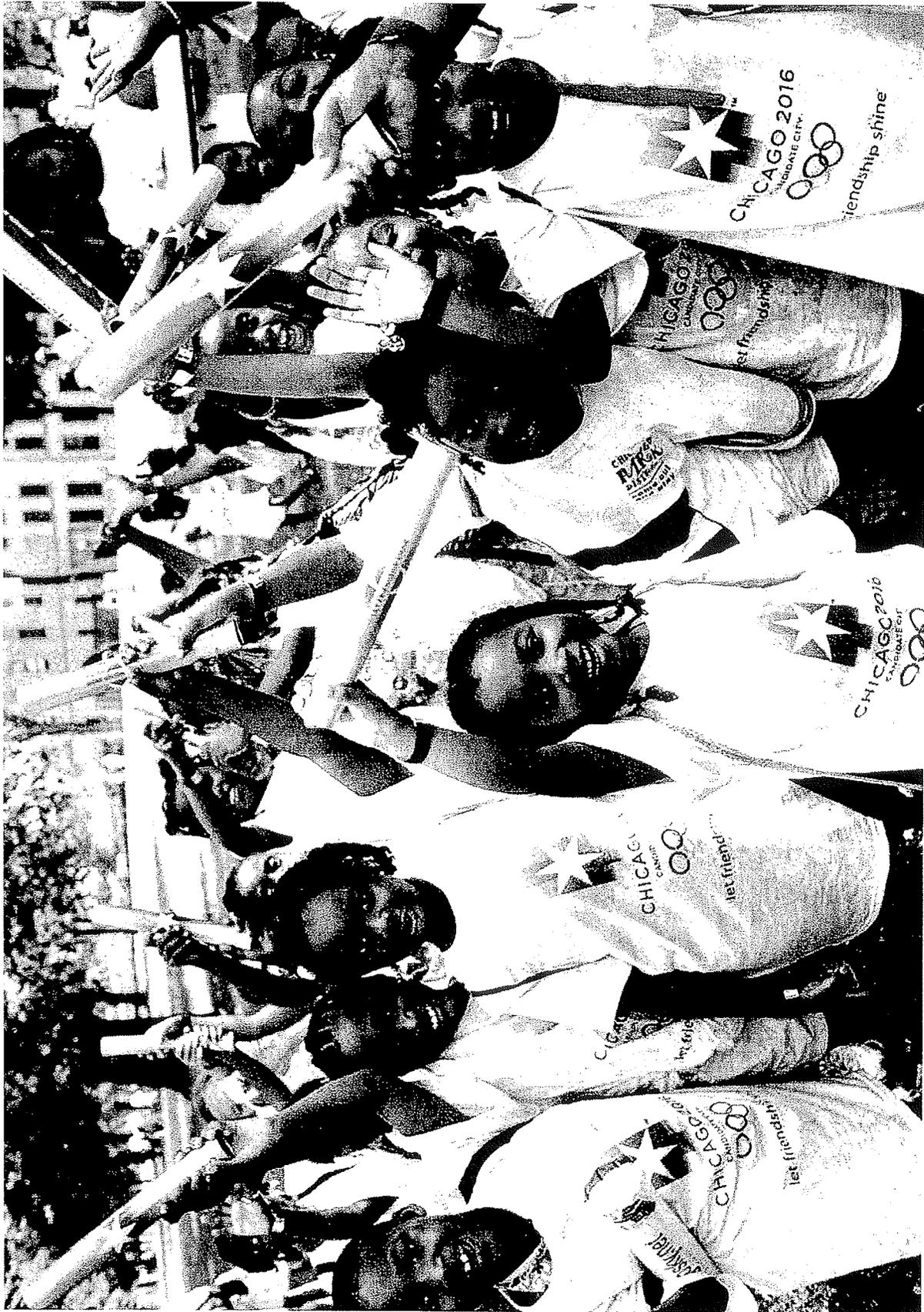
www.chicago2016.com

FORWARD

The right to host the Summer Olympic and Paralympic Games is, perhaps, the most highly desired and hotly contested honor in the realm of civic endeavor. The last four cities to win this grand prize—Sydney 2000, Athens 2004, Beijing 2008, and London 2012—have each leveraged the Games to accelerate their economic development plans, draw major government funding for their infrastructure and Olympic projects, create legacy programs to inspire young people to participate in sport, enhance the quality of life for their residents and elevate their international stature through the global media coverage of the Olympic and Paralympic Games.

There is no other worldwide event that compares to the Olympic Games in the benefits or visibility it can deliver to a Host City, but there is something of even greater value that Olympic cities strive for—the honor of uniting the youth of the world in friendship and peace through sport. In our troubled world, it is this honor that provides the greatest distinction for those few cities that earn the right to bring the world together in this historic celebration of humanity.





OVERVIEW

CHICAGO 2016 IS PROUD TO PRESENT THIS REPORT ON EXPENDITURES OF THE BID COMMITTEE FROM INCEPTION IN JULY 2006 THROUGH JUNE 30, 2009.

Chicago 2016 is committed to operating with appropriate transparency to all constituencies, including the donors who have financed the bid, the members of the Chicago 2016 Committee who have served as ambassadors of the bid, public officials who have agreed to provide the support necessary to assure delivery of the Games, our more than 20,000 volunteers who have given so much of their time and energy and the residents of Chicago upon whose behalf we have conducted this campaign.

Our goal has been to develop a plan that meets the complex requirements of hosting the Olympic and Paralympic Games, is realistic and achievable, contributes to the advancement of the Olympic Movement and leaves a lasting, positive legacy for future generations of Chicagoans.

We believe this report demonstrates the fiscal responsibility with which we have conducted this campaign, and the prudence and diligence we have exercised in the utilization of the cash, goods and services so graciously provided by our donors.



Benefits of the Bid Process

Whatever the ultimate decision on which city will host the 2016 Olympic and Paralympic Games, we believe this effort has already provided real and tangible benefits to Chicago. As with the Columbian Exposition of 1893 and the Century of Progress World's Fair of 1933-1934, the city has rallied behind the concept of once again hosting the world in Chicago.

People from diverse neighborhoods and backgrounds have come together to work on behalf of the bid. Community leaders, business leaders, labor leaders, religious leaders, area philanthropists and everyday Chicagoans have been involved, sometimes asking tough questions, but always with a common goal—to bring the 2016 Games to Chicago and to ensure that doing so benefits our city for generations to come.

The youth of Chicago have already been positively impacted by our legacy organization, World Sport Chicago. Working in collaboration with Chicago Public Schools and the Chicago Park District, World Sport Chicago has already engaged more than 30,000 kids in sport. We believe the lessons of sport—respect for the competition, respect for the rules, and self-respect—are important life lessons for today's youth.

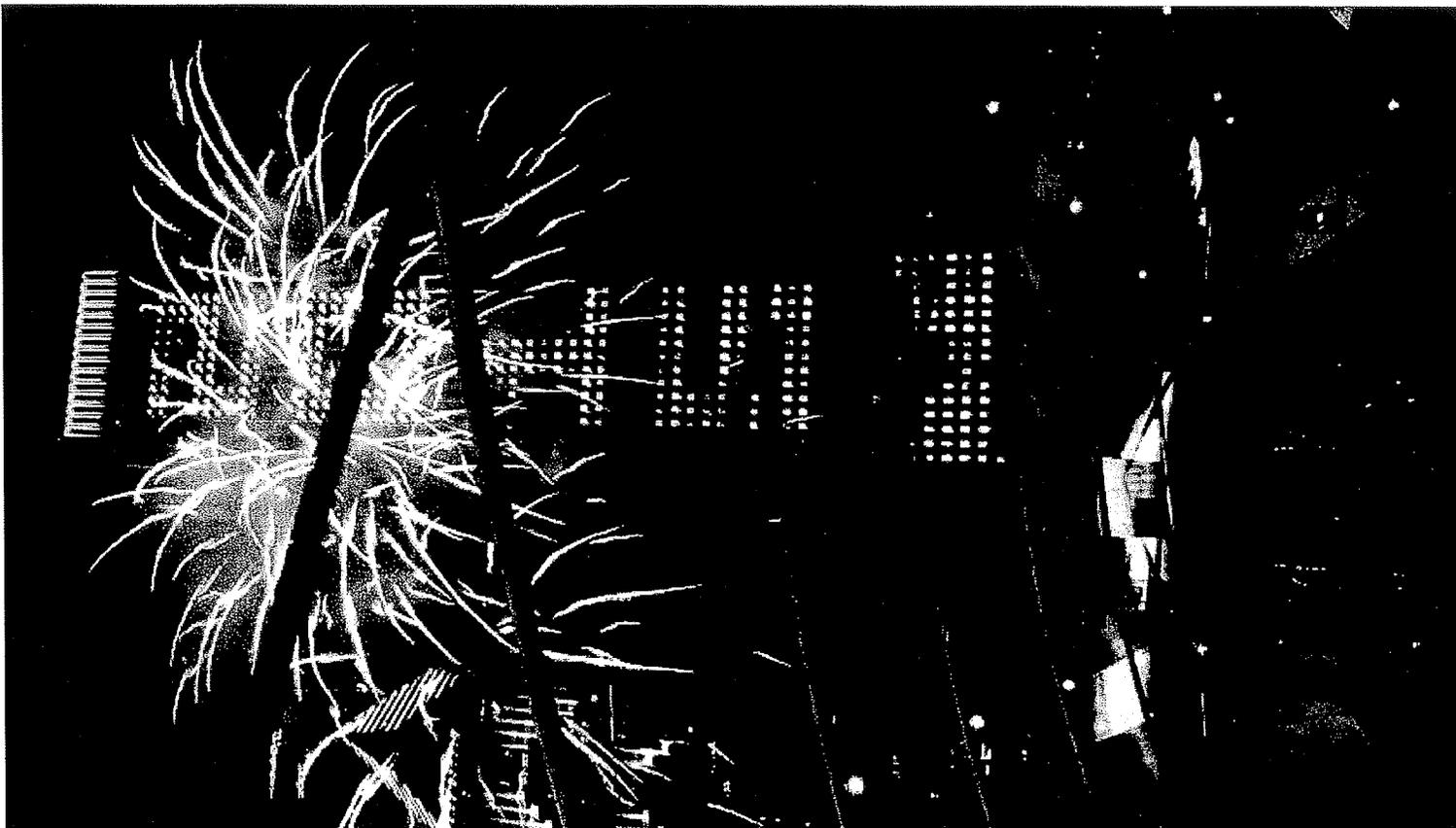
The bid process has already elevated Chicago's profile on the national and international stage. Worldwide media stories about Chicago have increased dramatically as a result of the city's exposure as a Candidate City. People are learning that Chicago is a beautiful and welcoming destination.

Benefits of Hosting the Games

If our bid is successful, hosting the 2016 Games in Chicago will further elevate the city's profile, leading to increased tourism, business opportunities and cultural exchange. We expect that more than four billion worldwide viewers will be introduced to Chicago through the televised coverage of the Games.

The effort to prepare for and stage the Games will create an economic stimulus for our region, generating an estimated incremental economic impact of \$22.5 billion over the 2011-21 period, including the creation of 315,000 job-years of employment, \$7 billion of incremental employment income, and more than \$1 billion in incremental tax revenues to various levels of government.

The past three Games held in the United States have each produced financial surpluses, and should Chicago host the Games, youth sport programs will be the primary beneficiary of any financial surplus, providing funding for decades to come. The surplus produced by the 1984 Los Angeles Games provided the funding for the LA84 Foundation, which has committed more than \$185 million to youth sport programs in Southern California. Similar opportunity will be provided to Chicago youth as a result of the 2016 Games.



Chicago 2016 is 100% financed through private contributions

In the quest for the 2016 Olympic and Paralympic Games, Chicago's bid is unique in that it is the only 100% privately-funded bid in the competition; each of the other Candidate Cities receives some level of public funding for its campaign. Since the bid's inception more than three years ago, the citizens, businesses and foundations of the Chicago area have generously contributed more than \$72 million of cash, and local firms and businesses have provided goods and services on a pro bono basis in support of the bid and its legacies.

Chicago 2016 has lived within its means, operating within an approved budget

Recognizing that we are operating with resources generously contributed by the private sector, the management of Chicago 2016 takes its responsibility to act with fiscal prudence very seriously. The Chicago 2016 Board of Directors approved an overall budget for the bid effort including the domestic phase, the international phase, and funding of our legacy organization—World Sport Chicago.

The budget encompassed the following categories:

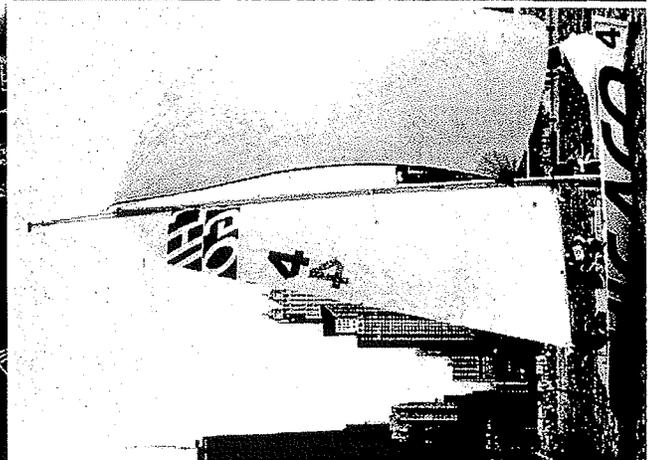
Domestic phase	\$ 11.5 million
International phase	\$ 49.3 million
Legacy/World Sport Chicago	\$ 12.4 million

The approved budget anticipated overall cash revenues of \$73.2 million and cash outlays for bid activities of \$60.8 million, leaving \$12.4 million for initial funding of World Sport Chicago. Due to the hard work of our Development Committee and the generosity of our donors, we are happy to report that overall cash revenues from all sources (Contributions, events, interest, merchandise) from inception to date are \$76.9 million, with bid cash expenditures of \$48.3 million, and \$13.0 million invested in the youth sport and other programs of World Sport Chicago. We anticipate that the remaining funds available will be sufficient to finance the balance of the campaign and the continuation and expansion of World Sport Chicago programs.

Chicago 2016 has a commitment to working with minority-owned and women-owned businesses, has established minimum spending targets and is working to meet those targets

In January 2008, Chicago 2016 established minimum procurement spending targets of 25% for minority-owned businesses (MBE) and 5% for women-owned businesses (WBE) and began tracking its spending against those targets.

Through June 30, 2009, WBE spending was 9% against a 5% target. Initially, performance against the MBE target was below expectations. Through June 30, 2009, MBE spending was 12% as compared to our 25% target. Procurement processes were strengthened and efforts were intensified to continue to identify additional qualified minority and women-owned



firms. A concerted effort was made with respect to contracts recently awarded for initial site work at the location of the proposed Olympic Village; 38% of the dollar value of those contracts has been awarded to MBEs and 12% to WBEs.

Combining the actual procurable spending results from January 2008 through June 2009, plus recently awarded contracts relating to Olympic Village site work, results in the following performance against targets:

	Actual + Contracts	Target
Minority-owned businesses	24.3%	25%
Women-owned businesses	10.6%	5%

Of the 24.3%, 51% was awarded to African-American owned firms, 43% to Hispanic owned firms, and 7% to Asian owned firms.

In March 2009, Chicago 2016 announced a Memorandum of Understanding that, among other things, established MBE and WBE spending targets of 30% and 10%, respectively, should Chicago be selected to host the 2016 Games. In addition, the MBE target spending was expanded to include businesses owned by persons with disabilities.

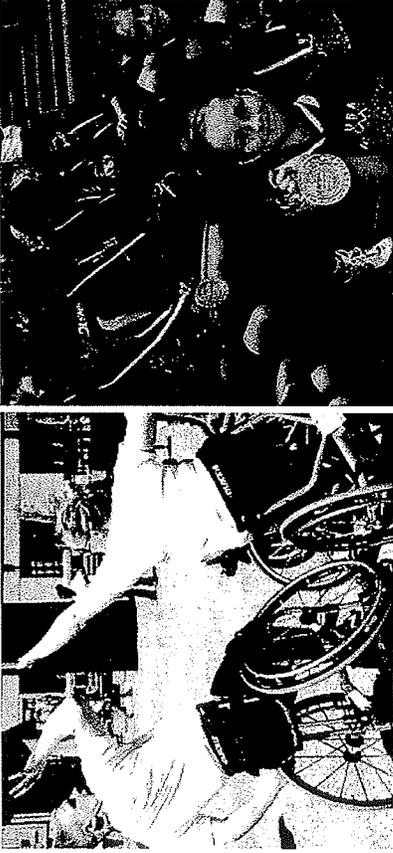
Chicago 2016 has adopted and enforced “best practice” policies

The bid has adopted policies, procedures and internal controls based upon best practices, and the Chicago 2016 Board of Directors and its Audit Committee have provided diligent oversight of our activities, including review and approval of significant contracts.

In accordance with IRS regulations, Chicago 2016 has publicly filed its Form 990 for the period ended December 31, 2007, and is in the process of preparing its Form 990 filing for the period ended December 31, 2008. Further, the financial statements of Chicago 2016 are audited by an independent public accounting firm, which has issued unqualified opinions for our most recent accounting periods ended December 31, 2007, and December 31, 2008.

Chicago 2016 has utilized experts in the planning and validation of the bid

The bid has benefited from the involvement of a wide range of individuals and firms who are subject matter experts and/or have Olympic Games experience. Our plans have been developed by, and in collaboration with, experts with relevant experience. To the extent possible, those plans were then reviewed by other independent experts, many of whom have graciously donated their time and talent. We view our engagement of subject matter experts as an investment made to ensure that the Games can be staged as planned, thereby protecting taxpayers.



Funding of the Chicago 2016 Bid

Chicago's bid to host the 2016 Olympic and Paralympic Games has been made possible through the generous support of donors. The city enjoys a long history of public-private collaborations that have raised the profile of Chicago and have resulted in parks, cultural institutions, monuments, and facilities for the enjoyment of all. If successful, we believe the public-private partnership of Chicago 2016 will be the most significant collaboration in Chicago's history.

