





VISION, LEGACY AND COMMUNICATIONS

- *Uniting the power of sport with the spirit of Brazil*
- *Games of celebration and transformation*
- *Engaging and inspiring the youth of the world*
- *Games delivery aligned with legacy plans*
- *Promoting the Olympic and Paralympic values globally*

VISION, LEGACY AND COMMUNICATION

INTRODUCTION

The Olympic and Paralympic Games in Rio in 2016 will unite the power of sport with the unique spirit of the city to bring long-lasting benefits to both Brazil and the Olympic and Paralympic Movements.

The Rio 2016 Games will make full use of the city's magnificent landscape, its recent major event experience and its welcoming people to stage a celebration that will engage and enthral the world.

Athletes will star before some of the world's most famous landmarks. Sport will be center stage in one of the world's most beautiful cities. Stunning images of the Games will be broadcast worldwide.

It will be a celebration that generates and hastens transformation, leaving lasting benefits for the city, for Brazil and for the Olympic and Paralympic Movements.

Should Rio be selected to be the first Host City in South America, the Games will help accelerate the city's broader long-term aspirations, enhancing its social and physical fabric – a process already under way because of this bid.

For Brazil, with a robust economy even in the current global economic climate, the Games will bring worldwide recognition as well as a tangible sporting legacy that is already being developed.

For the Olympic and Paralympic Movements, Rio 2016 will deliver excellent Games that meet the needs of every client and open a gateway to a new, young continent of 400 million people.

1.1 PRINCIPAL MOTIVATION

BENEFITS FOR BRAZIL AND THE OLYMPIC MOVEMENT

The Rio 2016 bid is motivated by a passion to unite the power of Olympic and Paralympic sport with the Rio spirit of celebration to bring long-lasting benefits, in Brazil and worldwide.

Rio will host Olympic and Paralympic Games that make full use of the city's natural beauty, diversity and energy, so that the celebrations will extend beyond venues to communities in Brazil and the global media audience.

For the people of Rio, the Games will transform their city with new infrastructure, new environmental, physical and social initiatives and new benefits and opportunities for all.

Funded and fully underwritten by the three levels of Government (Federal, State and City), the Rio 2016 Games will help continue the ongoing growth of the Brazilian economy. They will bring a new level of global recognition of Brazil. Superb Games and stunning broadcast imagery will provide a long-term boost to tourism and Brazil's growing reputation as an exciting and rewarding place to live, do business and visit.

Rio will also offer a powerful platform for the Olympic and Paralympic Movements, bringing together the vibrant spirit of the city with the inspiration of the Games to deliver a celebration of sport – one that will touch 65 million people 18 years and under in Brazil and 180 million throughout South America.

History's first Games in a new continent, in a city with a unique global image, will open new horizons, building interest and enthusiasm over the full four years of the Olympiad. The media and sponsors will be excited by a new destination, bringing new value to the Olympic and Paralympic brands. A compelling new story is ready to be told.

1.2 VISION

GAMES OF CELEBRATION AND TRANSFORMATION

Rio 2016 will be, first and foremost, a celebration of athletes, who will perform in world-class venues all located in the Host City itself.

The Rio Games will also celebrate and showcase sport, thanks to the city's stunning setting and a desire to lift event presentation to new heights. Innovative ideas will be developed in partnership with the IOC, IPC and IFs, supported by meaningful budgets and a four-year program for every Olympic and Paralympic sport.

Rio 2016 will excel in meeting all the needs of the Games Family. Client focus will top every agenda. The unique requirements of each client will be addressed through genuine commitment to open and respectful collaboration.

At the same time, Rio 2016 will be an opportunity to deliver the broader aspirations for the long-term future of the city, region and country – an opportunity to hasten the transformation of Rio de Janeiro into an even greater global city.



© ANIMA STUDIO | JOÃO PAULO ENGELBRECHT

VISION, LEGACY AND COMMUNICATION

The Rio 2016 strategic pathway

To realize the Rio 2016 vision of celebration and transformation, the Bid Committee, working closely with all three levels of Government and the Rio 2016 Business Council, has identified five key strategies:

- **Engaging young people**
Brazil is one of the world's youngest countries, with 65 million young people aged 18 years and under. Rio 2016 will connect them to the Games using innovation and the latest technologies. For example, Rio 2016 will implement a pioneering Full Stadiums program that will bring young people to Live Sites and Games venues via text messages giving tens of thousands the chance to be part of the Games
- **Social transformation through sport**
With improved sports venues and supporting infrastructure in place before the Games, and lasting community benefits afterwards, Rio 2016 will help transform the city. For example, social gains, including outreach programs for young people and those who previously may have been disconnected or displaced
- **Regional outreach**
As a proud sporting nation, Brazil acknowledges the value of sport in life. As the largest economy in the region, Brazil also has the means, the opportunity and the commitment to reach out to help others in the region and worldwide. The Brazilian Olympic Committee, supported by the City, State and Federal Governments, is already showing leadership by developing the Olympic Training Center (OTC), which will provide high performance training facilities for Brazilian and international athletes. Scholarships will support the dreams of athletes from South America and the world
- **Global promotion**
Rio 2016 will place Brazil in the global spotlight, reinforcing its status as a major and growing economy and a unique visitor destination. Rio 2016 will ensure the spotlight is used to communicate the true values of the Olympic and Paralympic Movements in South America and throughout the world. For example, Rio 2016 will introduce Live Sites in 15 global cities, including at least two on every continent. Using a combination of the latest broadcast technology and interactive activities, the sites will offer a new level of live global Games experience
- **Successful delivery**
Rio's recent event experience and the resulting legacy, both physical and intellectual, will ensure excellent Games delivery. More than USD2 billion was spent on the successful 2007 Pan American and Parapan American Games, providing an important part of the foundations for the Rio 2016 plans. The 2007 Games also saw new heights of united Government, with the City, State and Federal authorities all delivering the levels of commitment and cooperation required. Each of them is ready and willing to provide the even greater support needed for the Olympic and Paralympic Games.

By 2016, Rio and Brazil will also have benefitted from hosting other major events such as the 2011 CISM Military World Games and the 2014 FIFA World Cup. Such events will ensure that substantial infrastructure improvements will be delivered well before 2016 and that Rio's workforce will have extensive major event experience. Rio will be ready.



1.3 LONG-TERM PLANNING

GAMES DELIVERY UNITED WITH LEGACY PLANS

Rio 2016's vision has been informed by and linked to the wider long-term planning strategy of the city and country. Rio has witnessed the benefits enjoyed by other Host Cities and is determined to deliver Games with a lasting legacy.

The Rio 2016 Olympic and Paralympic Games Master Plan will see infrastructure upgrades, including new sport venues and the regeneration of the Port area as well as security and transport improvements. These improvements will deliver a more connected community, creating new opportunities for employment and other benefits.

The Games will also accelerate the implementation, and in some cases the initiation, of major sustainability projects, including those related to environmentally sensitive sites, air quality and waterways.

A Rio 2016 Legacy Committee, a coalition of Government, business, the Brazilian Olympic Committee and community and policy groups, has been established to oversee all legacy projects, from 2009 to 2020 regardless of the outcome of this bid.

An Urban Legacy Committee, led by the City Government, has also been formed to review Games venue locations and to ensure full alignment of the Games Master Plan with the long-term city objectives, optimizing the benefits to all.

If Rio receives the honor of being elected as Host City, both legacy committees will work together with the powerful Olympic Development Authority (ODA, discussed fully in theme 4), ensuring the delivery of sustainable legacy (refer to question 1.4 and Theme 2, question 2.4).

VISION, LEGACY AND COMMUNICATION

1.4 BENEFITS OF BIDDING

SIGNIFICANT LEGACY ALREADY BEING DELIVERED

Rio is already benefiting from the 2016 bidding process. Several new initiatives have been brought forward and new infrastructure is being delivered. The major regeneration of Rio's historic Port area is being accelerated. An enhanced city-wide high performance transport system is being delivered, providing new links and new opportunities (see below and Theme 15).

The major legacy for sport also being delivered is the development of the Olympic Training Center (OTC). It will bring together a number of existing venues from the 2007 Pan American Games as well as new state-of-the-art facilities to act as a major regional sports hub for South America and the world.

Working with individual athletes and Brazil's national sports federations, the OTC will be used to enhance the preparation of Brazilian and other teams prior to 2012 and 2016. In addition, it will support programs in its neighboring communities to stimulate sports participation and healthy lifestyles, particularly among the disadvantaged and young people.

The bid has also enabled other important initiatives such as:

- The 2009 launch of Brazil's National Anti-Doping Organization as an independent agency
- The adoption by Rio of Federal accessibility legislation, considered to be one of the world's most comprehensive national accessibility laws and a UN reference for limited mobility or special needs requirements.

1.5 KEY OLYMPIC LEGACY

A NEW ERA FOR RIO AND ITS PEOPLE

The legacy framework was developed by representatives of the Rio 2016 Business Council, Government, NGO's and the Brazilian Olympic and Paralympic Committees.

Rio is passionate about transformation through sport and sustainable legacy. There are many examples engineered into the 2016 Olympic Games legacy plan of programs that will improve the city and the entire nation.

