



2026 Olympic and Paralympic Winter Games Assessment Committee Attachment 3 - Report OPC2018-0738 Bid Book Overview

2018 June 12

AGENDA



- Candidature Questionnaire
- Operational Planning
- Financial Planning

CANDIDATURE QUESTIONNAIRE

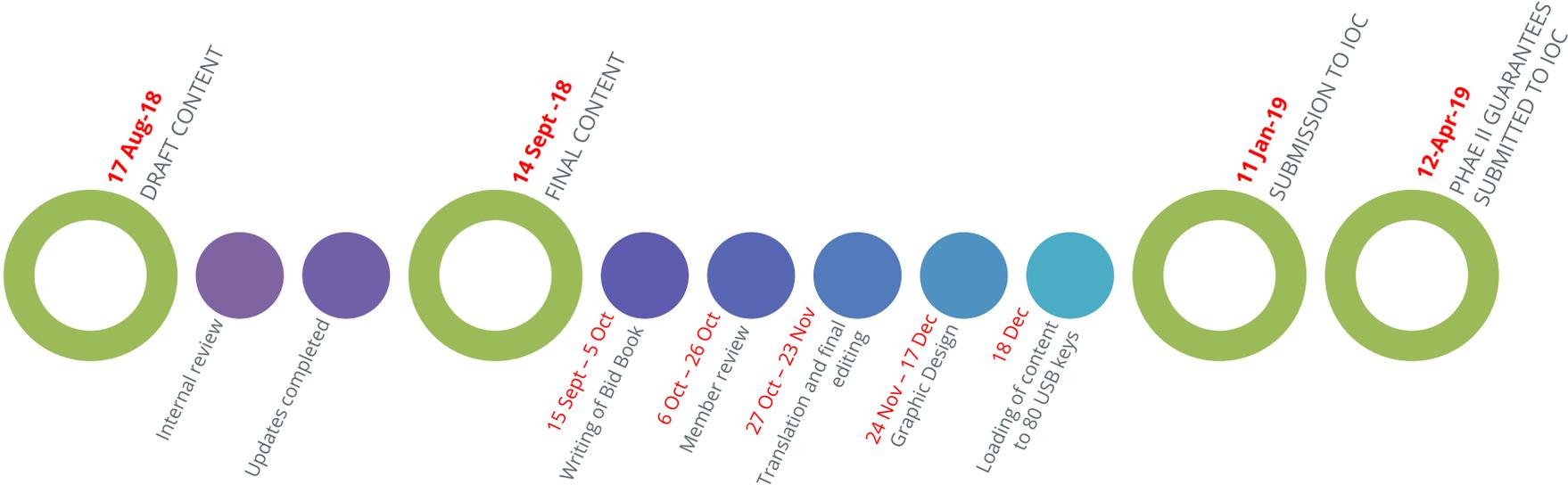


BID BOOK

- 132 focused questions
- 6 sections
 - Vision & Games Concept
 - Games Experience
 - Paralympic Winter Games
 - Sustainability & Legacy
 - Games Delivery
 - Guarantees
- 120 pages maximum including tables, maps and drawings



BID BOOK TIMELINES



OPERATIONAL PLANNING



ACCOMMODATIONS

- IOC requirement for guaranteed hotel rooms and hotel rates as part of the Bid
- Working to secure 30,000 hotel rooms that are required to support Games operations
 - 21,330 in the City
 - 8,355 in the mountains
- IOC requires 24,000 rooms
- Workforce & security require 6,400 rooms



Targeting 90% of rooms from each hotel – sliding rate incentive to provide more rooms

ACCOMMODATIONS

- Working with Calgary Hotel Association,
 - sub committee put in place to develop hotel agreement
 - draft of the agreement with CHA for feedback
- Initial meeting held with Mountain hotel association
- All hotels in all classifications are required to assemble sufficient room inventory
- Addressing hotel room shortage in the city through affordable and student housing initiative
- Next Steps
 - June townhall meetings with hoteliers to share requirements & agreements
 - Collection of signed agreements, anticipating 6 months to complete
 - Finalization of financial plan and agreements for housing initiatives