No donors have been given any promise or commitment of future business opportunity if Chicago is selected as Host City for the 2016 Games.

No taxpayer dollars have been used to fund bid operations.

In addition to cash donations, modest additional funding for the bid has been derived from events revenue, interest income and merchandise sales as follows:

Cash contributions and pledges	\$72,804,000
Events revenue	\$ 2,712,000
Interest income	\$ 1,160,000
Merchandise sales	\$ 188,000
Total funding to date for all phases and legacy/World Sport Chicago	\$76,864,000

Cash Contributions

100% of the cash necessary to fund the operations of the bid and the funding of World Sport Chicago has come from the private sector. Individuals, families, foundations, corporations, community associations, and labor unions have united in support of the bid. Importantly, contributors have not been permitted any public association with the bid or its emblem—there are no bid "sponsors." This is a reflection of the true philanthropic commitment of our donors.

Through June 30, 2009, pledges and cash contributions have totaled \$72.8 million.

Nearly 1,500 donors have contributed amounts large and small:

Contribution range	Number of Donors
\$1,000,000 or more	29
\$500,000 - \$999,999	20
\$100,000 - \$499,999	121
\$ 50,000 - \$ 99,999	17
\$ 25,000 - \$ 49,999	23
Under \$25,000	1281

The above numbers include general contributions and contributions related to Chicago 2016's major fundraising events in March 2007, July 2008, and the revenues through June 30, 2009 from the U.S. Olympic Committee Hall of Fame event held in August 2009, with the proceeds benefitting Chicago 2016 and its legacy programs.

Pro Bono Support

In addition to the substantial cash contributions described above, Chicago area businesses and organizations have been extraordinarily generous with pro bono support of the bid. The nature of this support includes providing:

- (i) loaned staff for key bid roles;
- (ii) professional services such as consulting, legal, financial, engineering, architecture, marketing & design, and film production;
- (iii) goods and services such as airline travel, hotel accommodations, furniture, and media time and space for public awareness efforts; and
- (iv) use of office space and other facilities for the operation of the bid's office and for bid-related events.

By any measure, the value of contributed personnel, goods, and services is significant. While it is impossible to identify a cumulative value for these contributions, this report identifies examples where pro bono contributions enabled the bid to carry out its work in an extremely cost-effective way.

For example, during the International Olympic Committee Evaluation Commission visit, many Chicago firms and institutions spent money to purchase and display signage in support of the bid. While that was enormously helpful in showcasing the city to our guests, we do not have sufficient detail to attach a value to the efforts of all those firms and institutions, nor can we quantify the value of the exposure resulting from those efforts.

The quality of our bid has been greatly enhanced by the participation of Chicago's leading professional firms. A small sample of the quality of firms involved with the bid includes:

Law Firms: Baker & McKenzie, Chapman & Cutler, DLA Piper, Drinker Biddle & Reath, Foley & Lardner, Kirkland & Ellis, Perkins Coie, Latham & Watkins, Sidley Austin, Sonnenchein Nath & Rosenthal, Winston & Strawn
 Consulting/Financial Firms: A. T. Kearney, Accenture, Booz Allen Hamilton, Boston Consulting Group, Deloitte, Ernst & Young, Huron, KPMG, McKinsey & Company, Pricewaterhouse Coopers, Protiviti
 Real Estate/Engineering/Architectural/Environmental Firms: Abbott, Bovis Lend Lease, CH2M Hill, ComEd, Draper & Kramer, Jones Lang LaSalle, S. B. Friedman, Skidmore Owings & Merrill

Our numerous pro bono donors deserve the same appreciation and thanks that is given to our very generous cash contributors. As with cash contributors, pro bono donors have not been permitted any commercial association with the bid.

A listing of cash and pro bono donors is included in this report.

Cash Expenditures by Category
 July 2006 (inception) through June 30, 2009

STAFF COMPENSATION	9,471,822
Salaries Employees and Contractors	
Olympic Games Venue and Operations experts	4,651,636
Government Relations	480,000
Environment	542,974
TRAVEL & ENTERTAINMENT	
Entertainment	101,198
Meetings and Conferences	327,151
OUTREACH	
Advertising and Messaging	3,493,994
PAYMENTS TO USOC AND IOC	
USOC	5,000,000
Rent	61,121
Facilities Services	124,454
FUNDING OTHER	
TECHNOLOGY AND NEW MEDIA	
OFFICE SUPPLIES POSTAGE AND DELIVERY	770,046
REIMBURSEMENT TO CITY OF CHICAGO FOR CITY SERVICES	174,420
OTHER CASH EXPENDITURES	2,046,200
GRAND TOTAL	48,268,628

Discussion of Bid Expenditures

SALARIED EMPLOYEES & CONTRACTORS \$ 9,471,822

Chicago 2016 operates with a staff consisting of paid employees, loaned employees from area firms, full-time and part-time volunteers, contractors and interns. The size of the staff varies over time depending upon the tasks currently facing the bid. The staff peaked around the time of the International Olympic Committee Evaluation Commission visit in April of 2009 at about 200 individuals.

The staff composition as of 6/30/09 was:

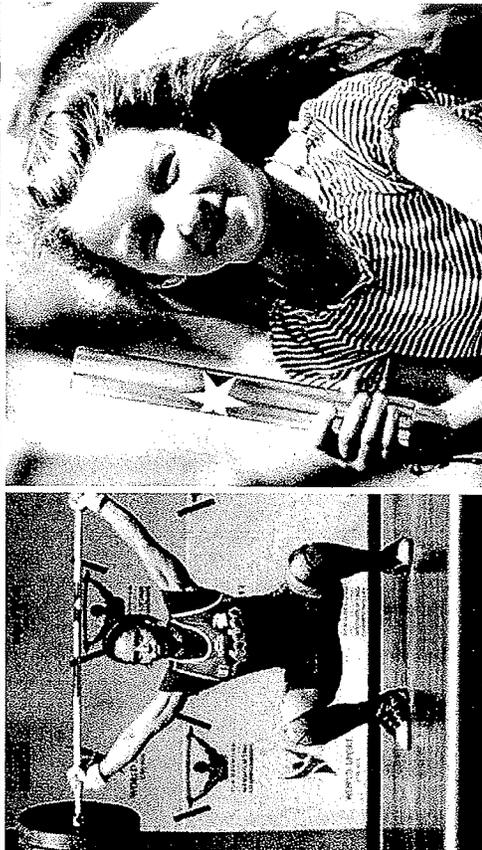
Paid employees	57
Loaned employees	20
Staff volunteers (20 full time equivalent)	32
Contractors	12
Interns	32

Chicago 2016's commitment to diversity is reflected in the demographic profile of its staff. Of the 153 individuals as of June 30, 2009, 30% are minorities (17% African American, 7% Hispanic, 6% Asian) and 56% are women.

The utilization of staff volunteers, loaned staff and interns provides a very cost-effective model to accomplish the myriad tasks required for an effort of this size and scale. Combining our employee payroll and payments to contractors, our cash cost of staffing the bid currently stands at an annualized rate of \$6.2 million, meaning out-of-pocket cash compensation cost per 2016 staff member is \$44,085. We believe assembling a talented, diverse workforce of 153 individuals at an average cash cost of \$44,000 per person represents judicious use of our donor-provided funds and a significant savings to the bid.

In addition to full-time and part-time staff volunteers working in the bid office, over 20,000 individuals have registered as event volunteers to provide staffing for a range of activities and events, including Taste of Chicago, Olympic Day Celebrations, neighborhood festivals and parades, World Sport Chicago programs and others. We estimate that our volunteer corps has devoted nearly 95,000 hours in support of the bid's events and activities. Our ability to host events, offer World Sport Chicago programming, and participate in community activities is highly dependent upon our volunteer team. We thank them for their dedication and many hours spent in the support of the bid.

More than 2,500 Olympians and Paralympians have registered their support of Chicago 2016, and many of these athletes have contributed significant amounts of time on behalf of the bid. They have attended events, participated in programs at parks, schools and libraries, traveled internationally on our behalf and served as bid ambassadors with local, national, and international media. They inspire young people by their dedication and accomplishment, and we are very grateful for their support. Importantly, Olympians have been instrumental in the development of the bid plans, ensuring a Games experience that is focused on the most important constituent of the Olympic and Paralympic Games—the athletes.



We believe that the paid employees of Chicago 2016 earn significantly less than what comparable positions are paid in the private sector, and they work with no assurance of continued employment. If our bid is unsuccessful, most employees will be released by the end of October, with a handful of individuals remaining through approximately year-end to wind-down the affairs of the bid and archive appropriate materials. Should our bid be successful, we anticipate that our staff will be reduced in size and be re-configured to address the early requirements of an Organizing Committee. Consequently, under either scenario, no one is assured of a continued role.

The Chicago 2016 Board of Directors serves with no directors' fees or other form of compensation. Three of the Board members are active with the bid on a daily basis, with Pat Ryan (Chairman & CEO), Mike Roberts (Vice Chair), and Bill Scherr (Director of Sport) serving as volunteers with no compensation.

The salary profile of the paid employees of Chicago 2016 is as follows:

\$200,001 - \$300,000	4 individuals
\$100,001 - \$200,000	6 individuals
\$50,001 - \$100,000	28 individuals
\$50,000 or less	19 individuals

Chicago 2016 officers and other senior employees are compensated at the following annual rates:

Officers and Directors	
Pat Ryan, Chairman & CEO	\$ 0
Mike Roberts, Vice Chairman	\$ 0
Lori Healey, President	\$ 250,000
Dave Bolger, Chief Operating Officer	\$ 300,000
John Murray, Chief Bid Officer	\$ 250,000
Bill Scherr, Director of Sport	\$ 0
Rick Ludwig, Chief Financial Officer	\$ 200,000
Kevann Cooke, Chief Governance Officer	\$ 200,000
Linda Mastandrea, Director of Paralympic Sport	\$ 75,000

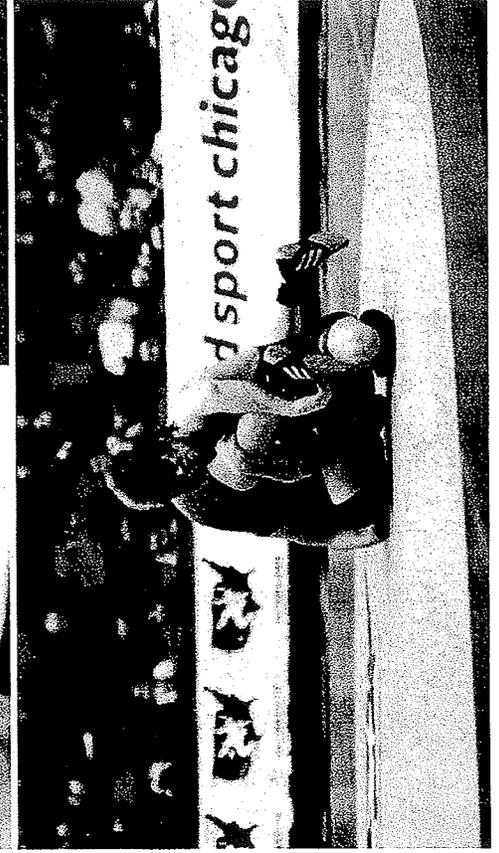
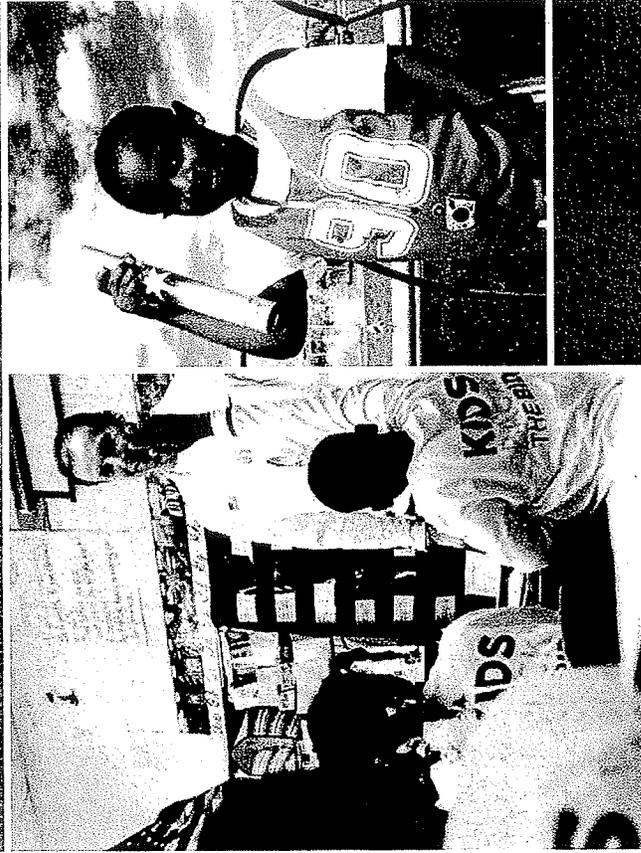
Other Highly Compensated

Doug Arnot, Venues & Operations	\$ 250,000
Valerie Waller, Marketing & Communications	\$ 190,000
Cassandra Francis, Village Planning	\$ 175,000
Deb Fiddelke, International Relations	\$ 150,000
Patricia Rios, Administration	\$ 135,000

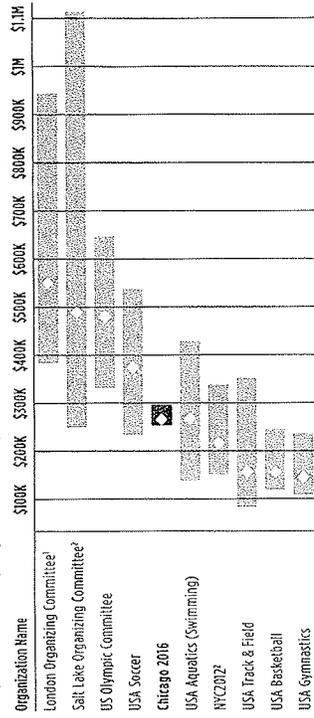
Table developed using IRS Form 990 reporting criteria—officers and directors plus next five highest-paid. Of the 11 paid individuals above, seven are women, three are minorities.

Compensation of paid employees is determined by the size and scope of their responsibilities, the experience they bring to their positions and their contributions to the bid effort. Their compensation is very reasonable in comparison to similar roles in similar organizations. The following charts show the compensation of Chicago 2016's four highest-paid employees in comparison to the four highest-paid employees of other amateur sport-related and Chicago non-profit organizations.



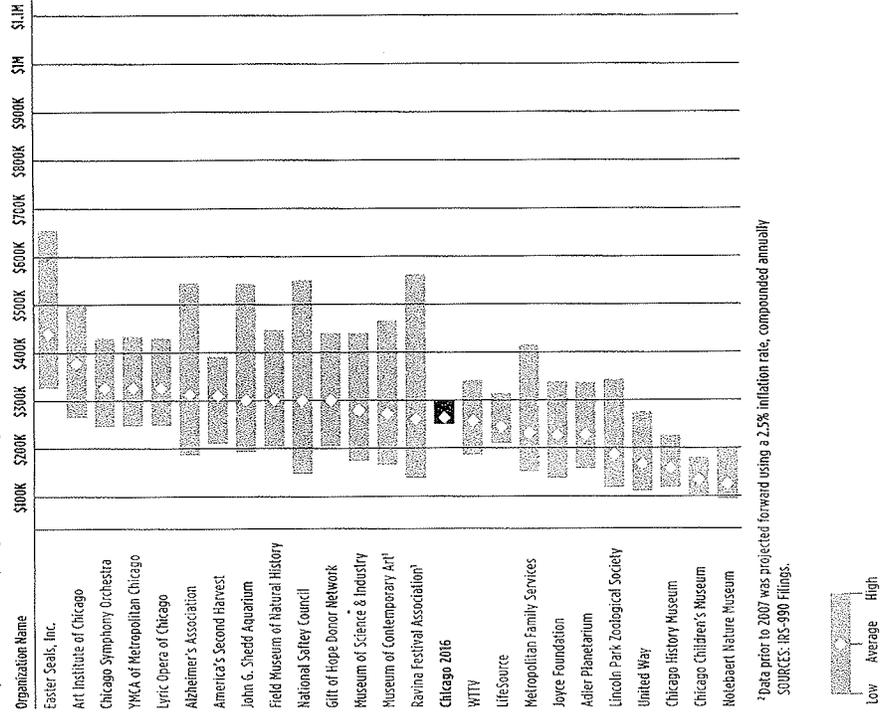


Top 4 Paid Employees: Chicago 2016 vs. Amateur Sport Organizations



¹Salaries converted from GBP to USD using a 1.6 GBP-USD currency exchange rate
²Data prior to 2007 was projected forward using a 2.5% inflation rate, compounded annually
 SOURCES: IRS-990 Filings and London Organizing Committee (LOCOG) data from 2007-2008 LOCOG Annual report and LOCOG sources.

Top 4 Paid Employees: Chicago 2016 vs. Chicago Area Non-Profits



¹Data prior to 2007 was projected forward using a 2.5% inflation rate, compounded annually
 SOURCES: IRS-990 Filings.



The demographic profile of the paid employee group is:

Men	33%	Minorities	
Women	67%	African American	17%
		Hispanic	11%
		Asian	4%
			32%
		Non-Minorities	68%

EMPLOYEE BENEFITS \$ 1,089,275

Chicago 2016 provides its paid employees with certain benefits which are typical for an organization of our size, including medical benefits, a retirement plan, and life insurance.

In addition, as one of our goals is to promote healthy lifestyles through sport, Chicago 2016 has elected to provide a modest subsidy (\$28 per month) of health club dues for staff members who choose to take advantage of this opportunity. Chicago 2016 also sponsors periodic team-building events, staff recognition opportunities, and has provided foreign language instruction training classes.

