

APPENDIX 4F

**OLYMPIC EXPERTS -  
CURRICULA VITAE**

# Mark Cutler



<b>Name</b>	<b>Mark Cutler</b>
<b>Position</b>	Senior Advisor, Multi-Sport Games – Olympic and Paralympic Villages, Venue Overlay, Accommodation
<b>Qualifications</b>	<p>Bachelor of Urban &amp; Regional Planning (Hons), University of New England, NSW</p> <p>Bachelor of Engineering (Civil), University of NSW, ADFA campus, inc</p> <p>Member of the Association for Project Management (MAPM)</p>
<b>Overview</b>	<p>Mark is Managing Director of Cutler Synthesized Projects Inc, which has provided advisory and project delivery services to an extensive list of multi-sport Games organizing and candidate committees since 2010. Mark has unique expertise in Olympic and Paralympic athlete villages, media villages and Games venues, including how to effectively integrate capital projects and games overlay infrastructure. By combining experience with his technical background in urban design and project management, Mark provides clients with added value and better outcomes as a result of his comprehensive knowledge on all issues associated with the planning, design, construction, contracting and operations of Games venues, including post Games transition and the delivery of Games legacy benefits.</p> <p>Mark has held extended senior management positions with Games Organizing Committees, including Sydney 2000, Manchester 2002, Vancouver 2010 and is currently the Head of Venue Development and Overlay with the Gold Coast 2018 Commonwealth Games Corporation. In addition to his project delivery experience, Mark has supported numerous candidacies for hosting the Olympic Games and undertaken feasibility assessments on large scale Games-related infrastructure projects, including the development of the Business Plan for a successful \$50M Games legacy accommodation and training facility. Recent projects include:</p> <ul style="list-style-type: none"> <li>• Management consulting services to Toronto 2015 for the master planning, development partner procurement, design, construction and operational planning of the Pan American athletes' village, a provincial P3 project valued at C\$550M.</li> <li>• Advisory services to Rio 2016 for the master planning, development partner procurement and foundation planning for the Rio 2016 Olympic and Paralympic Village.</li> <li>• Consulting services to KPMG Canada and KPMG Australia relating to the development of options for the financing, delivery approach and risk management of the Gold Coast 2018 Commonwealth Games Village.</li> <li>• Consulting services to Annecy 2018, Tokyo 2020 and Budapest 2024 Candidate Committees on the development of their Candidate Files, including advice on strategic, financial and technical matters associated with the Olympic Villages theme.</li> <li>• Project delivery services to London 2012 including the management of the procurement, design and construction of the London 2012 Olympic Village overlay works, value GBP30M.</li> <li>• Consulting services to Gold Coast 2018 for the master planning and development partner procurement of the Commonwealth Games Village, including preparation of the Design Brief for the 2018 Commonwealth Games (Athletes) Village.</li> </ul>
<b>Sector expertise</b>	<p>Head of Venue Development and Overlay, Gold Coast 2018 (Apr 14 – present)</p> <ul style="list-style-type: none"> <li>• Organizational leader accountable for the successful delivery of all GC2018 overlay works at competition venues, non-competition venues and athlete villages, value \$220M.</li> <li>• Lead project team of 60 professionals to develop project delivery model, complete venue designs, procure and deliver overlay works.</li> <li>• Organizational representative on multi-partner Venues Executive Steering Committee accountable for oversight of venue capital works, value \$350M.</li> </ul>