TRANSPORTATION

- IOC/IPC have established Games Client Service Level standards for transport
- Service level standards are in place to ensure Games Clients receive transport that is aligned with their individual requirements
- Olympics and Paralympics service levels cannot be wholly compared to other events as each client is unique
- Designated transport systems are provided by HostCo to: athletes, technical officials, workforce, media, Olympic and Paralympic Family.
- User pay systems are provided to: marketing partners
- Spectators & workforce generally ride city public transit that is managed by the City

TRANSPORTATION

- Transport system requirements / assumptions
- Busing requirements identified
- Meeting with Airport Authority regarding arrivals & departures
- Transportation Workshop
 - May 29 & 30
 - Internally – transport, venues and security
 - Externally – YYC, City of Calgary, Ministry of Transportation



TRANSPORTATION

Team supporting the development of TRN planning:

- Feisal Lakha – City of Calgary, Senior Transportation Engineer
- Chip Schug – Multiple Olympic & Paralympic Games, Pan Am / Parapan Am Games transport experience. IOC transport expert
- Scott Pass – Vancouver 2010 Games, 2015 Pan Am / Parapan Am Games – bus systems expert
- Dena Coward – Multiple Olympic & Paralympic Games, Pan Am / Parapan Am Games including transportation

Expand to partner workgroup which would include:

- Ministry of Transport
- YYC
- Calgary Transit
- Town of Canmore (transport)

PARALYMPIC GAMES

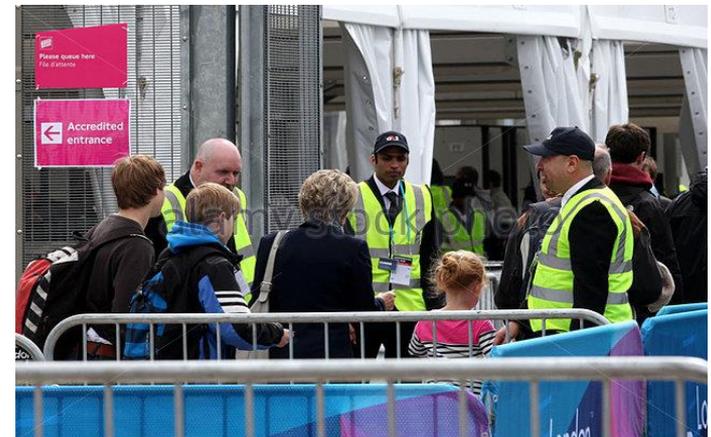
- Approach is a fully integrated HostCo – planning and delivery of Paralympic Games embedded from top of the organization down with planning done concurrently
- Draft competition schedule developed
- Paralympic venue plan in place
- Met with Leanne Squair, City of Calgary Access & Disability

- Next Steps
 - Review of Games concept with International Paralympic Committee (IPC) to be completed by June 30-18
 - Workshop on accessibility strengths & gaps on June 27
 - Brainstorm session on structuring integrated planning within the HostCo



SECURITY

- HostCo security vs Games security
 - HostCo: asset protection during fit-out
 - Games Security: overall policing/security services (designated venues)
- HostCo - Coordination and interface of police planning agencies, Games departments and Games stakeholders
- HostCo - Integration with police of jurisdiction in the urban domain for transport, city operations, and celebrations



www.alamy.com - CPBTD2

SECURITY

- Security approach:
 - Initial approach drafted by CBEC
 - Security requirements by venue
 - Working with RCMP (upcoming planning session)
 - Part of essential government services
 - Different models: Vancouver 2010 vs TO2015 Pan/Parapan Ams
 - Opportunity to redefine security at major events
 - Looking to contain costs to a reasonable level based on risk assessment
 - Accommodation for police members a challenge (CBEC and VANOC were based on 2/room)



GAMES EXPERIENCE

- Media Experience
 - Concept for IBC/MPC venues
- Work to begin
 - Athlete Experience
 - Athlete Village experience
 - Involvement of athletes in the delivery of Games concept
 - Protecting clean athletes
 - Spectator Experience
 - Strategies to support a city-wide festival including ceremonies, medals plaza, city activities and live sites
 - Development of cultural component underway