Specific employee benefit costs since inception are as follows:

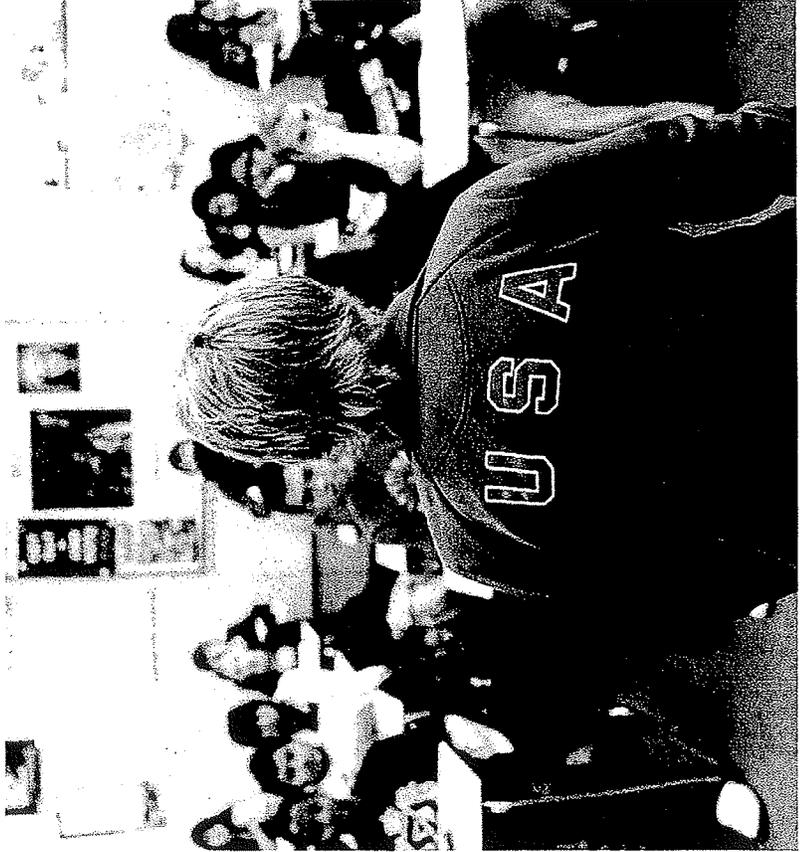
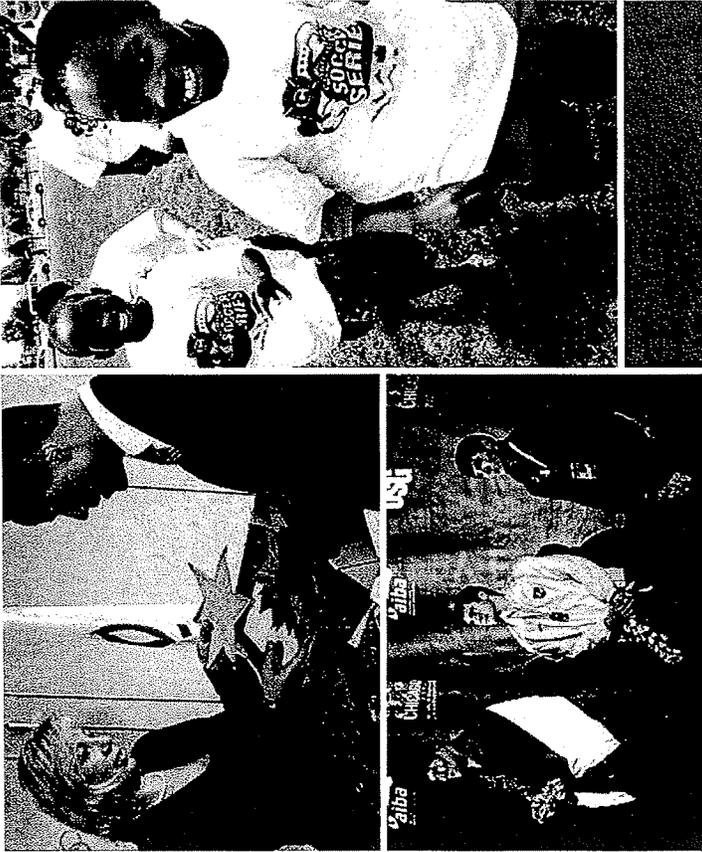
Payroll taxes and fees	\$ 593,420
Medical and life insurance	\$ 290,723
Contribution to employee retirement accounts	\$ 157,737
Health club subsidy	\$ 20,496
Other staff benefits	\$ 26,899

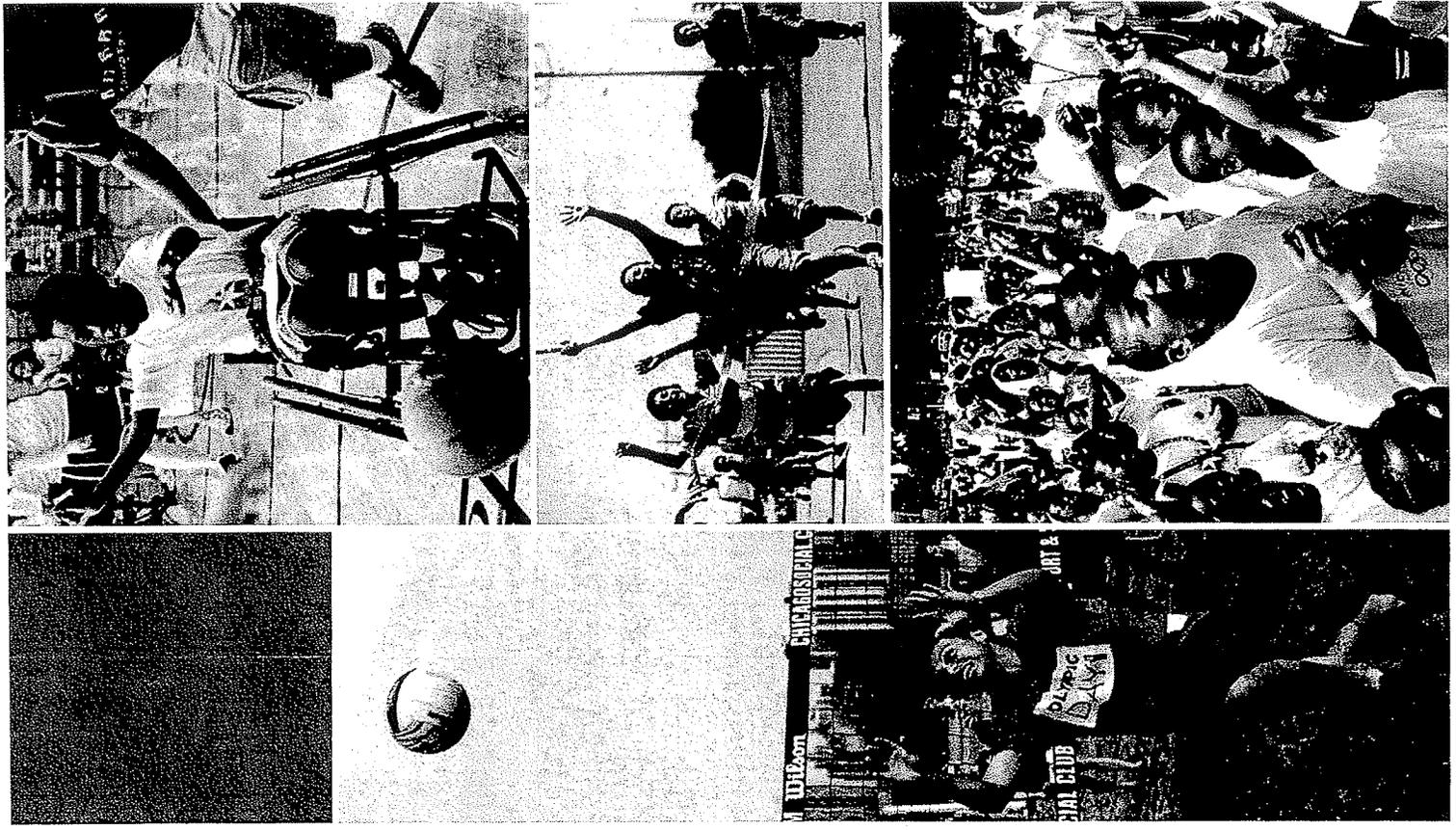
Taken in total, our ratio of employee benefits to total salaries is 16% which we believe to be very reasonable in comparison to other organizations.

SUBJECT MATTER EXPERTS \$ 10,887,179

The unique and specialized nature of an Olympic bid requires the engagement of certain subject matter experts, including individuals and firms with experience from previous bid campaigns, Olympic Games operating experience, and Olympic media relations background. This is necessary to ensure our understanding of the complexities and requirements of hosting the Olympic Games, and to demonstrate that understanding to the International Olympic Committee. It also ensures the achievability of our plans, thereby mitigating risk to all constituents, including taxpayers. All of the goodwill and hard work of the general staff must be supplemented with subject matter experts in order for our bid to be successful.

Since inception, approximately \$11 million has been spent to engage various subject matter experts in the Chicago 2016 bid in order to ensure that our bid is technically and operationally sound, and to assist us in communicating the strengths of our bid to our many constituencies, including the International Olympic Committee and key influencers such as the International Paralympic Committee, International Sport Federations, National Olympic Committees, Continental Olympic Associations and other Olympic Movement leaders. In many cases, the compensation of these experts was at rates significantly discounted from their standard charges.





Over the 36 months since inception of the bid, the five highest paid consultants/contractors are:

Hill & Knowlton (<i>media and international relations</i>)	\$ 3,104,653
Skidmore, Owings & Merrill LLP (<i>architecture and planning</i>)	1,252,457
HOK Sport Facility Group (<i>venue planning</i>)	1,008,493
Patricia J. Hurley & Associates (<i>fund raising</i>)	635,000
Ogilvy (<i>technology and new media</i>)	530,770

All of the above firms have provided discounted rates and/or pro bono services.

TRAVEL & ENTERTAINMENT

Promotion of Chicago's Olympic bid requires extensive travel throughout the world. The locations to which we travel are determined by the calendar of meetings and events of the organizations and influencers whose support we seek. We determine the size and composition of our delegations for various meetings and events based upon the audience with whom we anticipate interacting and any logistical or staff support required.

For example, there have been eight officially sanctioned opportunities for Candidate Cities to present at international sport meetings during the course of this campaign. In order to tell the Chicago story, the bid team has taken advantage of each of these opportunities, traveling to Acapulco, Mexico; Bali, Indonesia; Istanbul, Turkey; Denver, Queensland, Australia; Milan, Italy; Lausanne, Switzerland; and Abuja, Nigeria. Although there were no formal presentations made, the 2008 Beijing Games provided a significant opportunity to meet and interact with IOC members. The final presentation opportunity will be on October, 2 in Copenhagen, Denmark.

In November of 2007, the Chicago 2016 Board of Directors approved a Travel & Entertainment Policy modeled after what we considered "best in class" examples, including other non-profits and the U.S. State Department. Representatives of Chicago 2016 travel long distances, and are often away from home and family for extended periods of time. We believe our policies with respect to reimbursement of travel and entertainment costs are both reasonable and prudent. At the request of the Audit Committee of the Board of Directors, our independent auditors recently conducted a review of our policies and found them to be reasonable and in-line with similar types of organizations.

All travel and entertainment is governed by the Chicago 2016 Travel & Expense Policy, Chicago 2016 Code of Conduct and the IOC Code of Conduct:

The Chicago 2016 Travel & Expense Policy is available on our web site at: <http://www.chicago2016.org/travel-and-expense-policy.aspx>

The Chicago 2016 Code of Conduct and the IOC Code of Ethics are available on our web site at: <http://www.chicago2016.org/code-of-conduct.aspx>

AIRFARE \$ 1,146,074

Out-of-pocket expenditures for air travel have been limited to just over \$1 million, translating to an out-of-pocket cost per mile travelled of \$0.12, which is roughly one-third to one-fourth the standard rate for such travel.

Since inception, Chicago 2016 representatives have traveled more than 9.3 million miles in promotion of the city of Chicago and the 2016 Olympic and Paralympic bid—equal to 374 trips around the circumference of the earth.

A major airline donor has been extremely generous in support of the bid, donating more than 2,000 flight segments for use by the bid team. Mr. Ryan has flown over 240,000 miles in promotion of the bid, all of which qualifies for reimbursement under the Chicago 2016 Travel & Entertainment Policy. However, Mr. Ryan has chosen to personally pay for more than 70% of that air travel.

Given the very substantial travel required to promote the bid, Chicago 2016 believes that the out-of-pocket cost of the bid team's air travel has been extremely reasonable.

HOTEL AND HOUSING ACCOMMODATION \$ 1,681,325

Given the amount of travel required to promote the bid, hotel accommodations represent a significant cost to the bid. When traveling on behalf of the bid, the bid team generally stays at the hotel where the meeting, event, or conference they are attending is held, as determined by the sponsoring organization. Thus, there is very little choice involved in the selection of hotel, and therefore, the overall cost of hotel accommodations. When support staff accompanies bid leadership to major presentations, more remote, less expensive hotels are utilized.

Also included in this category are housing allowances provided to bid staff members whose homes are in other cities. Providing local housing is more cost-effective than utilizing hotels for these individuals.

ENTERTAINMENT \$ 101,198

Entertainment encompasses a number of items; significant examples include:

- a dinner hosted in Chicago for various international sport leaders;
- tickets for competition events during the 2008 Beijing Olympics;
- various recognition and appreciation events for our volunteers; and
- a concluding dinner to a two-day event bringing subject matter experts, USOC officials, City of Chicago personnel, and Chicago 2016 staff together for final deliberations on the content of the Candidature File (the "bid book").

TRANSPORTATION \$ 373,608

This category includes all non-air transportation, such as ground transport, vehicle rentals as needed during international travel, and transport requirements during the USOC and IOC Evaluation Commissions' visits.

MEETINGS AND CONFERENCES \$ 327,151

Meetings and conferences includes registration fees for certain of the international sport meetings that the bid has attended, such as the annual SportAccord meeting. At some of these meetings, Candidate Cities are permitted to have a booth in order to promote their bids. This category also includes booth rental and set-up and related costs.



OUTREACH

In addition to the promotion of the bid internationally, Chicago 2016 also promotes support of the bid locally and nationally. A combination of physical presence, advertising, promotional merchandise and films is used to promote the bid and to inform the various constituent groups about the bid.

PARADES, FESTIVALS, ETC. \$ 404,875

Chicago 2016 endeavors to have a presence at area parades, festivals, and community events, usually calling upon our 20,000 volunteer corps to staff an information booth or parade float. Examples of the costs in this category include float rental, parade registration, and the bid's presence at Taste of Chicago, the Bud Billikin parade, the Chicago Marathon, the Mayor's Holiday Sports Festival, and other similar events.

ADVERTISING AND MESSAGING \$ 3,493,994

In order to promote the bid locally and internationally, and inform the public about the benefits of hosting the Games in Chicago, the bid has developed print, radio, television and outdoor advertising; brochures; and promotional materials. The cost of production and placement of these campaigns is well below the value of the visibility they have provided Chicago's bid due to the generosity of local television and radio stations, newspapers, magazines, outdoor advertising companies and printers.

FILM PRODUCTION \$ 1,721,190

Films and videos are an integral part of telling the story of Chicago and our bid, both to the general public and the International Olympic Committee. As IOC rules generally prohibit IOC members from visiting Candidate Cities, films become an important medium by which to convey the beauty and feel of Chicago.

Since inception, the bid has produced 27 films and short videos at an out-of-pocket cost slightly in excess of \$1.7 million. Most of the production work in creating and editing these films and videos has been donated by local and national companies.

It is difficult to estimate exactly what the out-of-pocket cost of these films would have been without the generosity of studios, producers, directors, editors and production companies, however an average cash cost of \$63,000 per film produced is extremely low and well-below what standard production would have cost.

EVENT SERVICES \$ 3,626,943

The vast majority of the items included in Event Services relate to the Evaluation Commission visit of the USOC during the domestic phase of the bid campaign, and the IOC Evaluation Commission visit in April 2009. Services provided by various vendors included transportation management, logistics, security, design and construction of the presentation room and catering. In many cases, generous discounts and pro bono contributions were provided by vendors in support of the bid.

PAYMENTS TO THE USOC AND IOC \$ 5,650,000

The United States Olympic Committee and the International Olympic Committee each assess fees and charges to cities bidding for the Olympic Games to support their respective costs in conducting the selection process. \$5.65 million represents the fees charged by the USOC and IOC over the course of the bid process.

RENT \$ 61,121

The bid currently occupies 44,000 square feet of office space at 200 E. Randolph Street. Over the course of the campaign, two Chicago firms have generously allowed the bid to utilize available space at no charge and a third provided space at a substantial discount. This generosity has resulted in minimal cash rent cost since the bid's inception.

LEGAL FEES AND FILINGS \$ 56,346

In order for a city's bid to be viable in the eyes of the International Olympic Committee, a voluminous number of legal agreements needed to be in place at the time the Candidature File was submitted. These include agreements with the USOC and IOC, venue use agreements, agreements concerning billboard and advertising spaces, and agreements covering the nearly 80,000 hotel rooms that Chicago 2016 has secured for use during the Games. In addition, significant legal work was required in conjunction with the acquisition of the site for the proposed Olympic Village and other day-to-day matters.

Despite the enormous effort required to secure all of this documentation, the bid has spent only \$56,346 since inception on legal services and legal filings. This is a result of the generosity of more than 20 Chicago area law firms who have provided pro bono legal services and loaned attorneys to the bid staff.