# Mark Cutler

<p><b>Sector Expertise</b> (continued)</p>	<p>Director, Villages Planning and Development - Vancouver 2010 (Nov 04 – June 10)</p> <ul style="list-style-type: none"> <li>• Program Director for planning, design, construction and operations phases of new Vancouver and Whistler Olympic and Paralympic Village projects, combined works value C\$1.6B and lead negotiator and manager of development partner project delivery agreements, representing owner organization funding commitments of C\$75M assigned to maximize Games infrastructure and associated legacies.</li> <li>• Direct procurement and project management of 25 separate Games Overlay design and works packages to value of C\$15M, including civil (roads, utilities, bus mall, parking lots) and building (medical, office, fitness facility) packages, significant portions of which were retained post Games as site legacies, including public art, civil and building improvements.</li> </ul> <p>Senior Project Manager, Capital Project Consultancy Ltd, UK (Nov 02 – Oct 04)</p> <ul style="list-style-type: none"> <li>• Management consultation to Torino 2006 on Olympic venue scope and design requirements; developed master schedule for delivery of venue transport capital infrastructure.</li> <li>• Corporate lead for consultancy to London Development Agency in compilation of London 2012 bid Candidate File, specializing in Olympic Village and Games Legacy components.</li> </ul> <p>Project Manager Athlete Village, Manchester 2002 (Feb 01 – Oct 02)</p> <ul style="list-style-type: none"> <li>• Managed design, construction and demolition phases of athlete village capital works and temporary overlay works for 6,000 guests, works value GBP 5.5M, including overall site management for 10,000 workers and work phasing plan to achieve occupancy in tight timeframes</li> <li>• Program management of Games Village service operations, organization structure of 200 staff; 6 direct reports; facility operations contracts value GBP 1.5M</li> </ul> <p>Project Manager Olympic Village Facility Services, Sydney 2000 (Dec 99 – Dec 00)</p> <ul style="list-style-type: none"> <li>• Managed fit out works for 80,000 square feet of retail, recreational and commercial spaces within Olympic Village, works value AUD \$2.5 million</li> <li>• Negotiated and managed service level contract for Olympic Village facility maintenance during SOCOG exclusive use period of 8 months; contract value AUD \$2.0 million</li> <li>• Operational management of Olympic Village maintenance program including 150 staff, trade contractors and volunteers</li> </ul> <p>Senior Development Assessment Planner, Leichhardt Council, Sydney (Sept 98 – Dec 99)</p> <ul style="list-style-type: none"> <li>• Supervisory urban planning role in inner Sydney location - represented Council at public meetings and managed public consultation exercises</li> <li>• Assessed and determined over 50 complex development applications including those related to heritage listed buildings, high density residential and industrial development</li> </ul>
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# Joel Roy



<b>Name</b>	<b>Joel Roy</b>
<b>Position</b>	Principal
<b>Qualifications</b>	Red River College – Winnipeg, Manitoba September 1989 Structural design and engineering
<b>Experience</b>	Senior advisor, consultant and team leader with over 25 years experience, specializing in large-scale sporting events, capital construction development, integration and delivery. Extensive experience in all aspects of Overlay business planning, design, budgeting, scheduling and delivery.
<b>Sector expertise</b>	<ul style="list-style-type: none"> <li> <b>OMR Projects Inc. - Principal September 2001 to present</b> Senior Project Manager and Consultant specializing in the Sport and Event industries. Experience in large-scale projects from design, budgeting, scheduling and delivery of construction and event operations-related activities. Projects include: RIO Organizing Committee for the 2016 Olympic and Paralympic Summer Games – Rio De Janeiro, Brazil, 2017 World Gymnastics Championships, Montreal, Quebec, 2003 World Youth Athletics Championships – Sherbrooke, Quebec, 2005 World Aquatics Championships – Montreal, Quebec, 2005 World Snowboard Championships – Whistler, BC, 2002 Commonwealth Games – Manchester, England, 2005 World Weightlifting Championships, Vancouver, BC, 2003 Pan American Games, Santo Domingo, Dominican Republic, Evaluation team member and technical advisor for the 2010 Commonwealth Games Domestic Bid process. International Olympic Committee Advisor/Consultant for the IOC RIO 2016 Venues Task Force </li> <li> <b>Surespan Group – North Vancouver, British Columbia Operations Manager December 2010 to January 2015</b> Responsible for all operational areas of civil construction project planning, occupational health and safety, team scheduling, and project financials. Duties include streamlining and enhancing corporate communications between all departments and project teams. Senior member involved in strategic business planning activities. </li> <li> <b>Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games - Director, Venue Infrastructure - Mountain Venues October 2004 to May 2010</b> Responsible for the development and delivery of the Venue design and Overlay program for all Mountain Venues (Competition and Non-Competition). Senior team member responsible for developing and implementing the overall Overlay program, including department master project schedule, integrated venue design program, budget, procurement strategy and policies. Ensured the integration of Overlay and Venue operations requirements in capital construction projects to maximize efficiencies and reduce costs. </li> <li> <b>Vancouver 2010 Bid Corporation and Transition Team Manager – Venue Development September 2001 to October 2004</b> Responsible for venue design and technical requirement compliance through Bid phase to ensure programs meet International Olympic Committee, International Paralympic Committee and International Sport Federation requirements. Key team member responsible for integrating temporary infrastructure and venue operational elements into capital construction program. Established early venue integrated design and cross function needs assessments to ensure efficient communication among VANOC functions. </li> <li> <b>2001 World Athletics Championships – Edmonton Venue Overlay Manager September 1999 to September 2001</b> Manager responsible for the venue design and implementation of temporary infrastructure for main stadium location as well as several training and non-competition sites. </li> <li> <b>1999 Pan American Games - Winnipeg Overlay Manager May 1998 to September 1999</b> Manager responsible for the venue design and implementation of temporary infrastructure for several sport venues, including the Opening and Closing Ceremonies as well as other large multidiscipline venues. </li> </ul>