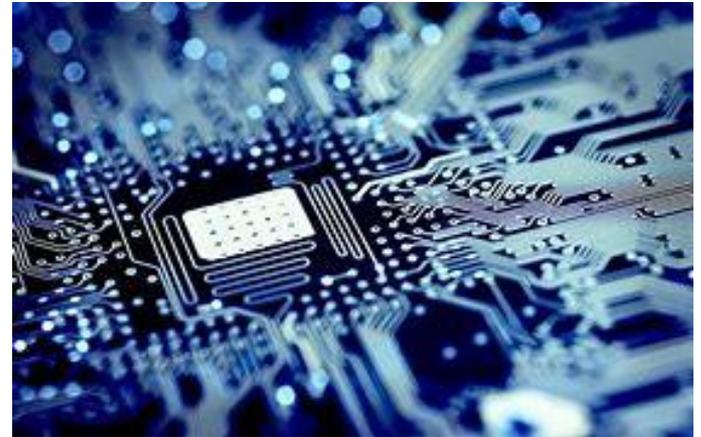
MEDICAL & ANTI-DOPING

- Protection of clean athletes
- WADA accredited laboratory
 - Use of WADA accredited lab in Montreal
 - Not building a temporary lab at a cost of \$20M like VANOC did
 - Looking at charter flights to move samples between Calgary and Montreal
- Highlight anti-doping education programs
- Support member planning for essential services



TECHNOLOGY & ENERGY

- IOC interactive workshop held May 17
- Workshop focus on new norms and best practices and impacts to 2026 – initiatives underway
- Currently SMP Engineering validating existing utility infrastructure at venues – results expected first week of June
- Team in place, includes:
 - Elly Resende - Rio CIO working on TEC budget
 - Jim Bucci – London & Vancouver Energy Manager supporting the power budget



SUSTAINABILITY & LEGACY

- Aligning themes/pillars with government priorities, e.g. Calgary government policies:
 - Sport Policy
 - Civic Arts Policy
 - Indigenous Policy
 - Partnership Policy
 - Accessibility Policy
 - Environmental Policies
- Identifying how Games can help current challenges (e.g. affordable housing)
- Building out each theme with strategies and outcomes
- Building out cultural concept



SUSTAINABILITY & LEGACY

- Impact and legacy discussed at May 14th vision session
 - Social development
 - Economic prosperity
 - Sport development/healthy living
 - Cultural enrichment
 - Community development
- IOC Expert Session (technical mtgs) held May 24 & 25
- Future session to be held on sustainability





FINANCIAL PLANNING UPDATE

Revenue

Overview



Revenue Overview

- Preliminary revenue report underway
- Methodology includes:
 - Comparison to past Olympics and Paralympics
 - Comparison to other major events in Canada
 - Trend analysis
 - Interviews with key sponsor executives
 - Engagement of leading sponsorship firm
 - Engagement of ticketing and licencing
 - Collaboration with COC and IOC
- Aiming to complete report for June 29