FUNDRAISING EVENTS \$ 1,825,442

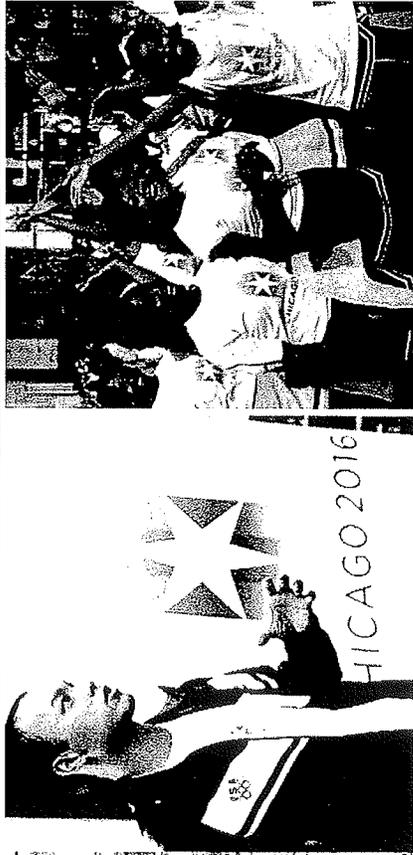
These expenditures are primarily the out-of-pocket costs of two major Chicago 2016 fundraising events: the March 1, 2007 event at McCormick Place and the July 14, 2008 event at Millennium Park. Both of these events were extremely successful, and each raised significantly more revenue than the cost of staging the event.

REIMBURSEMENT TO CITY OF CHICAGO FOR CITY SERVICES \$ 134,439

When Chicago 2016 events and activities require the incremental provision of city services such as police and streets and sanitation, Chicago 2016 reimburses the City of Chicago for the provision of such services. These costs primarily represent the reimbursement of incremental city services provided in conjunction with the April 2009 visit by the IOC Evaluation Commission.

OTHER CASH EXPENDITURES \$ 2,046,200

Other expenditures include items not applicable to any of the above categories, including the cost of insurance, bank and credit card processing fees, and the cost for design and publication of the Candidature File (the "bid book"). No item in this category exceeds one half of one percent of overall expenditures.



CONCLUSION

We are proud of all that the Chicago 2016 organization and the people of Chicago have accomplished in advancing the candidacy of our city to host the 2016 Olympic and Paralympic Games. We are also proud that we have been able to reach those milestones in a very responsible and cost-effective way, acting as responsible stewards of the resources provided to us by the private sector.

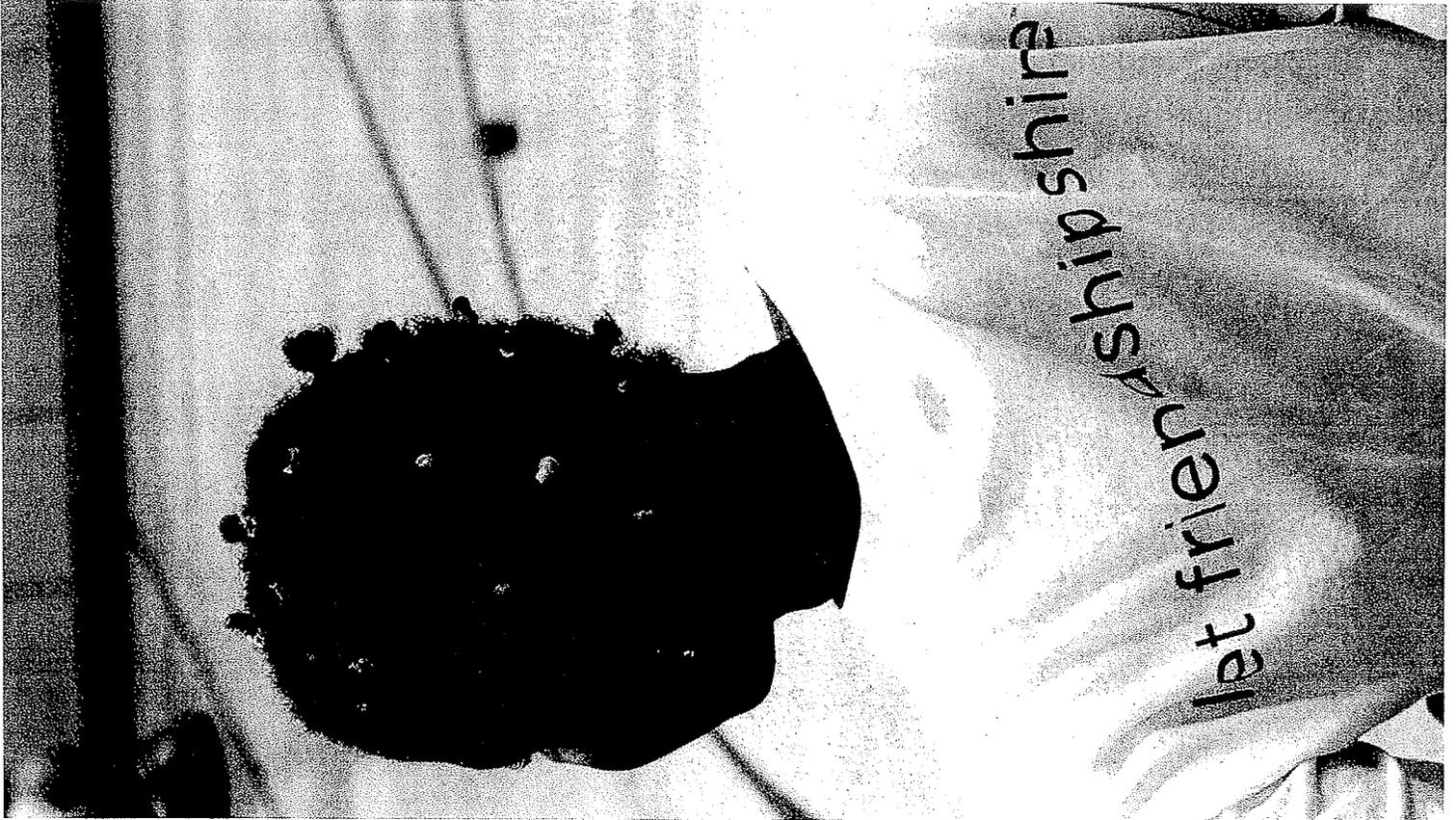
The generous support of our cash and pro bono donors has afforded us access to the advice and counsel of a wide range of experts in the planning and development of the bid, and additional experts to review and validate the bid plans, thereby enhancing the likelihood of successful delivery of the Games. It is through access to these resources that we have been able to develop a plan that is innovative, fiscally responsible, and realistically achievable—one that can be delivered should we be selected as the Host City for the 2016 Games.

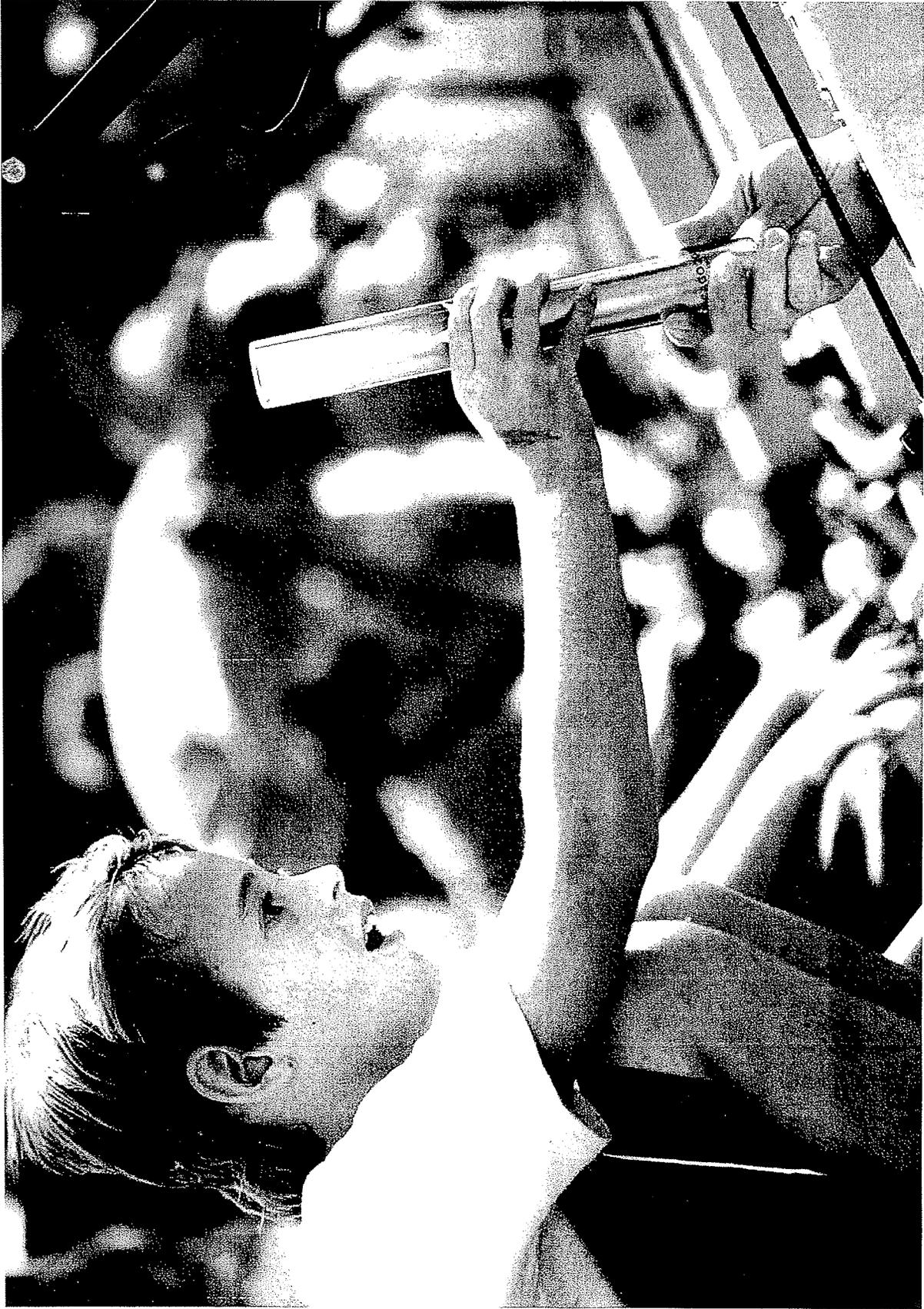
We have endeavored to be good stewards of the resources that our donors have provided. Our cash donors have provided us with the funding to support day-to-day operations and to assemble the best talent available to assist us in the development and validation of our plans.

Our pro bono donors have enabled us to stretch our cash contributions by providing free or heavily discounted goods and services, including lending certain of their employees to the bid staff. The instances of rent, film production, and legal services cited in this report are but just a few examples of where significant amounts have been saved.

Finally, we have operated within our means and within our budgets. Our cash revenues have exceeded our goals, and our cash expenditures are well within the budget constraints that we set for ourselves. Consequently, there are sufficient resources to fund the remainder of the bid campaign, and regardless of outcome, to support the ongoing development of our legacy organization, World Sport Chicago.

We once again thank our generous donors, dedicated staff, our Chicago 2016 Board of Directors and Committee members, our 20,000+ volunteers, the more than 2,500 Olympians and Paralympians who have endorsed the bid, the public officials who see the great opportunity this presents for Chicago, and the bid's greatest asset—the warm and wonderful people of Chicago.





Printing of this report was generously provided free-of-charge by a Chicago firm.



CHICAGO 2016



let friendship begin™

Union Logo

Recycled Logo

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Monday, August 17, 2009 8:45 AM
To: John Murray; Mark Mitten; Lori Igleski; Michael Segobiano; Valerie Waller
Subject: FW: Announcement Ceremony Videos and Live Feed

Please see email below regarding video for announcement ceremony as well as feeds to the Admiral and Chicago live sites. I assume Valerie & Mark are on point for the announcement ceremony video, Lori is on point for the feed to the Admiral/Axlebourg, and Sego/City folks for the feeds to Daley Plaza or wherever.

Please share with anyone else who needs to know.

From: Mattias Kaestner [mailto:mattias.kaestner@olympic.org]
Sent: Monday, August 17, 2009 6:01 AM
To: David Bolger; Madrid - Antonio Arimany; Rio - Carlos Osorio; Tokyo - Yasuhiro Nakamori
Cc: Helen Stewart
Subject: Announcement Ceremony Videos and Live Feed

Dear Candidate Cities,

Further to our meeting with OBS in Copenhagen, please find below some specifications from OBS regarding the Announcement Ceremony Video and the Live Feed:

- 1) Announcement Ceremony Video Specifications
 - a. 1 minute, 30 seconds
 - b. Tape format
 - i. SONY HDW-1800 or SONY HDW-2000
 - c. Stereo sound
 - i. Music *or* natural sound + music
 - ii. No voiceover
 - d. Video contents
 - i. General iconic city images
 - ii. Sports & venues footage
 - iii. City atmosphere
 - iv. Any graphics presented as lower thirds
 - e. End
 - i. Bid city logo
 - f. Any content, video or audio, must be cleared for rights for broadcast

Please send your videos by 15 September to OBS, Attention: Matt Mason

- 2) Live Feed
 - a. Live feeds can be made available to Candidate City hotels within Copenhagen through the IPTV solution provided by the Bella Center. The estimated cost is 3000 Euros per feed.
 - b. Feed requests for Candidate City live sites and distribution within the respective city must be organized by the Bid City and not third party providers.
 - c. Please note, Matt Mason (mmason@obs.es) will serve as your main contact for any queries.

Please don't hesitate to contact us if you have any questions.

Best regards,
 Mattias

Mattias KAESTNER

Project Manager, Bid City Relations
 Olympic Games Department

11/2010

CC00939

INTERNATIONAL OLYMPIC COMMITTEE
Château de Vidy
1007 Lausanne, Switzerland

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www.olympic.org

Taking the pulse: Virtual Olympic Congress www.2009congress.olympic.org

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Please consider the environment before printing this e-mail

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Tuesday, August 11, 2009 9:10 AM
To: Michael Segobiano
Cc: Lori Igleski; Valerie Waller
Subject: Mich Ave Bridge 2016 flags

The flags on the Mich Ave bridge are looking pretty worn. Can we get some new ones for them to use?

DAVID P. BOLGER
CHIEF OPERATING OFFICER
CHICAGO 2016

T +1.312.861.4804
F +1.312.861.4896

100 East Randolph
Suite 2016
Chicago, IL 60601

dbolger@chicago2016.org
www.chicago2016.org

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]

Sent: Friday, July 31, 2009 9:46 AM

To: Accarino, Bob; Alison Kutler; Cassandra Francis; Doug Arnot; Fairchild, Jessica; Gyata Kimmons; Hardt, Chip; Joe Ahern; John Murray; Kevann Cooke; Lori Healey; Lori Igleski; Mark Mitten; Mastandrea, Linda; mkontos; Myers, Scott; Patricia Rios; Patrick Sandusky; Richard Ludwig; Segobiano, Michael; sheehan, sarah; sullivan, chris; Valerie Waller

Cc: Angelica Bugarin; Elizabeth Alvarez; Teri Ringhofer; Victoria O'Kane; Wollmering, Melissa

Subject: August 12th Event

Senior Team Members:

As you know, August 12th marks an important event for the bid: our last fund raising dinner, in partnership with the USOC. The event follows our final Board and Committee meetings, and the entire program of meetings and entertainment will be held at McCormick Place West.

We would like to invite—and strongly encourage—you to attend this event. It starts at 5 pm with a reception, and is followed by both dinner and the taping of the Hall of Fame Induction ceremony. Business attire is appropriate. Additional tickets are available “at cost” for \$150.

We hope to place many of our senior staff at tables with important stakeholders.

Please let Teri know if you will be able to attend and if you will be purchasing any additional tickets.

Best regards,

David

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Tuesday, July 21, 2009 1:06 PM
To: Patricia Rios; Lori Healey; John Murray; Vinita Kumar; Richard Ludwig; Patrick Sandusky; Valerie Waller; Jessica Fairchild; Michael Segobiano; csullivan email forward
Subject: Stewardship Report - FOR YOUR REVIEW ONLY

Here is the latest verbage, now reflecting comments from Jessica, John, Lori, Patrick and Pat. We are still validating numbers, so please focus on the words.

This will have very public and wide distribution, so please keep that in mind when reading.

Please do not share this draft with others. If there is someone you believe should have input, please clear with me before sharing.

DAVID P. BOLGER
CHIEF OPERATING OFFICER
CHICAGO 2016

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Chicago 2016

Stewardship Report

July 2009

Chicago 2016 is pleased to present this report on expenditures of the Bid Committee from inception through June 30, 2009. Chicago 2016 is committed to operating with appropriate transparency to all constituents, including the donors who have financed the bid, the members of the Chicago 2016 Committee who have served as ambassadors of the bid, public officials who have agreed to provide the support necessary to assure delivery of the Games, our more than 20,000 volunteers who have given so much of their time and energy, and the citizens of Chicago on who's behalf we have conducted this campaign.

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Whatever the ultimate decision on which city will host the 2016 Olympic and Paralympic Games, we believe this effort has already provided real and tangible benefits to Chicago. As with the Columbian Exposition of 1893 and the Century of Progress World's Fair of 1933-1934, the city has rallied behind the concept of once again hosting the world in Chicago.

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¶ People from diverse neighborhood

People from diverse neighborhoods and backgrounds have come together to work on behalf of the bid. Religious leaders, community leaders, labor leaders, business leaders, and area philanthropists have been involved, sometimes asking tough questions, but always with a common goal – to bring the 2016 Games to Chicago and to ensure that doing so benefits our city for generations to come.

The youth of Chicago have already been impacted by our legacy organization, World Sport Chicago. Working in collaboration with Chicago Public Schools and the Chicago Park District, World Sport Chicago has already engaged more than 30,000 kids in sport. We believe the lessons of sport – respect for the competition, respect for the rules, and self-respect are important life lessons. Should Chicago be awarded the Games, World Sport Chicago would be the primary beneficiary of any financial surplus, enabling it to fund youth sport programs for decades to come. As beneficiary of the surplus from the 1984 Los Angeles Games, LA 84 Foundation has committed more than \$185 million to youth sport programs in southern California. We hope to be able to be able to provide a similar opportunity for Chicago youth as a result of the 2016 Olympic and Paralympic Games.

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If successful, hosting the 2016 Games in Chicago will elevate the city's profile on the global stage leading to increased tourism and cultural exchange. The effort to stage the Games will be an economic stimulus for our region, generating an estimated incremental economic impact of \$22.5 billion over the 2011-2021 period, including the creation of 315,000 job years of employment.