# Chip Schug



<b>Name</b>	<b>Chip Schug</b>
<b>Position</b>	Transportation Analyst
<b>Qualifications</b>	Bachelor of Science in Journalism, English and History 1994 Ball State University – Muncie, Indiana
<b>Experience</b>	Internationally acclaimed and widely recognized leader in transport and fleet project management for the world's largest sporting mega-events. Masterful orchestrator of complex business functions pertaining to the delivery of cost-effective and streamlined transport operations, with consistent success developing complete transport plans, defining and managing budgets, forging conducive relationships with governmental stakeholders, and driving forward the momentum of projects to timely completion. Recognized for creating collaborative and team-driven roadmaps toward mutually satisfactory project plan development and execution. Able to draw upon a vast network of high-level industry contacts to ensure the strategic acquisition of vital resources, while diligently managing the needs of international regulators, respected clients, and multidisciplinary tradespeople. Determined to offer a unique and powerful 20+ year portfolio of experience toward an organization in need of executive-level leadership.
<b>Sector expertise</b>	<p><b>Senior Director, Transport Planning &amp; Operations   Toronto 2015 Pan Am &amp; Parapan Am Games</b></p> <ul style="list-style-type: none"> <li>Delivered the full scope of transport operations for a multi-city event in an executive-level director role.</li> <li>Elevated to Senior Director upon assuming more planning and financial responsibility within the organization.</li> <li>Ensured provision of reliable and consistent transportation for athletes, media and technical officials working with multiple municipalities to define route network for seamless travel, while identifying inconveniences and transportation challenges.</li> <li>Conceived and implemented the HOV/Olympic lane policy, with the Ministry Transport Ontario (MTO), to meet the needs of Games Stakeholders.</li> <li>Coordinated the provision of an Olympic-level service running solely on \$44.5MM of provincial government funding through a "lean and mean" organizational framework, drawing upon recruited professionals to handle multiple elements of business streams simultaneously.</li> </ul> <p><b>Director, Fleet Operations   2010 Vancouver Olympic Games</b></p> <ul style="list-style-type: none"> <li>Managed a budget of \$79.7MM CAD toward the timely and cost effective delivery of transport systems for this mega- event, orchestrating the creation, approval and delivery of a comprehensive project plan.</li> <li>Formulated and issued a complete transport RFP for a contract valued at \$60MM+, representing 1,100+ buses.</li> <li>Oversaw direct reports in both fleet and bus operations, providing project scope oversight while managing adherence to contract terms. Served in a group created by Vancouver Olympic Committee (VANOC) to oversee implementation of area business plans and budgets.</li> <li>Successfully orchestrated the seamless provision of bus and fleet operations planning within timeline, quality, budget, and other contract constraints.</li> </ul> <p><b>Advisor, Transport Planning &amp; Operations   International Olympic Committee</b></p> <ul style="list-style-type: none"> <li>Provide valuable advice in the areas of Transport planning and operations to OCOGs, generating an awareness of the full scope of challenges and responsibilities to be faced in the upcoming mega-event.</li> <li>Forge bonds of trust with involved parties, while providing 360-degree knowledge of Olympic transport requirements. Offer a sense of empathy to organizing committee gained from wide-encompassing experience.</li> <li>Delivered an Olympic Games Knowledge Management (OGKM) workshop to provide an engaging and informative learning session outlining key details on immersive and effective delivery of key business streams.</li> <li>Issue a report to IOC, providing fulsome disclosure on areas of ideal and challenged progress throughout planning phase, while performing a review of operational readiness.</li> <li>Contributing author to the IOC Games Guide on Transport.</li> </ul> <p><b>Advisor, Transport Planning &amp; Operations   PyeongChang Organizing Committee for the 2018 Olympic Games (POCOG)</b></p> <ul style="list-style-type: none"> <li>Provide POCOG with guidance and 'hands-on' attitude on the design of Games Transport Systems, development of Transport facilities and hubs, venue transport operations and service level creation</li> <li>Supporting POCOG contract negotiation, vehicle acquisition, stakeholder communication, policies &amp; procedures, budget, staffing plan reviews, and transport operation manuals, plans and presentations.</li> </ul>