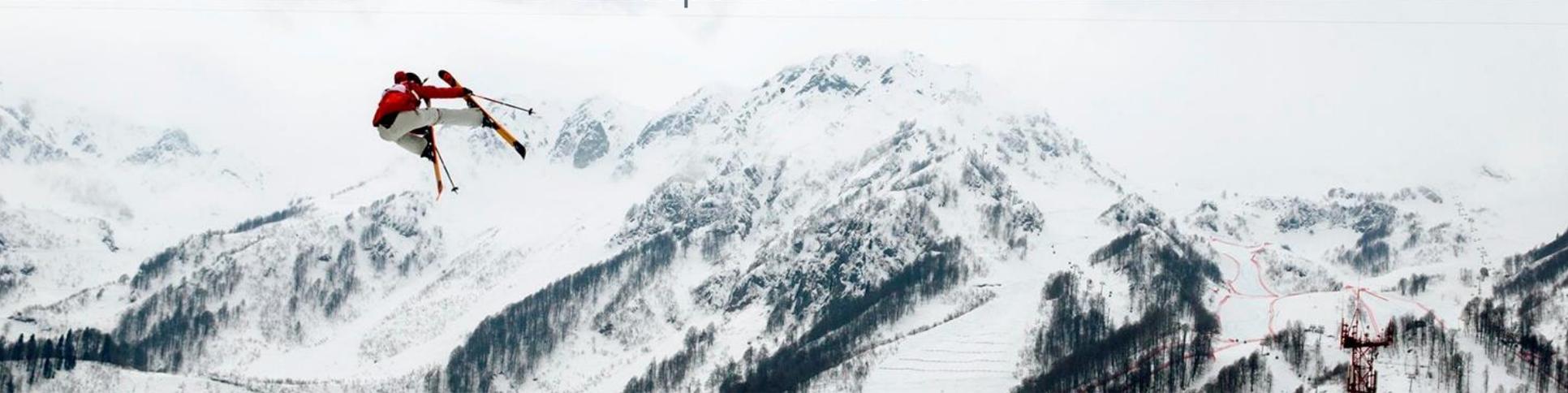
OPERATIONAL BUDGET

Overview

OBJECTIVE

Develop an operating budget which captures the responsibilities of the Host Co.