We believe the attached report will demonstrate the fiscal responsibility with which we have conducted this campaign and the prudence and diligence we have exercised in the utilization of the cash, goods and services so graciously provided by our donors. Our goal has been to develop a plan that meets the complex requirements of hosting the Olympic and Paralympic Games, is realistic and achievable, contributes to the advancement of the Olympic Movement, and leaves a lasting positive legacy for future generations of Chicagoans.

Introduction

Bid is 100% financed through private contributions

In the quest for the 2016 Olympic and Paralympic Games, Chicago's bid is unique in that it is the only 100% privately-funded bid in the competition; each of the other Candidate Cities, Rio de Janeiro, Tokyo, and Madrid receives some level of public funding for their campaign. The citizens, businesses and foundations of the Chicago area have generously contributed more than \$77 million of cash, and millions more of goods and services have been provided on a pro bono basis in support of the bid.

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Bid has lived within its means, operating within an approved budget

Recognizing we are operating with resources generously contributed by the private sector, the management of Chicago 2016 takes its responsibility to act with fiscal prudence very seriously. In February of 2008, the Chicago 2016 Board of Directors approved an overall budget for the bid effort including the domestic phase, the international phase, and funding of our legacy organization – World Sport Chicago.

The approved budget anticipated overall cash revenues of \$73.2 million and cash outlays for bid activities of \$61.7 million, leaving \$11.8 million for initial funding of World Sport Chicago. Due to the hard work of our Development Committee and the generosity of our donors, we are happy to report that overall cash revenues from inception to date are \$81.5 million, with bid cash expenditures of \$48.3 million, and \$13.0 million invested in the youth sport programs of World Sport Chicago. We anticipate that the remaining funds available will be sufficient to finance the balance of the campaign and the continuation and expansion of World Sport Chicago programs.

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The bid has adopted and enforced "best practice" policies

We have adopted policies and procedures based upon best practices, and the Chicago 2016 Board of Directors and its Audit Committee have provided diligent oversight of our activities, including review and approval of employment and other significant contracts.

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In accordance with IRS requirements, Chicago 2016 has publicly filed its Form 990s and related tax returns. Further, the financial statements of Chicago 2016 are audited by an independent public accounting firm who has issued an unqualified report for our most recent accounting period, the six months ended December 31, 2008.

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The financial statements of Chicago 2016 are audited by an independent public accounting firm who has issued an unqualified opinion on the financial statements of Chicago 2016 for all accounting periods, including the period ending December 31, 2008. ¶

Chicago 2016 has utilized experts in the planning and validation of the bid

The bid has benefited from the involvement of a wide range of individuals and firms who are subject matter experts and/or have Olympic Games experience. Our plans have been developed by, and in collaboration with, experts with relevant experience. To the extent possible, those plans were then reviewed by other independent experts, many of whom have graciously donated their time and talents. We believe this process has been a very cost-effective way to mitigate potential future delivery risk.

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Funding of the Chicago 2016 Bid

Chicago's bid to host the 2016 Olympic and Paralympic Games has been made possible through the generous support of our donors. The city enjoys a long history of public-private collaborations which have raised the profile of Chicago on the world stage, and which have resulted in parks, cultural institutions, monuments, and facilities for the enjoyment of all. If successful, we believe the public-private partnership of Chicago 2016 will be the most significant collaboration in Chicago's history.

No taxpayer dollars have been used to fund bid operations.

In addition to cash donations, modest additional funding for the bid has been derived from events revenue, interest income and merchandise sales as follows:

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Cash contributions and pledges	\$77,352,000
Events Revenue	\$ 2,812,000
Interest income	\$ 1,160,000
Merchandise sales	\$ 188,000
Total funding to date	\$81,512,000

Cash Contributions

100% of the cash necessary to fund the operations of the bid and the funding of World Sport Chicago has come from the private sector. Individuals, families, foundations, corporations, community associations and labor unions have united in support of the bid. Importantly, contributors have not been permitted any public association with the bid or its emblem – i.e. there are no bid “sponsors.” This is a reflection of the true philanthropic commitment of our donors.

Through June 30, 2009 pledges and cash contributions have totaled \$77.4 million. A total of 563 donors have contributed amounts large and small:

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<u>Contribution range</u>	<u>Number of Donors</u>
\$1,000,000 or more	_29
\$500,000 - \$999,999	_21
\$100,000 - \$499,999	117
\$ 50,000 - \$ 99,999	_16
\$ 25,000 - \$ 49,999	_22

The above numbers include general contributions and contributions related to Chicago 2016’s major fundraising events in March of 2007, July of 2008, and the upcoming U.S. Olympic Committee Hall of Fame event to be held in August of 2009, with the proceeds benefitting Chicago 2016 and its legacy programs.

Pro Bono Support

In addition to the substantial cash contributions described above, Chicago area businesses and organizations have been extraordinarily generous with pro bono support of the bid. The nature of this support includes providing:

(i) loaned staff for key bid roles;

(ii) professional services such as consulting, legal, financial, engineering, architecture, marketing & design, and film production to the bid;

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(iii) goods and services to the bid such as airline travel, hotel accommodations, furniture, and media time and space for public service announcements; and

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(iv) use of office space and other facilities for the operation of the bid’s office and for bid-related events.

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The overall valuation of goods and services provided by pro bono donors is difficult to quantify. And much of this type of support of the bid would not be recognized on the books of the bid. For example, during the Evaluation Commission visit, many Chicago firms and institutions spent money to purchase and display signage in support of the bid. While that was enormously helpful in showcasing the city to our guests, we do not have sufficient detail to attach a number to the value of the efforts of all those firms and institutions.

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By any measure, the value of contributed personnel, goods, and services runs into tens of millions of dollars. While it is impossible to identify a cumulative value for these contributions, the body of this report attempts to identify examples where pro bono contributions enabled the bid to carry out its work in an extremely cost-effective way.

Our numerous pro bono donors deserve the same appreciation and thanks that is given to our very generous cash contributors. As with cash contributors, pro bono donors have not been permitted any public association with the bid.

A listing of cash and pro bono donors is included as Appendix XX.

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Cash Expenditures by category – Bid inception through 6/30/09

Staff Compensation	
Paid Staff Employees	
Paid Staff – Benefits	
Paid Staff Contractors	
Contractors & Consultants – subject matter experts	
Olympic Games Venue and Operations experts	
International Relations	
Public Relations and Media Relations	
Lobbyists	
Fundraising	
Marketing and Sponsorship Opportunity Assessment	
Environment	
Travel & Entertainment	
Air fare	
Hotel and Housing Accommodations	
Entertainment	
Transportation	
Meals, Incidentals and Per Diem	
Meetings and Conferences	
Outreach	
Parades, Festivals, etc.	
Merchandise	
Advertising and Messaging	
Film Production	
Event Services	
Fees	
U.S.O.C.	
I.O.C	
Occupancy	
Rent	
Facilities Services	
Utilities	
Postage and Delivery	
Legal Services	
2016 Committee and Donor Events	
Technology	

Office Supplies and Postage	
Reimbursement to City of Chicago for City Services	
Other Cash Expenditures	
GRAND TOTAL	

Discussion of Bid Expenditures

Staff Compensation [Line 1 and 3]

Chicago 2016 operates with a staff consisting of paid employees, loaned employees from area firms, full-time and part-time volunteers, summer interns, and contractors and consultants. The number of staff varies over time depending upon the tasks currently facing the bid. The staff peaked around the time of the International Olympic Committee Evaluation Commission visit in April of 2009 at about 200 individuals.

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The current staff composition is:

Paid employees	57
Loaned employees	<u>20</u>
<u>32 volunteers (Full time equivalent)</u>	<u>20</u>
<u>Staff Contractors and consultants</u>	<u>12</u>
Summer interns	<u>32</u>

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Chicago 2016's commitment to diversity is reflected in the demographic profile of its staff. Of the 153 individuals noted above, 30% are minorities and 56% are females

The utilization of staff volunteers, loaned staff and summer interns provides a very cost-effective model to accomplish the myriad of tasks required of an effort of this size and scale. Combining payroll and monthly payments to staff contractors, our cash cost of staffing the bid currently stands at an annualized rate of \$6.13 million, meaning out-of-pocket cash compensation cost per 2016 staff member is \$43,447. We believe assembling a talented, diverse workforce of 153 individuals at an average cash cost of less than \$44,000 per person represents judicious use of our donor provided funds and a significant savings to the bid.

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In addition to full-time and part-time staff volunteers working in the bid office, over 20,000 individuals have registered as event volunteers to provide staffing for a range of activities and events, including Taste of Chicago, Olympic Day Celebrations, neighborhood festivals and parades, World Sport Chicago programs and others. We

estimate that our volunteer corps has devoted nearly 95,000 hours in support of the bid's events and activities – the yearly equivalent of an additional 46 full time staff members. Our ability to host events, offer World Sport Chicago programming, and participate in community activities is highly dependent upon our volunteer team, and we thank them for their dedication and many hours spent in the support of the bid.

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The paid employees of Chicago 2016 earn significantly less than what comparable positions are paid in the private sector, and they work with no assurance of continued employment. If our bid is unsuccessful, most employees will be released as of October 15, with a handful of individuals remaining through approximately year-end to wind-down the affairs of the bid and archive appropriate materials. Should our bid be successful, we anticipate that our staff will be reduced in size and be re-configured to address the early requirements of an Organizing Committee. Consequently, under either scenario, no one is assured of a continued role.

Eleven of the paid employees earn \$100,000 or more; of those, seven are women and three are minorities.

The Chicago 2016 Board of Directors serves with no directors' fees or other form of compensation. Three of the Board members are active with the bid on a daily basis, with Pat Ryan (Chairman & CEO), Mike Roberts (Vice Chair), and Bill Scherr (Director of Sport) serving as volunteers with no compensation.

The seven most senior Bid Committee staff members are paid as follows:

Pat Ryan, Chairman & CEO	\$ 0
Mike Roberts, Vice Chair	\$ 0
Lori Healey, President	\$ 250,000
Dave Bolger, Chief Operating Officer	\$ 300,000
John Murray, Chief Bid Officer	\$ 250,000
Bill Scherr, Director of Sport	\$ 0
Doug Arnot, Venues & Operations	\$ 250,000

For the senior staff members who are salaried, we believe their compensation levels reflect the size and scope of their responsibilities, their contribution to the bid effort, and are very reasonable in comparison to similar roles in similar organizations.

Employee Benefits [Line 2]

Chicago 2016 provides its paid employees with certain benefits which we believe are typical for an organization of our size and purpose, including medical benefits, a retirement plan, and life insurance.

In addition, as one of our goals is to promote healthy lifestyles through sport, the Chicago 2016 has elected to provide a modest subsidy (\$28 per month) of health club dues for staff members who choose to take advantage of this opportunity.

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Chicago 2016 also sponsors periodic team building events, staff recognition opportunities, and has provided foreign language instruction training classes.

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Specific employee benefit costs since inception are as follows:

Payroll taxes and fees	\$593,420
Medical and life insurance\$	290,723
Contribution to employee retirement accounts	\$157,737
Health club subsidy	\$20,496
Other staff benefits	\$26,337

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Taken in total, our ratio of employee benefits to total salaries is 16% which we believe to be very reasonable in comparison to other organizations.

Contractors and Consultants – Subject Matter Experts [Line 4 – Line 10]

The unique and specialized nature of an Olympic bid requires the engagement of certain subject matter experts, including individuals and firms with previous Olympic Games experience. This is necessary to ensure our understanding of the complexities and requirements of hosting the Olympic Games, and to demonstrate that understanding to the International Olympic Committee. All of the goodwill and hard work of the general staff must be supplemented with subject matter experts in order for our bid to be successful.

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Since inception, approximately \$12 million has been spent to engage various subject matter experts in the Chicago 2016 bid in order to ensure that our bid is technically and operationally sound, and to assist us in communicating the strengths of our bid to our many constituencies, including the International Olympic Committee and other key influencers. In many cases, the compensation of these experts was at rates significantly discounted from their standard charges.

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Travel & Entertainment [

Promotion of Chicago’s Olympic bid requires extensive travel throughout the world. In November of 2007, the Chicago 2016 Board of Directors approved a Travel & Entertainment Policy modeled after what were considered “best in class” examples, including other non-profits and the U.S. State Department. Representatives of Chicago 2016 travel long distances and are often away from home and family for extended periods of time. We believe our policies with respect to reimbursement of travel and entertainment costs are both reasonable and prudent. At the request of the Audit Committee of the Board of Directors, our independent auditors recently conducted a review of our policies and found them to be reasonable and in line with similar types of organizations.

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Air Fare [Line 11]

Since inception, Chicago 2016 representatives have traveled more than 9.3 million miles in promotion of the city of Chicago and the 2016 Olympic and Paralympic bid – the equivalent of 374 trips around the circumference of the earth.

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A major airline donor has been extremely generous in support of the bid, donating more than 2,000 flight segments for use by the bid team. In addition, the Chairman and CEO of Chicago 2016 has personally paid for substantially all (??) of his air travel and that of his wife when she accompanies him on overseas trips. Mr. and Mrs. Ryan have flown over 320,000 miles in promotion of the bid.

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As a result, out-of-pocket expenditures for air travel have been limited to just over \$1 million, translating to an out-of-pocket cost per mile travelled of \$0.12, which we believe to be roughly one-third to one-fourth the standard rate for such travel, equating to a cash savings of \$2-3 million.

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Given the very substantial travel required to promote the bid, Chicago 2016 believes that the out-of-pocket cost of the bid team's air travel has been extremely reasonable.

Housing and Hotel Accommodation [Line 12]

Given the amount of travel required to promote the bid, hotel accommodations represent a significant cost to the bid. When traveling on behalf of the bid, the bid team generally stays at the hotel where the meeting, event, or conference is being held, as determined by the sponsoring organization. Thus, there is very little choice involved in the selection of hotel and therefore the overall cost of hotel accommodations. When support staff accompany bid leadership to major presentations, more remote, less expensive hotels are utilized.

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Also included in this category are housing allowances provided to bid staff members who reside in other cities. Providing local housing is more cost-effective than utilizing of local hotels for these individuals.

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Entertainment [Line 13]

Entertainment encompasses a number of items; significant examples include:

- a dinner hosted in Chicago for various international sport leaders;
- tickets for competition events during the 2008 Beijing Olympics;
- various recognition and appreciation events for our volunteers;
- a concluding dinner to a two-day event bringing subject matter experts, USOC officials, City of Chicago personnel, and Chicago 2016 staff together for final deliberations on the content of the Candidature file (the "bid book").

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All entertainment is governed by the Chicago 2016 Travel & Entertainment Policy, Chicago 2016 Code of Conduct and the IOC Code of Ethics. The Chicago 2016 Travel & Entertainment Policy and the Chicago 2016 Code of Conduct are available on our website at: [insert URL]

Transportation [Line 14]

This category includes all non-air transportation, including ground transport, vehicle rentals as needed during international travel, and transport requirements during the USOC and IOC Evaluation Commissions visits.

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Meetings and Conferences (Line 16)

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Meetings and conferences includes registration fees for certain of the international sport meetings that the bid has attended, such as the annual SportAccord meeting. At certain of these meetings, Candidate Cities are permitted to have a booth in order to promote their bid. This category also includes booth rental and set up and related costs.

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Outreach

In addition to the promotion of the bid internationally, Chicago 2016 also promotes support of the bid locally and nationally. A combination of physical presence, advertising, promotional merchandise and films are used to promote the bid and to educate the various constituent groups about the bid.

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Parades, Festivals, etc. [Line 17]

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Chicago 2016 endeavors to have a presence at area parades, festivals, and community events, usually calling upon our 20,000+ volunteer corps to staff an information booth or parade float. Examples of the costs in this category include float rental, parade registration, and the bid's presence at Taste of Chicago, the Bud Billikin parade, the Chicago Marathon, the Mayor's Holiday Sports Festival, and other similar events.

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Advertising and Messaging [Line 19]

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In order to promote the bid and educate the public about the benefits of hosting the Games in Chicago, the bid has developed print advertising campaigns and certain promotional materials and brochures. The cost of time for televised Public Service Announcements (PSAs) has been generously donated by the various networks and television stations.

Film Production [Line 20]

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Films and videos are an integral part of telling the story of Chicago and our bid, both to the general public and the International Olympic Committee. As IOC rules generally prohibit IOC members from visiting Candidate Cities, films become a very important medium by which to convey the beauty and feel of Chicago.

Since inception, the bid has produced 27 films and short videos at an out-of-pocket cost slightly in excess of \$1.5 million. Most of the production work in creating and editing these films and videos has been donated by local and national companies.

It is difficult to estimate exactly what the out-of-pocket cost of these films would have been without the generosity of studios, producers, directors, editors and production companies, however using a proxy of \$500,000 per film (estimated average production cost for a standard television commercial), the bid has been able to source approximately \$13.5 million worth of film production for an out-of-pocket cost of \$1.5 million.

Event Services (Line 21)

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The vast majority of the items included in Event Services relate to the Evaluation Commission visit of the USOC during the domestic phase of the bid campaign, and the IOC Evaluation Commission visit during April of 2009. Services provided by various vendors included transportation management, logistics, security, design and

construction of the presentation room, and catering. In many cases, generous discounts and pro bono contributions were provided by vendors in support of the bid.

Fees [Line 22- Line 23]

Both the United States Olympic Committee and the International Olympic Committee assess fees and charges to cities bidding for the Olympic Games to support their respective costs in conducting the selection process. \$5.65 million represents the fees charged by the USOC and IOC over the course of the bid process.

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Rent [Line 24]

The bid currently occupies 44,000 square feet of office space at 200 E. Randolph Street. Since inception the Bid Committee has incurred no rent charges due to the generosity of a major Chicago-based corporation. The estimated market value of the rent expense saved by the bid, is in excess of \$2 million.