# Amber Walbeck



<b>Name</b>	<b>Amber Walbeck</b>
<b>Position</b>	Competition and Non-Competition Venues Overlay Consultant
<b>Qualifications</b>	Masters Candidate, Crisis and Emergency Management, UNLV 2017 Bachelors Design, Utah State University 1994 Professional License, NCIDQ Certificate No. 018198
<b>Experience</b>	Along with an experienced background in design, Amber has been the program and organizational leader for Games Overlay, Look of the Games, and Wayfinding and Signage programs at several Olympic Games and large scale sport events. Amber's extensive background in making large and complicated events come to life, has given her the expertise necessary to manage complex projects ranging from an Olympic Summer Games to a World Cup Championship. Regardless of the scale, Amber is able to right size event scope, programs, and standards to ensure best practice and appropriate service levels are achieved for an on time, on budget delivery.
<b>Sector expertise</b>	<ul style="list-style-type: none"> <li>• <b>Infinite Scale Design Group + Consultant Work</b>, Salt Lake City, Utah, USA (2016 - Current). Working on various projects for Infinite Scale Design Group and other Games organizing committees.</li> <li>• <b>Consultant + Head of Games Overlay: Rio Organizing Committee for the 2016 Summer Olympic and Paralympic Games</b>, Rio de Janeiro, Brasil (2013 - 2016). Amber directed the development of the overall masterplan, design, and operations for all overlay infrastructure, venue design, operational planning, and production for 18 venues; inclusive of competition, training, support facilities, and accommodations. Worked closely with 35+ functional area to develop design standards and scope. In addition, led team to review scope, budgets and timelines for Wayfinding and Signage, along with Look of the Games to enhance ability to deliver.</li> <li>• <b>Director, Games Overlay: Toronto Organizing Committee for the 2015 Pan American and Parapan American Games</b>, Toronto, Canada (2012-2013). Amber developed and managed the Overlay masterplan, design schedule, design standards and operations for 35 venues; inclusive of competition, training, and Athlete Village. Established the scope development process between all games time functional area to ensure design requirements were captured and created games time policies and procedures, budgets, and delivery schedules.</li> <li>• <b>Lead Project Manager, Olympic Stadium and Various Park Compounds: London Organizing Committee for the 2012 Summer Olympic and Paralympic Games</b>, London, UK (2011-2012). Amber worked closely with the venue team to finalize design and planning requirements for the Olympic Stadium and various Olympic Park compounds. Managed the design and construction of multiple capitol works projects, along with the design and installation of temporary overlay infrastructure.</li> <li>• <b>Head of Venues Overlay Delivery: AFC Asian Cup Qatar 2011</b>, Doha, Qatar (2010-2011).</li> <li>• <b>Senior Overlay Manager, Figure Skating and Short Track Speed Skating: Vancouver Organizing Committee for the 2010 Winter Olympic and Paralympic Games</b>, Vancouver, Canada (2006-2010).</li> <li>• <b>Overlay Manager (Contractor): All Venues + Site Manager Men's Hockey</b>, Salt Lake City, Utah, USA (2000 – 2002).</li> <li>• <b>Senior Associate Design + Interiors, MHTN Architects</b>, Salt Lake City, Utah, USA (1995-2006).</li> </ul>