Develop sufficient detail and backup to withstand 3rd party independent review

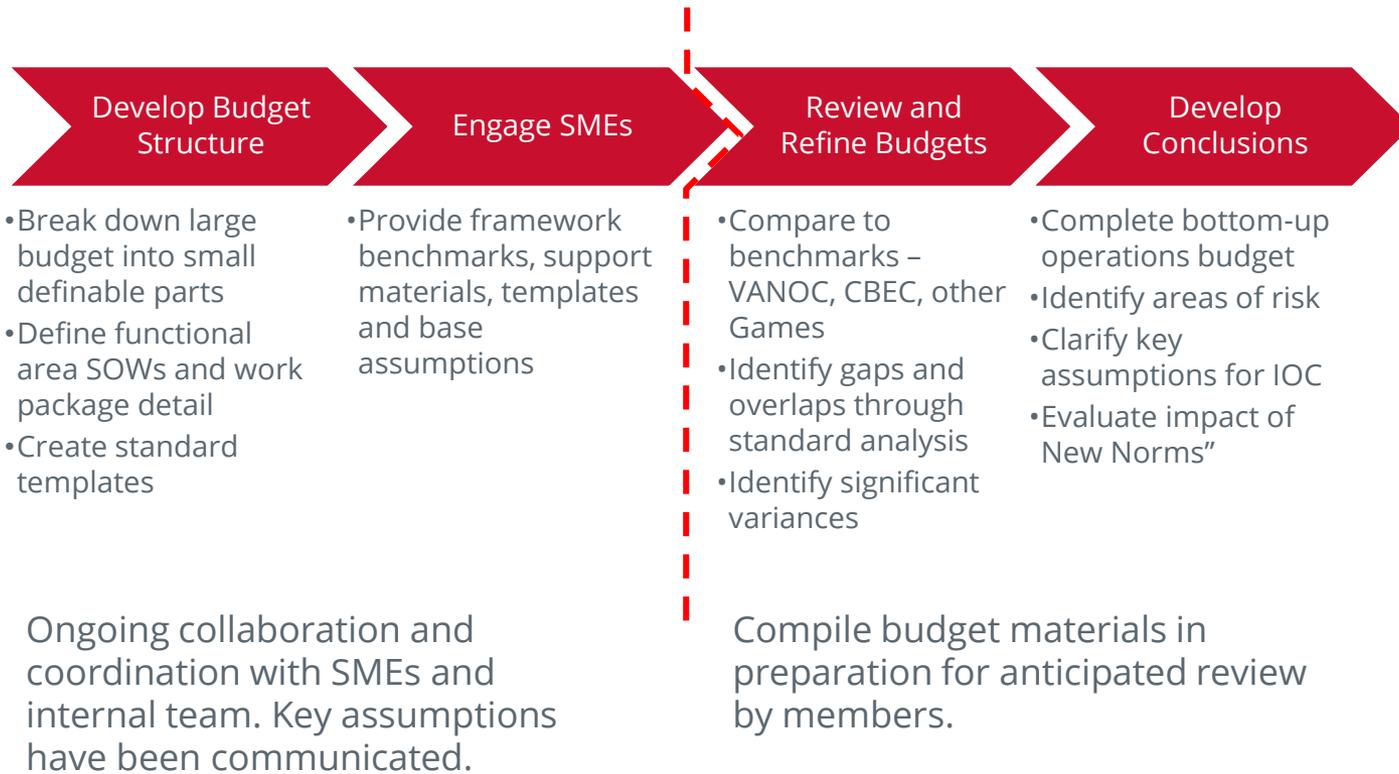


HOSTCO SCOPE

- HostCo responsibilities are primarily set by the IOC standards and expectations
- IOC standards set out in Operational Requirements document and as modified in the New Norms



Process Summary



Work Undertaken to Date

Developed budget structure

- Reorganized the VANOC structure to the new IOC template
- Defined **FUNCTIONS** (ex. Accommodation, Transportation, Sustainability, Food and Beverage etc.)
 - Prepared Scope of Work (SOW) for each function, including:
 - Core assumptions
 - Variables
 - Cost drivers
 - Defined **WORK PACKAGES** to allow further breakdown of Functions
- Developed cash flow model by Function based on historical information

~870 Work Packages within 52 Functions with 4,000 pages of detail

2.2 Food and Beverage

- **Work Packages**
- AV Kitchen Fitout
- AV Catering: Food
- AV Catering: VIK
- FAB - Admin & Operations
- FAB - Consulting
- FAB - Training
- Village Catering - Beverages
- Contractor Meal Program
- General Ops Catering Expenses
- Per Diems
- Venue Catering - Food
- Venue Catering - Beverage
- Paralympic Catering - Food
- Paralympic Catering - Beverage

2.8 Transportation

- **Work Packages**
- Transportation PP&A
- Olympic Bus Systems
- Paralympic Bus Systems
- Fleet Systems
- Parking
- Parking Properties
- Parking Signage
- Transportation Facilities

Work Undertaken to Date (cont'd.)

Engaged ~20 Subject Matter Experts (SMEs) to develop budgets

- SMEs will develop bottom-up budgets for the majority (~75%) of the functions, the remainder will be developed by the internal Olympic experts.
- SMEs were provided with:
 - Budget templates and SOWs
 - Comparable data from the VANOC budget, business plan, Value in Kind (VIK) summary
 - General operating assumptions (ex quantity of athletes, quantity of officials etc.)
 - Venues List and Facility Capacities (including non-competition venues)
 - Competition Schedule



Current Actions and Next Steps

SMEs are developing budgets in collaboration with the internal team

- These are reviewed by the internal experts to identify:
 - Significant variances to benchmark budgets (ex. VANOC, CBEC, other Games)
 - Large value Work Packages which require a more robust review
 - Potential gaps and overlaps to other Functions
 - Areas where the New Norms produced by the IOC have or can be implemented



Additional Considerations

- New Norms developed by IOC will affect benchmarking to historical numbers
 - These elements are being considered in the development and review of the Functions
- IOC published historical data on cost drivers from the three previous winter games
 - To be utilized in benchmarking
- IOC Host City Contract Operational Requirements
 - Key items compiled for use in review of Functional budgets
- Inflation rate of 14.65% to 2018 used for benchmarking to VANOC
- Where possible, costs are split between Olympic and Paralympic needs – further refinement to be done post submission



Limitations of the Process

- Changes in market conditions, expected inflation, expected USD exchange rate, scope etc. impact the budget
- This risk is managed by the contingency and the change management processes established by the Host Co
 - The level of definition and format used to develop the budget has produced a framework to aid in control of the budget and change management process



Status Report

Overall, budget will ensure sufficient funds to execute the Games

- These have been developed within a framework that will allow for control of risk and change management by a HostCo