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Legal Services [Line 27]

In order for a city's bid to be viable in the eyes of the International Olympic Committee, a very significant number of legal agreements needed to be in place at the time the Candidature File is submitted. These include agreements with the USOC and IOC, venue use agreements, agreements concerning billboard and advertising spaces, and agreements covering the nearly 80,000 hotel rooms that Chicago 2016 has secured for use during the Games. In addition, significant legal work was required in conjunction with the acquisition of the Michael Reese property and other day-to-day matters.

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Despite the enormous effort required to secure all of this documentation, the bid has spent less than \$56,346 since inception on legal services and legal filings. This a result of the generosity of more than 20 Chicago area law firms who have provided pro bono legal services and loaned attorneys to the bid staff. The estimated market value of the legal service expenses saved by the bid is in excess of \$13 million.

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2016 Committee and Donor Events [Line 28]

These expenditures are primarily the out-of-pocket cost of two major Chicago 2016 fundraising events: the March 1, 2007 event at McCormick Place and the July 14, 2008 event at Millennium Park. Both of these events were extremely successful and each raised significantly more revenue than the cost of staging the event.

Reimbursement to City of Chicago for City Services [Line 31]

When Chicago 2016 events and activities require the incremental provision of city services such as police, streets and sanitation, etc., Chicago 2016 reimburses the city of Chicago for the provision of such services. These costs primarily represent the reimbursement of incremental city services provided in conjunction with the April 2009 visit by the IOC Evaluation Commission.

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Other cash expenditures (Line 32)

Other expenditures include a variety of items not applicable to any of the above categories, including the cost of insurance, bank and credit card processing fees, and the

cost for design and publication of the Candidature File (the bid book). No item in this category exceeds ½ of 1% of overall expenditures

Conclusion

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We are proud of all that the Chicago 2016 organization has accomplished in advancing the candidacy of our city to host the 2016 Olympic and Paralympic Games. We are proud not only of the accomplishments of the bid team; we are also proud that we have been able to reach those milestones in a very responsible and cost-effective way, acting as responsible stewards of the resources provided to us by the private sector.

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The generous support of our cash and pro bono donors has enabled us rely upon the advice and counsel of a wide range of experts in the planning and development of the bid. It is through their generosity that we have been able to develop a plan that is innovative, fiscally responsible, and realistically achievable – one that can be delivered should we be selected as the Host City for the 2016 Games.

Inserted: . While some may question the wisdom of certain expenditures or decisions, taken in total, we believe Chicago 2016 has acted as a responsible steward

We have endeavored to be good stewards of the resources that our donors have provided. Our cash donors have provided us with the funding to support day-to-day operations and to assemble the best talent available to assist us in the development and validation of our plans.

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Our pro bono donors have enabled us to stretch our cash contributions by providing free or heavily discounted goods and services, including lending certain of their employees to the bid staff. The instances of rent, film production, and legal services cited in this report are but just a few examples of where millions of dollars have been saved.

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Finally, we have operated within our means and within our budgets. Our cash revenues have exceeded our goals, and our cash expenditures are well within the budget constraints that we set for ourselves. Consequently, there are ample resources to fund the remainder of the bid campaign, and regardless of outcome, to support the ongoing development of our legacy organization, World Sport Chicago.

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We once again thank our generous donors, our Chicago 2016 Board of Directors and Committee members, our 20,000+ volunteers, the more than 2,500 Olympians and Paralympians who have endorsed the bid, the public officials who see the great opportunity this presents for Chicago, and the bid's greatest asset – the warm and wonderful people of Chicago.

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Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Wednesday, July 01, 2009 3:19 PM
To: Michael Segobiano; Michael Segobiano
Cc: Lori Healey
Subject: PGR letter to Committee

Did you or the Mayor's office have any comments? Most recent version attached. We need to get this out.

DAVID P. BOLGER
CHIEF OPERATING OFFICER
CHICAGO 2016

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F +1.312.861.4896

100 East Randolph
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dbolger@chicago2016.org
www.chicago2016.org

Dear Chicago 2016 Committee Member,

As we enter the final stages of our bid for the 2016 Olympic and Paralympic Games, I wanted to provide you with an update on our activities.

On June 17, Chicago 2016's delegation, including Mayor Daley, offered details of our Games plan to more than 90 percent of the IOC members in Lausanne, Switzerland. I'm pleased to report that our team represented our city well and the presentation was well received. The following day, we welcomed these same members to an exhibit space in the Lausanne Palace Hotel, where we engaged in more detailed discussions about our plan. Along with the informal conversations and meetings we had with IOC members, we believe our efforts went a long way toward communicating the key strengths of our city and our bid.

In the past several days, you may have seen news reports about the mayor and his commitment to sign the IOC's Host City Contract. I wanted to provide you with some background: the Host City Contract is an agreement with the IOC that states that the Organizing Committee and the Host City will have joint financial responsibility for planning, organizing and staging of the Games.

Chicago 2016 and the City of Chicago submitted potential amendments to the contract to the IOC in January, hoping to shift the ultimate responsibility in the language of the contract from the City of Chicago to the private sector. We recently learned that the IOC would not accept the amendments and the Host City Contract would need to be signed as-is. When the delegation traveled to Lausanne, we had further conversations with the IOC and determined that signing the Host City Contract un-amended puts Chicago on an even footing with our three competitor Candidate Cities, all of which are expected to sign the Host City contract.

Since then, Chicago 2016 has been working to increase the amount of the private guarantees as an additional backstop. The Host City Contract is signed by each of the Candidate Cities on the evening of October 1, prior to the final presentations and IOC vote on October 2. No contract has been signed up until this point, and no contract will be signed until October 1.

It is worth noting that Los Angeles (1984), Atlanta (1996) and Salt Lake (2000) each signed the Host City Contract without amendment or qualification, and each had a significant financial surpluses as a result of the Games.

While this topic has generated considerable media interest, Chicago 2016 remains confident that its conservative budget projections and the addition of a new layer of private insurance mean that what was true previously remains true today: that Chicago taxpayers are well protected from financial risk.

We do not lose sight of the very real benefits that the Games have brought to virtually every Host City – jobs, increased tourism, increased taxes resulting from economic development and incremental economic activity, increased trade and convention business, and inspiration for our youth to embrace the Olympic values of friendship, excellence and respect. We are very proud of the fact that our legacy

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organization, World Sport Chicago, has already reached thousands of Chicago children through its programs implemented in conjunction with the Chicago Public Schools and the Chicago Park District:

Also, you may have heard about two ordinances that were introduced to City Council yesterday.

Alderman Manuel Flores introduced an ordinance at a Chicago City Council meeting that would cap the city's Games guarantee at the existing \$500 million. A second proposed ordinance introduced to the council would authorize the Civic Federation of Chicago to review the budget for the Games.

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Chicago 2016 is committed to demonstrating to the council that our financial plan for the Games—which now will include an additional layer of insurance—is conservative and prudent; that no expenditure of Chicago taxpayer money will be needed; and that whatever small risk may exist is far exceeded by the benefits that hosting the Games would provide to the city and its residents. Chicago 2016 welcomes the opportunity to have its plan assessed by a respected and independent third-party organization to ease any concern on the part of the aldermen.

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We view these steps and the accompanying dialogue as a necessary and healthy part of the bidding process to ensure openness and transparency for the residents of Chicago. I am confident that our efforts will garner strong support among the city council when it votes on the signing of the Host City Contract.

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With less than 100 days to go before the selection of the 2016 Host City in Copenhagen on October 2, we are in the final phase of our campaign. The bid counts you as a valued ambassador, so please continue to talk with your family, friends and neighbors about why bringing the Games to Chicago would leave a lasting positive legacy for the city. In addition, please contact us if you have any questions about the bid, or would like a bid representative to present to your business or at a neighborhood gathering and we will make arrangements to do so.

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I'm grateful for your continued support and look forward to working with you in the weeks and months ahead to realize this dream.

Sincerely,

Pat Ryan

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]

Sent: Wednesday, July 01, 2009 3:10 PM

To: Lori Healey; Richard Ludwig; Jessica Fairchild; Patrick Ryan; Patrick Sandusky; Michael Segobiano; Kurt Summers; Valerie Waller; Mike Roberts

Subject: Civic Federation proposal

Attached is a suggested approach for the Civic Federation's work at the request of City Council.

Not sure of what next steps are.....Lori?

DAVID P. BOLGER
CHIEF OPERATING OFFICER
CHICAGO 2016

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F +1.312.861.4896

100 East Randolph

Suite 2016

Chicago, IL 60601

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Proposal

Civic Federation to evaluate and report to Chicago City Council on the following:

- a) The diligence of the process used in the overall development of the financial plan for the Chicago Organizing Committee of the Olympic Games (CHICOG), including the use of subject matter experts and resources familiar with the complexities of hosting the Olympic Games.
- b) The reasonableness of assumptions used in the development of the CHICOG financial plan with respect to major revenue and expense categories, the utilization of subject matter experts relating thereto, and the identification of major risks and related risk mitigation strategies.
- c) The reasonableness of projected construction costs for both permanent and temporary competition venues, the utilization of subject matter experts relating thereto, and the identification of major risks and related risk mitigation strategies.
- d) An assessment of the proposed utilization of private sector insurance coverages to mitigate various identified and potential risks to the operating plan and the intended construction projects.
- e) An assessment of the degree of risk to city taxpayers beyond the already approved \$500 million guaranty and the City's commitments with respect to the Olympic Village.

Navigant Consulting to provide resources to the Civic Federation in order to undertake the above. Chicago 2016 (or others) to provide access to subject matter experts utilized in the development of its financial plans, and to assist in identifying other subject matter experts who are independent, and who have not been involved in the development of the financial plans to date.

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Tuesday, June 30, 2009 1:12 PM
To: Kurt Summers; John Murray; Valerie Waller; Patrick Sandusky; Teri Ringhofer; Jessica Fairchild; Michael Segobiano; csullivan email forward; Mike Roberts
Cc: Patrick Ryan; Lori Healey
Subject: Revised PGR letter to Committee

Here is a revised version....in my haste there were several typos which Jessica caught. Only substantive change is in 4th paragraph in sentence about incremental risk.

Please send any further comments/edits

DAVID P. BOLGER
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F +1.312.861.4896

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In the past several days, you may have seen news reports about the mayor and his commitment to sign the Host City Contract. I wanted to provide you with some background: the Host City Contract provides that the Organizing Committee and the Host City are to have joint financial responsibility for planning, organizing and staging of the Games. We believed that a City of Chicago guaranty of \$500 million, the State's commitment of \$250 million, private insurance, and a very carefully developed Games budget would be sufficient in the eyes of the IOC.

Based upon recent conversations with IOC leadership and members, we now believe that limiting the City's responsibility to \$500 million significantly reduces our chances of success in this very competitive race, as each of the other Candidate Cities have indicated their willingness to sign the Host City Contract as presented. Los Angeles (1984), Atlanta (1996) and Salt Lake (2000) each signed the Host City Contract without amendment or qualification. Consequently, we are working to develop additional protections via the private sector in order to give the city council comfort that the incremental risk assumed by signing the Host City contract as presented is extremely low. Organizing Committees have a long history of generating financial surpluses, and the two most recent U.S. summer Games produced surpluses of \$931 million (Los Angeles 1984) and \$678 million (Atlanta 1996) expressed in 2008 dollars.

In the coming weeks, we will continue to update the aldermen as we solidify the details of our guarantees package. We view these steps and the accompanying dialogue as a necessary and healthy part of the bidding process to ensure openness and transparency for the residents of Chicago. I am confident that our efforts will garner strong support among the city council when it votes on the signing of the Host City Contract.

While much press has been devoted to the potential financial risks of hosting the Games, we must not lose sight of the very real benefits that the Games have brought to virtually every Host City – jobs, increased tourism, increased taxes resulting from economic development and incremental economic activity, increased trade and convention business, and inspiration for our youth to embrace the Olympic values of friendship, excellence, and respect. We are very proud of the fact that our legacy organization, World Sport Chicago, has already reached thousands of Chicago children through its programs implemented in conjunction with the Chicago Public Schools and the Chicago Park District.

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I'm grateful for your continued support and look forward to working with you in the weeks and months ahead to realize this dream.

Sincerely,

Pat Ryan

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Tuesday, June 30, 2009 12:50 PM
To: Valerie Waller; Scott Leff; Teri Ringhofer; Kurt Summers; John Murray; Jessica Fairchild; Richard Ludwig; Mike Roberts; Michael Segobiano; csullivan email forward; Patrick Sandusky; John Murray
Cc: Patrick Ryan; Lori Healey
Subject: Letter from PGR to 2016 Committee

Attached is a letter which is intended to be sent to the 2016 Committee (over 400 individuals). It has been reviewed and approved by both Pat and Lori, so please take a quick review and let me know if you see any showstoppers.

Thanks.

DAVID P. BOLGER
CHIEF OPERATING OFFICER
CHICAGO 2016

T +1.312.861.4804
F +1.312.861.4896

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I'm grateful for your continued support and look forward to working with you in the weeks and months ahead to realize this dream.

Sincerely,

Pat Ryan

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Saturday, June 20, 2009 4:52 PM
To: Valerie Waller; Michael Kontos; Michael Segobiano; Patrick Sandusky; Lori Healey; Jessica Fairchild; Richard Ludwig; Christopher Sullivan; Doug Arnot; John Murray
Subject: Fwd: revised script

Pat asked me to revise press conference script. I don't have his comments back, but based upon a long conversation with him, I believe this is what he was looking for. At least I hope so.

Please forward to others who should see. I didn't have emails for Mark Jones or city folks other than Sego.

Michael K, Pat said you're tracking down OCOG surpluses for past 50 years. He is particularly interested in Montreal as Dick Pound told him they made more than LA.

Thanks all.

Dave

Sent from my iPhone

Begin forwarded message:

From: DaveBolger57@aol.com
Date: June 20, 2009 4:34:10 PM CDT
To: swr@ryan-chicago.com
Cc: dbolger@chicago2016.org
Subject: revised script

Hi Shirley, could you please print for Pat? Thanks, hope you're enjoying your weekend.

Dave

Download the [AOL Classifieds Toolbar](#) for local deals at your fingertips.

Good morning.

I've just returned from a very successful trip to Switzerland where Mayor Daley and I had the chance to lead our bid team in presenting our plans for hosting the 2016 Olympic and Paralympic Games to nearly 100 voting members of the IOC.

This was an wonderful opportunity to share our vision for a Chicago Games and the legacies they could leave behind. Hosting the Games in Chicago in 2016 would elevate Olympic and Paralympic sport to a national priority and a Chicago Games would help develop Olympic and Paralympic sport among youth in urban centers across the U.S. and ultimately around the world.

The United States has never offered the Olympic Movement a bid that could match the power and promise of Chicago 2016.

This is a bid built on a foundation of sport that will serve and strengthen the Olympic Movement in the seven-year period leading up to the Games and for decades beyond.

A Games in Chicago will be a watershed event for the Olympic Movement, both here in the United States and globally.

Millions of people from Chicago and across the United States support our Olympic bid.

- More than 2500 Olympians and Paralympians support our bid;
- More than 18,000 people have signed up as volunteers; and
- More than 1 million people have registered their support of the bid, either in person or on our web site.

Why?

Because people know what hosting the Games means for the future of our city, and people know that hosting the Olympic Games is an ideal way to build bridges of friendship between America and the rest of the world.

Chicago's visibility on the global stage would have a positive impact on the city's tourism industry, educational and cultural institutions, business community and neighborhoods.

And the long-term legacies for the children of Chicago that come from hosting the Games are unrivaled.

Our economic impact study released in December only reinforces that point, with an estimated economic-impact figure of \$22.5 billion

The Games are expected to create 315,000 new job-years, representing new labor income of \$11.2 billion.

And increased economic activity will result in increased business taxes paid to various levels of government, including excise taxes, sales tax, and others. The study estimates \$1.5 billion of indirect business taxes will be generated within Illinois.

Still, I understand that there have been questions raised in the last few days about how the Games will be financed, and we want to be very transparent on what the financial and risk profile of hosting the Games would be.

We began with an important premise – no city tax dollars would be used to fund the operations of the Olympic and Paralympic Games.

So we constructed a financial plan that has been well-researched, thoroughly vetted, and is responsible and achievable. It relies on private sources of funding to cover the costs of staging the Games. XX% of the required revenues to fund the operating cost of the Games would come from sponsorships, broadcast revenues, ticket sales, merchandise sales, and private donations.

Our expense plan can deliver a fantastic Games experience for all constituents, while minimizing risks of cost overruns.

People talk about the enormous cost of the Games in places like Athens, Beijing, and London – but our situation is different. Both Athens and Beijing built new airports and greatly expanded their public transport system to accommodate the Games – we don't need to do that, we have O'Hare and Midway, and our core transit lines are in place.

London is fundamentally reconstructing and revitalizing the East End, with huge infrastructure investments that we don't need to make.

All 3 cities (need to check on Athens) needed to construct a facility to accommodate the enormous corps of print and broadcast media that cover the Games – we don't need to do that, we have McCormick Place.

We have the great fortune of already having world-class facilities here in Chicago, and as you know, Soldier Field, United Center, UIC Pavillion, and McCormick Place will be key sporting venues.

So the vast majority of our spending is focused on planning and staging the Games, not on large scale public infrastructure projects. This greatly reduces the overall cost of our Games and therefore the risk associated with hosting the Games.

Where we are building new venues, in many cases we are planning temporary venues which less costly to begin with, and more flexible economically. Only 3 of our planned competition venues will cost in excess of \$50 million.

So while it may seem logical to make comparisons to what happened in Athens, Beijing or London, one needs to understand how our plan is very different than what those cities needed or chose to do.

So we have a plan that requires no city tax dollars. A plan that projects revenues of \$3.8 billion and expenses of \$3.3 billion. A plan with a contingency surplus of \$450 million.

So why all this talk of a City guaranty?

Both the USOC, in selecting an Applicant City, and the IOC, in selecting a Host City look for governmental assurances in order to protect the Games against the unforeseen. In response to that requirement, the City Council approved a \$500 million guaranty in order to improve Chicago's chance of being selected. They did so recognizing the soundness of our financial plan, and therefore the de minimus risk that the guaranty involves.