The Games legacy plan is based on four key priorities, all fully integrated into Rio's long-term plan:

- Transformation of the city
- Social inclusion: homes, training and jobs
- Youth and education
- Sports (refer to question 1.6).

Transformation of the city

The Games will help herald a new era for Rio. A wide range of programs, funded by the Government in support of the Games, will provide the foundations for sustainable long-term development. These programs, many of them already under way, include:

- Better air quality through stronger emissions controls for industry and mass transport (refer to Theme 6)
- Enhanced public transport through the development of the High Performance Transport Ring (refer to Theme 15)
- Extensively improved security, including new skills and systems (refer to Theme 13)



- Preservation of the largest urban forest in the world, including the planting of 24 million trees by 2016
- Significant regeneration projects, such as:
 - The transformation of the Port area into a major accommodation, entertainment and tourist district, reconnecting the harbor to the heart of the city
 - New housing, retail and leisure outlets in the Maracanã and Deodoro zones
 - Extensive sport, recreation, transport and other infrastructure developments in Barra
 - The X Park Precinct in Deodoro, the area with the largest percentage of young people, offering a wide range of sport and recreation facilities.

Rio will become a greater global city and an even better place to live, do business and visit.

Social inclusion: homes, training and jobs

Rio 2016 will also directly benefit the lives of Rio's population, bringing the best Games-time experience and long-term benefits, including:

- Housing: the four legacy villages will provide new apartments (more than 24,000 rooms) around Games locations
- Skills development: 48,000 adults and young people will undergo an extensive Rio 2016-funded program of Professional and Volunteer Training in areas of strategic importance for the Games. This program, integrating Government, training institutions and universities, will help participants find jobs after the Games
- Employment: 50,000 temporary and 15,000 additional permanent jobs will be generated in events, sport management, tourism and venue operations, in addition to a significant number of jobs in construction related industries as a result of the substantial infrastructure investments. Permanent retail and commercial roles will also be created
- Games procurement: Rio 2016 is committed to sourcing Games services and equipment from local communities, where possible. It will support the licensing of environmental and socially responsible products, as was successfully achieved during the 2007 Pan American and Parapan American Games.

VISION, LEGACY AND COMMUNICATION

Youth and education

Rio 2016 will build on the Federal Government's commitment to bring the powerful combination of education and sport to all Brazilians. Among the specific initiatives are:

- The increase of *Programa Segundo Tempo* (PST), a United Nations-supported program providing sports at public schools. From 2009 to 2016, PST will grow from 1 to 3 million Brazilian children
- Investment of more than USD400 million between 2009 and 2016 in *Mais Educação*, a Federal program that funds sport infrastructure for public schools. Physical education (PE) teaching methods will be enhanced, strengthening the broader objective to have PE classes in all schools.

In addition, the School and University Games (an IOC-awarded initiative) will be expanded from 2.5 to 5 million young people, stimulating participation in Olympic sports. This program is aligned to the IOC Youth Olympic Games concepts of sport, culture and education.

Measuring success

Monitoring tools, including the IOC's Olympic Games Impact (OGI) study, will be used to report to the IOC, IPC and local stakeholders.

They will also support the decision making process of Rio 2016 and, in particular, the ODA, which will coordinate the delivery of Games legacy.

1.6 LEGACY FOR SPORT

PROMOTION AND DEVELOPMENT OF SPORT

In addition to the physical legacy of sporting facilities and trained sport volunteers resulting from the Games, the Rio 2016 Legacy Plan includes initiatives to develop sport in Brazil, South America and the rest of the world. Among them are:

- Athlete scholarships
Up to 11,000 young and talented Brazilian athletes who are not supported through private sponsorship will be offered funding between now and 2018
- Olympic Training Center scholarships
Coupled with Olympic Solidarity, the OTC will provide scholarships to athletes and coaches from nations across the globe. These scholarships will build on Brazil's current international programs and be consistent with IOC support programs
- Increased Federal investment in sport
An increase of more than USD210 million will help prepare Brazil's Olympic and Paralympic teams
- Legacy training facilities
Built in preparation for the Games, Rio 2016 will leave a legacy of 14 pre-Games training sites outside Rio and 29 within Rio, located in local communities and next to public schools
- National technical officials training
Discussions with National Federations whose sports are less developed in Brazil have led to a plan for training and participation courses both in Rio and throughout South America. The courses will increase technical proficiency, leaving a legacy of trained and experienced South American officials.

In addition, the State-run *Rio Olímpico* program will consolidate a number of existing initiatives to enable increased investment in new sport infrastructure and programs. The funding will also be used to promote sport participation and community access to Games venues, helping thousands live their passion through sport.

Rio 2016 will benefit from increased private sector investment through existing fiscal incentive programs. It is anticipated funding will grow from USD80 million to at least USD200 million by 2016 to support a variety of sport infrastructure and program developments.