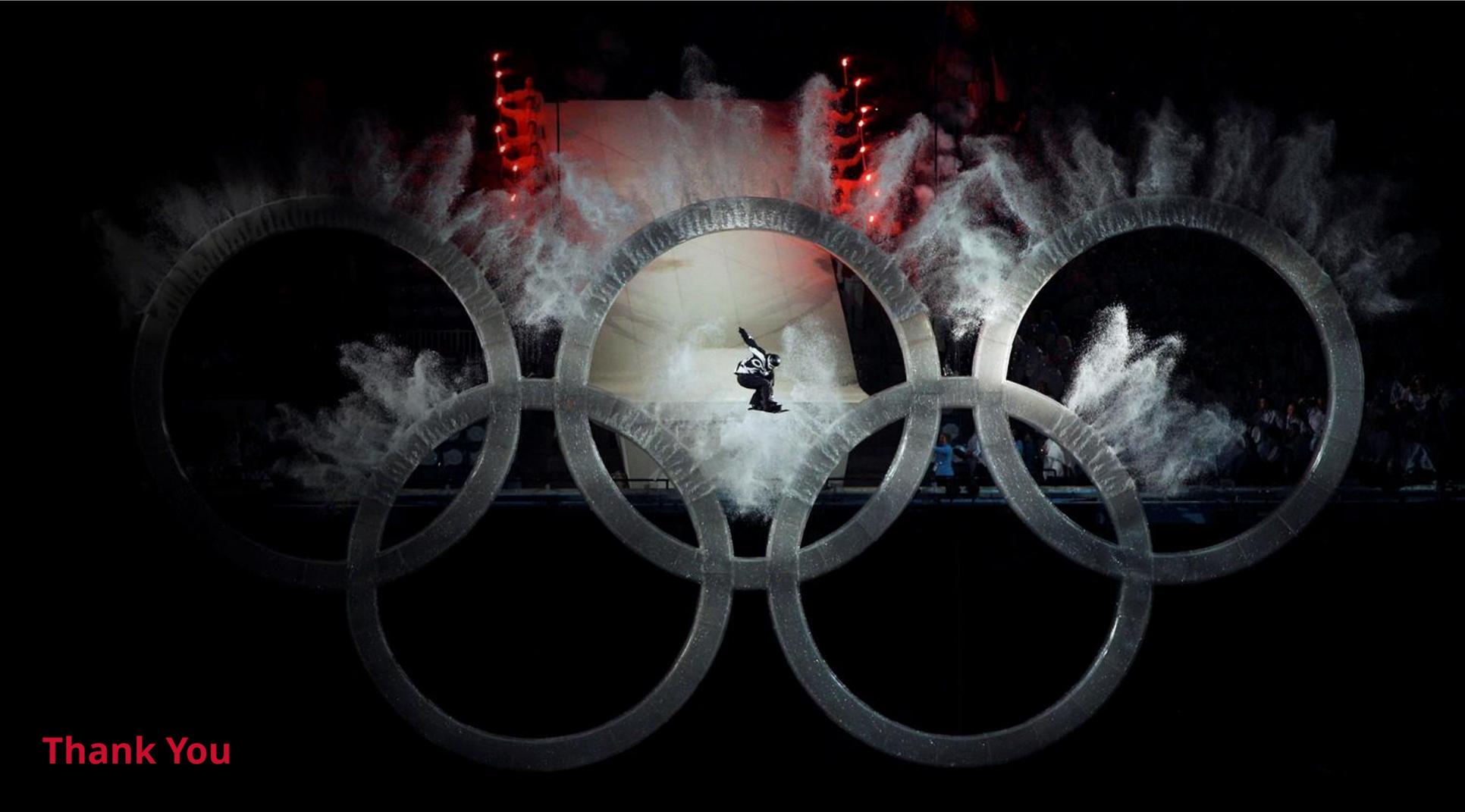
Confident in meeting our objective but timeline is tight



Capital

- Process is building on work CBEC did
- Design, costing and financial analysis are underway on a number of venues and villages to reflect evolution of the concept, venue owner input, IF feedback, and engagement with NGOs
- Venue costing in good shape
- Village costing a bit behind





Thank You