As you know, that guaranty was critical in our being selected as the US Applicant City, and gave us a great start as we entered the international phase of the competition.

But having spent my career in the insurance business, I wanted to do everything possible to ensure that if Chicago is selected, the Games could be staged without risk to the taxpayers, and without risk to the kind of experience we would want to give all of the constituents of the Olympic Games.

So we sought additional protection from the private sector.

One risk that can be protected against is if the Games are cancelled for some reason and money needs to be refunded to ticket holders, broadcast rights holders, and sponsors. As an Organizing Committee, we would participate with the IOC on a Games cancellation policy, but we took it beyond that. Our plan calls for an additional \$350 million of Games cancellation insurance.

Another risk that can be protected against is construction cost overruns. Our plan will require all contractors on Village and Venue construction to post surety and completion bonds, effectively transferring the risk of cost overruns to the private sector – away from the Organizing Committee, and away from the taxpayers. We have confirmed over \$4 billion in insurance capacity which would be available to the contractors selected to build our Village and Venues.

We all know about the current state of the housing and financial markets, and the impact that has had on developers and lenders. The Olympic Village is a multi-year development, and that increases the risk of a once healthy developer or lender running into financial difficulty. We will purchase as much as \$350 million of insurance protection to ensure that the Village moves forward should a developer or lender run into financial difficulties.

We have to manage the things that are within our control, but we recognize that there are many things that we do not control. Therefore, we sought protection for both the Organizing Committee and the taxpayers against other risks that are beyond our control. We intend to secure \$500 million of event risk insurance which will protect us from adverse financial impact of things like weather, power outages, pandemics, terrorism, transportation disruption, and the failure of major sponsors to deliver on their commitments.

Finally, the Governor and the State Legislature recognized that these Games will have a positive impact throughout the State of Illinois, not just here in Chicago. In April, the Legislature approved a \$250 million guaranty to further enhance our chances of winning.

Very importantly, these funds, if needed, would come after the first \$250 million of the City's guaranty, but before the second half of the City's guaranty. Consequently, half of the City's guaranty is further removed from any risk of being called upon.

So, we have come to this point with a plan for staging the Games that requires no city tax dollars, has a \$450 million contingency surplus, and has a "financial safety net" consisting of public and private backstops.

We believe this public/private approach represents a new model – one by which cities can host the Olympic Games without asking their taxpayers to assume 100% of the financial exposure should something go wrong.

Let me turn to events of the past month.

In mid May, we were advised by the IOC that on the day before the vote, each Candidate City would be asked to sign the Host City Contract without amendment. As written, the Host City Contract requires the City to assume financial responsibility for staging the Games. Immediately prior to the vote, the IOC members will be advised of which cities signed and which did not.

While we could choose not to sign the Host City Contract, we believe our chances of winning would be greatly diminished. Consequently, we believe that the Host City Contract should be signed without amendment to give us the greatest possibility of winning, and bringing the many benefits that hosting the Games would mean for Chicago.

Given the prudence of our financial plan, the Mayor concurs with this and has asked us to once again engage with City Council to ensure that everyone understands the plan, understands the various risk mitigation approaches we are taking, and is comfortable that the risk, which we believe is miniscule, is worth the long term benefits to the people of Chicago. If the Mayor signs the Host City Contract, we believe our chances are excellent.

Over the past month, we have already begun exploring the availability of additional insurance to provide further protection against any call on taxpayer dollars. We have strong expressions of interest from carriers willing to provide as much as an additional \$500 million of coverage against events out of our control.

The Host City Contract does not need to be signed until October 1, so we have plenty of time to continue to strengthen our plan and to ensure that the City Council clearly understands our plan and is comfortable with it prior to its execution. Our intent is to ensure that all of the insurance protections that I have described are in place, are clearly understood, and are ready to be bound for coverage should we be selected on October 2.

Obviously during the current recession, the people of Chicago are struggling and the city is being forced to make tough choices.

But this is not about hosting a 17 day event. This is about bringing the most transformative event in the world to Chicago. Just as the Columbian Exposition of 1893 and the World's Fair of 1933-34 benefited Chicago for decades, so too will the 2016 Olympic and Paralympic Games.

Our competitors understand the benefits of being a Host City, and that is why they are eagerly bidding.

Tokyo hosted the Games in 1964 and wants them again.

Madrid saw how the 92 Games transformed Barcelona, bid in 2012 and is back again.

Rio also bid in 2012, recently hosted the Pan American Games and is poised to host the 2014 World Cup...and yet they're still anxious to host the 2016 Games.

The citizens and the governments of those cities realize that with the right plan, the benefits of hosting the Games far outweigh any financial risk, and in each of those cases there are full government guarantees.

As I mentioned, unlike other recent Host Cities, our infrastructure spending requirements to host the Games are minimal. Consequently, in my opinion, to the extent that there is any real risk, it is in the operation of the Organizing Committee and the delivery of the Olympic Village.

Organizing Committees have a long history of making money.

In fact, every summer Games for the last thirty years has delivered a surplus averaging nearly \$600 million, including Atlanta at \$635 million and Los Angeles at \$861 million. By the way, those numbers are in 2006 US dollars.

Those surpluses meant that money was left behind to fund legacy programs and facilities after the Games, and to benefit the residents of those cities long after the Games were over. And that's exactly what former Atlanta mayor Shirley Franklin said on her last visit to Chicago regarding the risk of hosting the Games; there's no downside.

The vast majority of Chicago's residents are rightly behind this effort for these reasons.

Eliminating the open question about whether Chicago will sign the Host City Contract removes a serious concern of the IOC and the IOC members about Chicago's bid.

That said, we understand that this is different in form from what the city council has previously agreed to, and we look forward to briefing every single member and answering every single question. At the end of the day, we believe that substantively, the risk to the tax payers is actually lower now than when the \$500 million City guaranty was re-affirmed in January (check date) due to the inclusion of the State guaranty and the additional insurance protection.

We want the city council, the public and the media to fully understand the financing of our proposal and we will facilitate that.

Once we've done so, we're confident that they will agree with our decision, endorse it and we can go to Copenhagen in October with the full support and trust of the city council and the residents of Chicago.

This is too important to do anything else. What hosting the Games can mean for this city, for our children and for their children is unimaginable. I look forward to continuing this journey and I'm happy to take your questions.

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Monday, April 27, 2009 4:11 PM
To: Patrick Sandusky; Lori Healey; Mike Roberts; Valerie Waller; Patrick Ryan
Cc: Michael Segobiano
Subject: RE: Multimedia Release

Pat has approved the funding of the distribution of this.....not to exceed \$10,530

Can someone please inform Eileen? Thanks

From: Patrick Sandusky
Sent: Friday, April 24, 2009 9:59 AM
To: Lori Healey; Mike Roberts; Valerie Waller; David Bolger; Patrick Ryan
Cc: Michael Segobiano
Subject: RE: Multimedia Release

Lori – will look into this and compare costs with other vendors.

Thanks – Patrick

From: Lori Healey
Sent: Friday, April 24, 2009 8:07 AM
To: Mike Roberts; Valerie Waller; Patrick Sandusky; David Bolger; Patrick Ryan
Cc: Michael Segobiano
Subject: RE: Multimedia Release

I am forwarding this along for your consideration....does not seem like a bad idea to me, but I don't know if the budget dollars are available. However, it seems like a fairly low-cost option to internationally broadcast our "global" activities. Let me know what your thoughts are.

From: EILEEN HUBBELL [mailto:ehubbell@cityofchicago.org]
Sent: Thursday, April 23, 2009 7:09 PM
To: Lori Healey
Cc: Michael Segobiano; Kate Sansone; msegobiano_bb
Subject: Fwd: Multimedia Release

Lori:
I just wanted to pass this request for assistance along.

The Mayor has really wanted us to work to promote Chicago internationally through the Global Cities Forum. We have been lucky to have Edelman Public Relations give us pro-bono support, however, they are not able to help us cover the costs of an

international multi-media release. The costs of this release are outlined below.

The release would highlight the global nature of this event, and include images and background on all of the activities, from the Vice President's role in the forum to the Minister of Commerce of China, who will participate in our Tuesday night dinner at the Field Museum. Of course we would also highlight the global municipal leaders participating, and the great spirit of cooperation that unites Chicago with these international cities.

We think this opportunity to highlight Chicago's profile internationally would be a great complement to the bid outreach -- selling Chicago on the whole as a global player. We could also include the bid and its interaction with the conference in the release in any way your team thought appropriate.

We are limited in our funding on this and may not be able to seize this opportunity for international press if we do not have some help. Since we are not asking 2016 to provide any funding for the luncheon we are designating during the forum to highlight the bid, do you think your communications team could help us cover the funding of the multi-media release?

Please advise.

Thanks,
Eileen

Eileen Hubbell
Director of International Relations
Office of the Mayor
33 North LaSalle Street
Suite LL100
Chicago, Illinois 60602
Tel: (312) 744-0575
Fax: (312) 744-3474
Email: ehubbell@cityofchicago.org
Website: www.cityofchicago.org

>>> Natalie Campbell 4/23/2009 1:48 PM >>>

Dear Eileen,

wanted to pass along some information to you about the multimedia release that we would like to send out globally on Wednesday a.m. (April 29). The release will include photos, video and links to more information along with the full press release.

I was hoping you could share some of this information with 2016. I think it would be great to include some video from the Tuesday luncheon that focuses on 2016 to blast out globally. The Forum is a good hook to get some coverage of our city and our bid. I hope there is a possibility that 2016 would be interested helping with the global pricing.

Please let me know if you need any other supporting information from me, thank you!

Natalie

Team,

will send out a more detailed email tonight but I wanted to give you the bottom-line pricing for global distribution of the Multimedia News Release (MNR) so that we can see if we can secure additional funds to support this.

J.S. MNR and Distribution: \$3,750
Global Premier Distribution: \$7,950
10 percent non profit discount
TOTAL INVESTMENT: \$10,530

Distribution metrics:

Full-national wire transmission to 5,700+ U.S. media, 12,000+ international media (translated into each countries' language)

5,000+ Web sites and PR NEWSWIRE FOR JOURNALISTS.

Online Video Distribution: Custom distribution of footage to video portals, including: You Tube, Google Video, Yahoo Video, Metacafe, AOL Video, MSN Soapbox, Blinkx, Revver, Clip Syndicate, Broadcaster, Vidilife, Veoh, Vsocial and others with an audience reach of 30,000,000+

We truly feel this is a worthwhile investment for gaining top-tier domestic, international and social media attention!

Natalie Campbell
Director of Communications
Chicago Sister Cities International Program
78 E. Washington St., 4th Floor
Chicago, IL 60602
Phone: 312.744.2172
Fax: 312.744.2178
E-mail: natalie.campbell@cityofchicago.org

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Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Tuesday, April 21, 2009 1:50 PM
To: Bob Accarino; Joe Ahern; Doug Arnot; Kevann Cooke; Jessica Fairchild; Cassandra Francis; Chip Hardt; Lori Igleski; Gyata Kimmons; Michael Kontos; Richard Ludwig; Linda Mastandrea; Mark Mitten; John Murray; Scott Myers; Patricia Rios; Patrick Sandusky; Michael Segobiano; csullivan email forward; Valerie Waller; wallyhayward@comcast.net; Kurt Summers
Cc: Lori Healey; Patrick Ryan; Michael Roberts
Subject: Olympic Day

During this morning's senior staff meeting, various items were discussed concerning activation for Olympic Day. Lori and I would like the following individuals to serve as a Steering Committee for all activities relating to Olympic Day:

Kurt Summers
Chris Sullivan
Wally Hayward
Mike Segobiano

Obviously there are many other stakeholders who need to be plugged in, so if you have anything going on related to Olympic Day, please coordinate with the individuals above. Thanks.

Dave

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dbolger@chicago2016.org
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Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]

Sent: Monday, April 20, 2009 2:48 PM

To: _Chicago 2016 - All

Team,

National Volunteer Appreciation Week begins today and I want to take this opportunity to recognize the contribution our volunteers have made to Chicago's bid to host the 2016 Olympic and Paralympic Games.

As a group, the volunteer team is more than 17,500 strong and hails from all areas of Chicago, the suburbs and many states across the nation. They collectively speak more than 65 languages, have helped execute more than 140 events in the last year and have contributed more than 40,000 work hours to the bid. They represent Chicago—our neighborhoods, culture, passion for sport, energy and enthusiasm.

It has been an amazing year, both in terms of achieving key bid milestones and staging successful events, many of which would not have been possible without the help and support of our volunteers.

Several highlights come to mind:

- The support we see each day in the office from volunteers - from those who work on a full or part time basis to those that come in to help with special projects, on average there are 500-1,000 hours worked each week by volunteers in our office.
- The submission of our Candidature File to the International Olympic Committee (IOC) in February—which was assembled and shipped by volunteers.
- The many successful World Sport Chicago and Chicago 2016 events, including the American Cup, Chicago Cup, Etchel's World Championships and the Junior Olympic Skills Championships, over 140 events – all supported by volunteers.
- And most recently, the IOC's Evaluation Commission visit to Chicago– from volunteers greeting members arriving at O'Hare International Airport, to volunteers who helped staff events, to the thousands who came out in spite of the weather to cheer for the delegation as they completed a tour of proposed venues, there were more than 2,500 volunteer shifts worked during the visit.

The Volunteer Management Team has planned a number of recognition events and activities for the volunteers in the coming days and weeks, and you are encouraged to attend and show your personal appreciation for all that our volunteers do. As always, if you are working with volunteers this week, please feel free to add your personal thanks for all their hard work.

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Yan, Tianran

From: MicrosoftExchange329e71ec88ae4615bbc36ab6ce41109e@ex.cityofchicago.org on behalf of David Bolger [dbolger@chicago2016.org]
Sent: Sunday, April 05, 2009 2:03 PM
To: Landis, John R.
Cc: jmurray@chicago2016.org; lhealey@chicago2016.org; msegobiano@chicago2016.org; kcooke@chicago2016.org; jfairchild@sidley.com; ksummers@chicago2016.org; ebrown@chicago2016.org; vokane@chicago2016.org; bpullen@chicago2016.org; elizabeth.williams@dbr.com; sleff@chicago2016.org; goulet.kaelin@bcg.com; Teri Ringhofer
Subject: Re: Governor Quinn, Governor Doyle, Mayor Hannemann and Valerie Jarrett



Governor Quinn,
Governor Doyl...

Sender: dbolger@chicago2016.org

Subject: Re: Governor Quinn, Governor Doyle, Mayor Hannemann and Valerie Jarrett

Message-Id: <26CBEEED5-69D6-4C84-9719-D2119C28C607@chicago2016.org>

Recipient: msegobiano@cityofchicago.org

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Sunday, April 05, 2009 2:02 PM
To: Landis, John R.
Cc: jmurray@chicago2016.org; lhealey@chicago2016.org; msegobiano@chicago2016.org; kcooke@chicago2016.org; jfairchild@sidley.com; ksummers@chicago2016.org; ebrown@chicago2016.org; vokane@chicago2016.org; bpullen@chicago2016.org; elizabeth.williams@dbr.com; sleff@chicago2016.org; goulet.kaelin@bcg.com; Teri Ringhofer
Subject: Re: Governor Quinn, Governor Doyle, Mayor Hannemann and Valerie Jarrett

I had been told that Doyle was not staying for dinner, but that Quinn was.

Can anyone clarify?

Sent from my iPhone

On Apr 5, 2009, at 1:05 PM, "Landis, John R." <JRLandis@foley.com> wrote:

> John, Lori, Mike, Dave and Kevann:
>
> Here is the current schedule for Governor Quinn, Governor Doyle, Mayor
> Hannemann and Valerie Jarrett tomorrow morning for the Theme 3
> presentation at 10:15 am.
>
> If you are able, would you please come to say hello in the Green Room
> or Ready Room prior to the presentation?
>
> I will be participating in the Theme 10 presentation at the time, so I
> have asked Kurt Summers to manage things in the Green Room -- he knows
> everyone and is assisting on running the presentation from Back of
> House.
>
> We have coordinated all credentials.
>
> 1. Governor Quinn's communications director, Bob Reed, will arrive
> around 9 am, and the Governor (accompanied by Jen Hoelzle) is
> arriving at 9:45 am. Kurt is going to meet Mr. Reed and then the
> Governor and get them to Back of House and the Green Room.
>
> We are not privy to the Governor's plans following the presentation.
> It does not appear that he will be attending City Night.
>
> 2. Governor Doyle and his staff are also arriving at 9 am, and will
> be greeted by Elizabeth Williams. The Governor is going to meet with
> Ms. Jarrett privately until 9:30 am -- the Governor's office and Ms.
> Jarrett's office arranged this meeting on their own.
>
> The Governor and his Staff will be coming over to the 2016 offices for
> the remainder of the day, and Bev Pullen has arranged for the Athens
> room, lunch, building passes etc.
> Elizabeth has agreed to serve as a resource for the day, and I will
> also be checking on him.
>
> The Governor will be attending City Night.
>
> 3. Mayor Hannemann is here, and he is having lunch with Kurt today.
> He will be in the Green Room prior to the presentation, and I believe
> he is going to the Sox game in the afternoon.
>
> I believe he is attending City Night.
>
> 4. Ms. Jarrett is here and is visiting family today. She will be

> joined tomorrow by Susan Sher -- an attorney from the White House.
> Susan is on the panel, as well. Kurt is going to speak with Ms.
> Jarrett today to prepare.
>
> Ms. Jarrett will meet with Governor Doyle at 9 am, then head to the
> Green Room.
>
> I do not know Ms. Jarrett's plans for the remainder of the day, but I
> believe she will be at City Night.
>
> As you know, these plans have a tendency to change. I will let all of
> you know regarding any developments.
>
> Many thanks.
>
> John
>
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> discussed herein.
>

Yan, Tianran

From: MicrosoftExchange329e71ec88ae4615bbc36ab6ce41109e@ex.cityofchicago.org on behalf of David Bolger [dbolger@chicago2016.org]
Sent: Friday, April 03, 2009 1:20 PM
To: Patrick Ryan; ctvrtlik, robert; Michael Roberts; Lori Healey; John Murray; Doug Arnot; Richard Ludwig; Michael Kontos; Charlie Battle; george@hirthler.com; Jessica Fairchild; Kevann Cooke; Patrick Sandusky; scherr, william; Linda Mastandrea; Bob Accarino; Valerie Waller; Lori Igleski; Beth White; Susan Jones; Michael Segobiano; csullivan email forward; Robert Fasulo; Cassandra Francis; streeter, stephanie; jack.sandner@cmegroup.com
Subject: This evening cocktail reception IMPORTANT



This evening
cocktail receptio...