# Terry P. Wright



<b>Name</b>	<b>Terry Wright, FCA</b>
<b>Position</b>	Major Projects - Senior Adviser
<b>Qualifications</b>	Honors Bachelor of Commerce, 1979, Queens University, Kingston, Ontario Chartered Accountant, 1981, Fellow of the Institute, 2010
<b>Experience</b>	A senior executive with a record of success over a wide variety of national and international events, including more than 15 national and international events such as the Olympic, Commonwealth and Pan American Games, Goodwill Games, two World Expositions as well as a number of high profile domestic projects. Terry has spent the last three decades in significant planning and organizing roles for some of the world's most prestigious athletic competitions and, as such, has a unique insider's view of the triumphs and difficulties associated with the planning and delivery of successful major projects.
<b>Sector expertise</b>	<ul style="list-style-type: none"> <li>• <b>President, IPS Consulting Limited</b>, Victoria, Canada (1994-2016). Under Terry's direction, IPS provides expertise and leadership to major events, governments and corporations, with a focus on providing strategic advice on organizational concepts, coordination agreements with Government partners and strategic engagement as well as challenge resolution and negotiation. Recent clients since 2010 include Budapest 2024 Olympic Bid, Istanbul 2020 Olympic Bid, Sochi 2014 Olympic Games, Rio 2016 Olympic Games, Toronto 2015 Pan American Games, Calgary Sport Tourism Authority, KPMG Global Infrastructure Practice, Kinder Morgan Canada, Tennis Canada and the Krakow 2022 Olympic Bid, with a focus on Strategy, Event planning, legacy development, engagement and negotiation support.</li> <li>• <b>Executive Vice President: Games Operations for the Vancouver 2010 Olympic &amp; Paralympic Winter Games</b> (2003-2010). Terry's role included strategic planning as well as oversight of all key decisions regarding Games operations and services outside of the sporting activities and marketing/communications. His specific areas of responsibility included media and athlete villages, broadcast integration, logistics, transportation, security, event services, accommodation and food services and all facets of venue infrastructure as well as oversight of community engagement on all Olympic delivery plans.</li> <li>• <b>Vice President- Bid Development: Vancouver 2010 Olympic Winter Games</b> (1997- 2003). Terry led the development of the concept for hosting the Games in British Columbia, including the venues plan, and the conceptual plans for Transport, Accommodation, Villages, Culture and Ceremonies. Responsible for negotiating agreements for venue development, government funding, hotel accommodation commitments and the two Olympic Village projects, as well as the multiparty agreement which established the overall governance structure for the Organizing Committee. Responsible for oversight of the public outreach and engagement process on all aspects of the bid's operations.</li> <li>• <b>Co – Chief Operations Officer: 1999 Pan American Games</b>. Terry co-lead the Pan Am Games operations team, along with responsibility for the sponsorship and broadcasting functions, developing a strategy to deliver eleven major sponsors and 140 hours of Canadian TV.</li> <li>• <b>Chief Financial Officer: XV Commonwealth Games</b> (1988-1994). Terry led the business restructuring over a two year period to eliminate a forecasted deficit of \$100 million through initiating scope reductions, better operating practices and more effective sponsorship programs. Resulted in the first ever operating surplus for a Commonwealth Games.</li> <li>• <b>Director, Operations Control, Expo'86 Corporation</b> (1983-1987)</li> </ul>