© COB | WANDER ROBERTO

VISION, LEGACY AND COMMUNICATION

1.7 CONTRIBUTION TO THE OLYMPIC MOVEMENT

A POWERFUL BRAND AND SPORTING PARTNERSHIP

Rio 2016's Games plan proposes a range of brand enhancing initiatives to be developed in partnership with the IOC and IPC, including:

- Sport presentation
Rio 2016 will develop high impact sport entertainment concepts, preserving the tradition of each sport while harnessing the incredible energy of Brazilian spectators
- Global youth outreach
Rio 2016 will fund and promote the Olympics Live program in Rio, throughout Brazil and globally. The sites will feature traditional media coupled with new technologies to connect the youth of the world in a new and exciting way
- Full stadiums program
To guarantee the full impact and theater of the Games, Rio 2016 will fill every seat for every event through pioneering ticketing policies, in cooperation with the IOC and IPC (refer to Theme 8, question 8.6).

Rio 2016 will be a committed, receptive and effective partner, passionate about delivering excellent Games. This commitment will be complemented by Rio's beauty and Brazil's national spirit of celebration. Rio 2016 will bring new elements and new markets to the Olympic and Paralympic brands, amplifying their impact across the globe.

1.8 COMMUNICATIONS PROGRAMS

INSPIRING SUPPORT AND DRIVING CHANGE

Rio is Brazil's city of celebration and youth. Its character and spirit already appeal to 65 million young people in Brazil and 180 million aged under 18 in South America. Therefore, Rio 2016 will be ideally placed to appeal to the youth of the world, and further deliver global inspiration to young people.

At the center of the domestic and international communications programs will be a brand narrative that will capture the uniqueness of Brazil, the passion of its people and their belief in the Games as a positive force to help drive social change.

There will also be an emphasis on learning from previous and existing organizing committees and the IOC and IPC, and working in partnership with NOCs, NPCs, IFs, TOP and domestic partners and broadcasters.

The program will include:

- A proactive communications program using the milestones of the entire Olympiad to build and drive global interest
- Engaging with the diverse, youthful communities of Brazil through outreach programs, including ambassador, educational and sport programs
- An online strategy, embracing new communications channels whenever possible, to reach as many young people as possible.

1.9 PROMOTING OLYMPIC VALUES

REACHING THE YOUTH OF THE WORLD

Central to the Rio 2016 strategy will be a focus on reaching the youth of the entire world. Rio 2016 will seek to connect them

with, and encourage them in, the Olympic and Paralympic values before, during and after the Games.

The Games will bring those values directly to millions of school children in Brazil and promote them throughout South America. International initiatives will then link Rio 2016 to the rest of the world.

Specific proposals include:

- Developing initiatives with TOP and local partners and media in Brazil's significant and growing marketplace
- Youth programs developed in conjunction with the IOC, IPC and all Games stakeholders in support of long-term strategies
- Building on 2012 London Olympic Games 'International Inspiration' scheme to promote the global power of sport
- Creating inspiring educational materials that can be deployed in diverse communities around the world
- Using the Olympics Live network to forge new connections (refer to question 1.2).

1.10 COMMUNICATIONS OPPORTUNITIES

AN EXCITING PLATFORM FOR THE OLYMPIC AND PARALYMPIC MOVEMENTS

With the unique honor of hosting the Games comes the responsibility to protect and promote the vision of the Olympic and Paralympic Movements. Rio 2016, with the full support of all levels of Government and the Brazilian Olympic and Paralympic Committees, will work with all members of the Games Family, including TOP and local partners and broadcasters, to maximize every opportunity.

The main communication challenges will be maintaining interest and momentum to Games time, and promoting preparations to deliver world-class Games. Rio 2016's communications strategy will have both a national and international dimension, including the following approaches:

- Proactively communicating the benefits of hosting the Games by organizing regular city, state and national briefings
- Working closely with sponsor, broadcast and media partners to communicate benefits across the country and beyond
- Leveraging the key communications milestones during the years before the Games to show their benefits
- Developing strong partnerships with community groups in recognition of the significant impact the Games will have.

Existing relationships with NGOs will be further developed and Rio will also engage with pressure groups – important voices of public opinion. The Rio 2016 strategy will be developed around a commitment to open and constructive dialogue, to work with every group, so all views can be considered.

1.11 COMMUNICATION PLAN

WORLDWIDE PROMOTION

Rio 2016 will undertake an extensive domestic and international communication plan during the seven years of preparation from becoming Host City to staging the 2016 Olympic and Paralympic Games. A timeline is provided overleaf.

VISION, LEGACY AND COMMUNICATION

COMMUNICATION TIMELINE