Sender: dbolger@chicago2016.org

Subject: This evening cocktail reception IMPORTANT

Message-Id: <6481E93531123B4DA8D37AF5E6ECD2F3021C4A50@chi-exchange.chicago2016.org>

Recipient: msegobiano@cityofchicago.org

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Friday, April 03, 2009 1:18 PM
To: Patrick Ryan; ctvrtlik, robert; Michael Roberts; Lori Healey; John Murray; Doug Arnot; Richard Ludwig; Michael Kontos; Charlie Battle; george@hirthler.com; Jessica Fairchild; Kevann Cooke; Patrick Sandusky; scherr, william; Linda Mastandrea; Bob Accarino; Valerie Waller; Lori Igleski; Beth White; Susan Jones; Michael Segobiano; csullivan email forward; Robert Fasulo; Cassandra Francis; streeter, stephanie; jack.sandner@cmegroup.com
Subject: This evening cocktail reception IMPORTANT

The Evaluation Commission will be taking a look at the presentation room at 4:45 today and then will be escorted to the Mid-America Club by Pat Ryan.

We have been advised that the EC will be casually dressed for this event, and to the extent possible, so should we. Please be at the Mid-America Club by 4:30 to ensure that we are all in place by the time the EC arrives.

Thanks.

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Yan, Tianran

From: MicrosoftExchange329e71ec88ae4615bbc36ab6ce41109e@ex.cityofchicago.org on behalf of David Bolger [dbolger@chicago2016.org]
Sent: Friday, April 03, 2009 12:46 PM
To: Michael Segobiano



ATT00156.eml
(30.5 KB)

Sender: dbolger@chicago2016.org

Subject:

Message-Id: <6481E93531123B4DA8D37AF5E6ECD2F3021C4A02@chi-exchange.chicago2016.org>

Recipient: msegobiano@cityofchicago.org

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]

Sent: Friday, April 03, 2009 12:44 PM

To: Michael Segobiano

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City Night
April 6, 2009

Mayor Daley's table

Nawal El Moutawakel, Chair, 2016 Evaluation Commission

Mayor Hanneman, Honolulu, Hawaii

Larry Probst, Chair, U.S. Olympic Committee

Michael Conley, Olympian

J. B. Pritzker, The Pritzker Group

Andrew McKenna, Schwarz Supply Source

Oprah Winfrey

Oprah Winfrey has indicated that she wishes to bring a guest, and that the guest must be seated with her. No name has yet been provided.

Mrs. Daley's table

Gregory Hartung, Evaluation Commission Member, International Paralympic Committee

King Harris, Harris Holdings

Michael Kontos, Advisor to Chicago 2016

Linda Mastandrea, Chicago 2016

Terry Peterson, Rush Presbyterian St. Lukes

Cathy Coughlin, AT & T

Larry Wert, NBC

Yan, Tianran

From: MicrosoftExchange329e71ec88ae4615bbc36ab6ce41109e@ex.cityofchicago.org on behalf of David Bolger [dbolger@chicago2016.org]
Sent: Thursday, April 02, 2009 1:41 PM
To: Patrick Ryan; ctvrtlik, robert; Michael Roberts; Mike Roberts; Lori Healey; John Murray; Doug Arnot; Richard Ludwig; Michael Kontos; Charlie Battle; george@hirthler.com; Jessica Fairchild; Kevann Cooke; Patrick Sandusky; scherr, william; Linda Mastandrea; Bob Accarino; Valerie Waller; Lori Igleski; Beth White; Susan Jones; Michael Segobiano; csullivan email forward; Robert Fasulo; Cassandra Francis; streeter, stephanie; jack.sandner@cmegroup.com
Cc: Teri Ringhofer
Subject: EC Welcome Reception



EC Welcome Reception (10.3 KB).

Sender: dbolger@chicago2016.org
Subject: EC Welcome Reception
Message-Id: <6481E93531123B4DA8D37AF5E6ECD2F302167C0B@chi-exchange.chicago2016.org>
Recipient: msegobiano@cityofchicago.org

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]

Sent: Thursday, April 02, 2009 1:39 PM

To: Patrick Ryan; ctvrtlik, robert; Michael Roberts; Mike Roberts; Lori Healey; John Murray; Doug Arnot; Richard Ludwig; Michael Kontos; Charlie Battle; george@hirthler.com; Jessica Fairchild; Kevann Cooke; Patrick Sandusky; scherr, william; Linda Mastandrea; Bob Accarino; Valerie Waller; Lori Igleski; Beth White; Susan Jones; Michael Segobiano; csullivan email forward; Robert Fasulo; Cassandra Francis; streeter, stephanie; jack.sandner@cmegroup.com

Cc: Teri Ringhofer

Subject: EC Welcome Reception

You are invited to join a brief reception to welcome the EC members to Chicago and introduce them to our bid team. Please join us at the Mid America Club on Friday, April 3, from 4:30-6:00pm, for beverages and hors d'oeuvres. **We request that you arrive not later than 4:45** as all guests should be in the room before the arrival of the EC members.

We need to be flexible on attire, as the EC members will be working privately all day, and may be in business casual. In that circumstance, it was suggested that the EC members would be more comfortable if the Chicago 2016 team were not all in suits and tie, although I know others have other commitments later that evening that may require suit and tie. Consequently, please be prepared to be flexible...we will let you know as soon as we can.

Please RSVP to Teri Ringhofer at tringhofer@chicago2016.org to ensure that your name is on the guest list.

Have

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bolger@chicago2016.org
www.chicago2016.org

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Friday, March 27, 2009 5:58 PM
To: Anna Puccinelli
Cc: Stéphanie Meier; Jason Kriegler; Valerie Waller; csullivan email forward; Michael Segobiano; Richard Ludwig; Patrick Sandusky
Subject: Language for OCOG transition brochure

Below is what I suggest for the Immediate Priorities after Selection (pages 23-25). To those copied, please review and comment in areas relevant to you – e.g. Rick on financial aspects, Patrick on post announcement media summit.

Thanks.

If Chicago is elected Host City for the 2016 Games, Chicago 2016 will begin its transition to CHICOG immediately, focusing on the immediate priorities below. We plan for CHICOG to be legally incorporated by January 1, 2010.

- Community Outreach
- Financial Management
- Marketing Plan
- International Stakeholders
- Media Relations

Community Outreach

During the course of the bid process, Chicago 2016 has built relationships with elected government officials, government agencies at all levels, community groups, civic and sports organizations, labor and the private sector. It will be critical for Chicago 2016 to build upon the excitement of selection and not lose the momentum of support as the transition to CHICOG takes place. The transition team will organize briefings with the community constituents in the weeks following selection in order to set expectations and communicate priorities.

Financial Management

Chicago 2016 has initiated discussions with Chicago area financial institutions to secure a line of credit in order to support the transition and initial phase of the organizing committee. This line of credit will be sufficient to fund Chicago 2016's transition activities and working capital.

The foundation will also be established for disciplined and effective financial controls in order to ensure fiscal responsibility and accurate reporting. A system will be established to measure and manage the CHICOG budget as it evolves in response to changing circumstances and more detailed planning.

Marketing Plan

In order to ensure the fiscal health of CHICOG, priority will be given to the further development of a Marketing Plan outlining the intended approach to sponsorship sales. This will be carried out by the joint venture created by Chicago 2016 and the USOC, subject to approval by CHICOG, and will build upon the work done during the bid process.

International Stakeholders

Recognizing the importance of working with our international stakeholders as partners, one of CHICOG's immediate priorities will be to establish clear and effective communication channels with the IOC, IPC, IFs, and NOCs.

Media Relations

Being selected as a Host City for the Games is not only an honor, but also a topic of global interest. To prepare for the inevitable media attention that will follow, Chicago 2016 will have a short term communication and media strategy in place prior to October 2. Subsequently, if selected as the Host City for the 2016 Games, CHICOG will invite the world's media to Chicago for a media briefing soon after the Host City announcement. This will provide the global media with an opportunity to tour the city, meet key CHICOG personnel, and learn more about CHICOG's plan for the Games.

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Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Monday, March 16, 2009 3:31 PM
To: Kevann Cooke
Cc: Michael Segobiano
Subject: Oprah

is my understanding, and Pat's, that he is to call Oprah to invite her to the City Night event. He is prepared to do that, but asked what she knows.....i.e. has she been prepped for the ask?

am only sending this to you and Sego, but I know there have been many people in the mix on Oprah (Roberts, Mitten, Valerie, etc.).

Can you please advise Pat what, if anything, we believe Oprah has already been told?

Thanks.

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From: David Bolger [dbolger@chicago2016.org]
Sent: Friday, March 13, 2009 5:47 PM
To: Charlie Battle
Cc: Kevann Cooke; Michael Segobiano; Lori Healey; John Murray
Subject: City Night attendees

Attached is a listing of who has been invited to City Night, and I think I have captured all the names that have been suggested but have not been invited ("standbys"). At this point we have invited 137 and have 5 "no" replies. If we assume that none of the former Presidents (Carter, Bush, Bush, Clinton) come, we are at 128. We will also likely not get all of the cabinet secretaries that we have invited.

We have talked about having 15 tables – one EC member and Jacqueline at each table, and one table with Helen and Mattias. In order to keep it somewhat intimate and promote table-wide conversation, we also wanted to limit to 8 per table. Consequently, our capacity is 120, so we need 8 more "no" replies in order to fit.

and that also assumes that no new names are added, or that anyone migrates from the standby column....an unlikely outcome if we don't draw the line somewhere.

Dave

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EC CITY NIGHT DINNER

Invited	YES	NO	Names invited	standbys
4	4		Daleys & Ryans	
16	16		Evaluation Commission members	
8			Consul Generals from member countries	
13			FEDERAL GOVERNMENT – Clinton, LaHood, Napolitano, Duncan, Kissinger, Goolsbee, Jarrett, Hastert, Emanuel, Bush Sr., Bush, Clinton, Carter	Bill Bradley, Tchen
4			ILLINOIS – Quinn, Madigan, Cullerton, Doyle (Wisconsin)	Senators Durbin & Burris
1/5			CITY – Chico Not yet invited but need to be: Huberman, Volpe, Rodriguez, Orozco, Georges	
13			ATHLETES – Joyner-Kersee, Clay, Connor, Comaneci, Register, Conley, Popovich, Luikin, Hedrick, DeVerona, Meiges, Dawes, Diaz	infinite
7		1	USOC - Uberroth, Probst, Scherr, Fasulo, Huebner, DeFrantz, Easton	Ciorosian, Bayon, Sullivan
4			IR AMBASSADORS – Battle, Laborde, Bassoul, MacAloon	Tulio
11			CHICAGO 2016 BOARD – Berland, Ctvrtlik, DeHaas, Healey, Mastandrea, Nesbitt, Roberts, Rogers, Scherr, Streeter, White	
16			ADVISORY COUNCIL CHAIRS – Daley, Pritzker, Clark, Herro, Harris, Pritzker, Pearlman, Wert, Wolf, Cole, Peterson, Scott, Osborn, Lyne, Holtschneider, White	
16		3	DONORS – Sandner, Ferro, Mack, Kerwin, Tilton, Pritzker, Scholl, Speer, Rewe, Case, McNerney, Rosenfeld, McKenna, Wilson, Dimon, Peacock	
12		1	OTHER GUESTS – Smith, Sandor, Hanneman, Rankin, Fanton, Mazany, Gannon, Roberts, Colangelo, Finchem, Vatau, Shah	Bassiouni, Gates, Romney, Buffet, Lieweke, Gehry, Gore, Ali, Theisman, Paddock, Deng, Sam Scott, Bell, Coney, Bynoe, Chen, Khan, Rice, Valasquez, Reyes
4			ARTS/CULTURE – Cuno, Mosena, McCarter, Winfrey	Beattie, Card, Wright, Johnson, Mason, Tortolero
3			CHICAGO 2016 STAFF – Bolger, Murray, Arnot	Ahern, Ludwig, Elgindy, Maitha, Garcia
137		5		

Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]

Sent: Friday, February 13, 2009 12:35 PM

To: _Chicago 2016 - All

Subject: A Milestone in Our Bid

As you know, yesterday's submission and today's public release of our Candidature File mark an important milestone in our journey to win the honor of hosting the 2016 Olympic and Paralympic Games.

David Ryan would like to gather everyone together for a few moments this afternoon. **Please join us in the open area in the southeast corner of the 20th floor at 2:30.**

Further, Deloitte is graciously sponsoring a gathering of the 2016 staff this evening to recognize this milestone. **All are invited to join at English (3rd floor), 444 N. LaSalle beginning at 5:00 this evening.**

David

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Yan, Tianran

From: David Bolger [dbolger@chicago2016.org]
Sent: Thursday, February 12, 2009 2:22 PM
To: _Chicago 2016 - All
Subject: Delivery of the bid book

As you may have seen from our press release, the Chicago 2016 Candidature File was delivered to the International Olympic Committee in Lausanne, Switzerland this morning. Stuart Own Rankin, grandson of Olympic legend Jesse Owens and member of the Chicago 2016 Committee, personally delivered President Rogge's copy. Included with President Rogge's copy were the stars made last Friday by the students at Jesse Owens school representing the values of the Olympic Movement and our the Chicago 2016 bid.

Attached are three photos taken this morning in Lausanne which I thought you might like to see. The first is Stuart in front of the IOC headquarters, the second is Stuart presenting the book and stars to Jacqueline Barrett, IOC Head of Bid City Relations, and the last is Stuart in the section of the Olympic Museum detailing the accomplishments of his grandfather.

Thanks to everyone for the team effort on the successful completion and submission of the bid book.

Have

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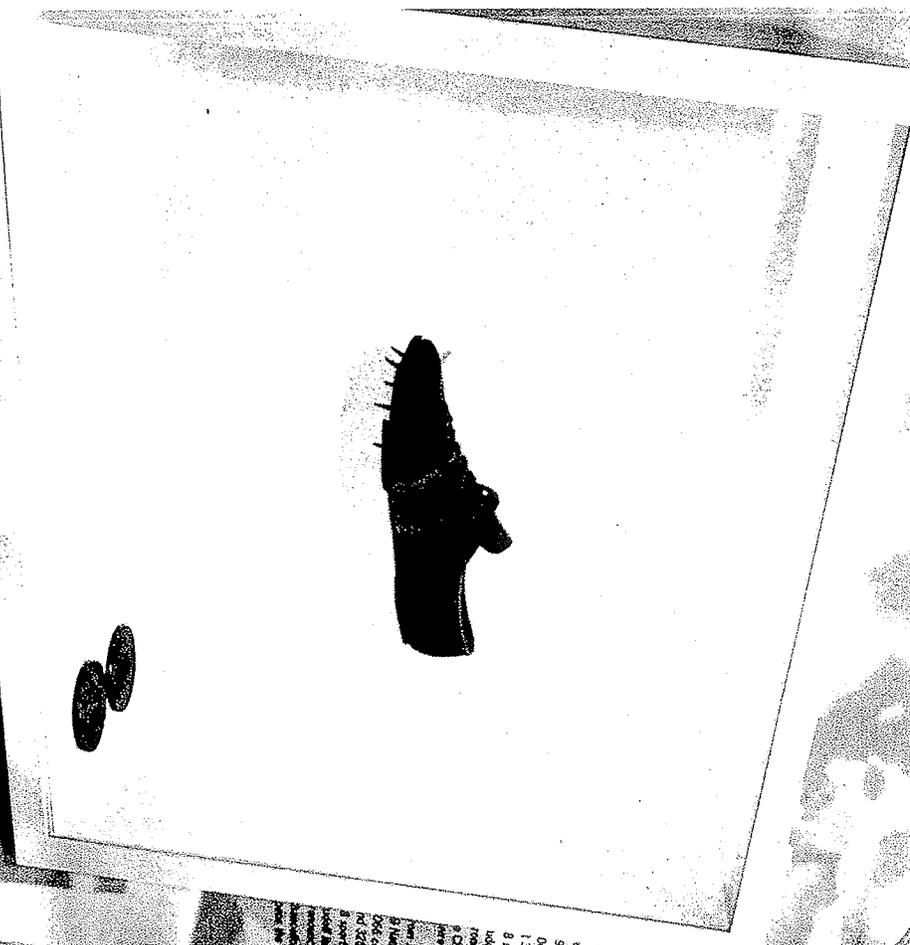
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...succès, son étant né près
s des Jeux de la XXIV^e Olympiade
estring remporte à 13 ans l'épreuve



été 1936
9.1 au 16 août 1936
9.066 concurrents (3738 hommes
1.328 femmes)
8 sports - 129 événements
Ludwig Fischer (Allemagne)
président de la commission
organisée le 26 août 1936
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1.328 femmes)
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Ludwig Fischer (Allemagne)
président de la commission
organisée le 26 août 1936



Yan, Tianran

From: MicrosoftExchange329e71ec88ae4615bbc36ab6ce41109e@cityofchicago.org on behalf of David Bolger [dbolger@chicago2016.org]
Sent: Wednesday, January 07, 2009 9:53 AM
To: George Hirthler
Cc: Valerie Waller; msegobiano_bb; Lori Healey
Subject: RE: February Newsletter Outline



February
Newsletter Outline (.

Sender: dbolger@chicago2016.org
Subject: RE: February Newsletter Outline
Message-Id: <6481E93531123B4DA8D37AF5E6ECD2F301880A63@chi-exchange.chicago2016.org>
Recipient: msegobiano@cityofchicago.org