Project Management at the Vancouver 2010 Olympic and Paralympic Winter Games

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Overlay Description

- The Process of Defining, Designing and Delivering the Temporary Infrastructure required for the staging of the Olympic and Paralympic Games.
What does this mean?

- It is the process of reviewing a facility or site and determining its capabilities and limitations
- Developing a plan for the adaptation works required to provide an Olympic/Paralympic Games Venue site
- Provision of all of the temporary elements
- Maintaining the temporary works through their use
- Restoring the venue to its original condition
How is this accomplished?

- **Spatial Allocation** – the determination of all of the user groups operational and spatial needs.

- **Services/Commodities** – conversion of spatial allocation to hard commodities and the acquisition of products and services required to deliver on the needs

- **Timelines** – scheduling of all of the activities working back from the non negotiable end date

- **Budget Constraints** – continually measuring all above against.
Overlay Project Lifecycle

- **Strategic Planning** (Q4/06)
- **Design and Integration** (Q4/08)
- **Procurement/Contract Management** (Q2/09)
- **Venue Delivery** (Q1/10)
- **Games / Operational Decommissioning** (Q3/10)
- **Code Approach Defined**
Integrated Design Process

External Partners
- IOC Guidelines
- International Federations
- Regulatory Authorities
- Property Owners
- Corporate Partners

Functions
- Accreditation
- Broadcast
- Catering
- Logistics
- Press Operations
- Security

Venue Design Team

Budgetary & Schedule Constraints
Venue Planning Team - FA Involvement

Lead Team
Venue Management
Sport
Overlay

Core Team
Transportation
Logistics
Event Services
OBS
Technology
Security
Press Operations
HR/Workforce Planning

Extended team
Catering & Food Services
Waste & Cleaning
Medical
Doping Control
Accreditation
International Client Services
Accommodation
Ticketing
Brand Protection
Sponsor Services
Risk Management
Licensing & Merchandise
Look of the Games
Finance
Education
Ceremonies
Media Relations

External Partners
International Federations
Property Owners
Corporate Partners
Regulatory Authorities
IOC Guidelines

Venue Planning Team - FA Involvement
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Detailed Design
Commodity Procurement / Management

SCOPE
• Source / procure all commodities required for Venue Overlay
• Management of commodity suppliers

STRATEGY
• Commodity based and not venue based
• Rental based
• Package definition (Mountain / City split)
• Sport Event strategy = Games Time strategy
• Procurement schedule / Tasks definition: 6 steps
Procurement Schedule

• Budget definition / cost analysis
• Collect requirements
  • Develop database
• Building Code clarifications
• Selection process
• Contract definition
• Contract management
  • Attention shall be paid to:
    • Overall Project Management tasks during planning phase
    • Change control management
Commissioning Schedule Development

• Individual venue fit out schedules developed using
  • Construction knowledge – design team
  • CAD drawings,
  • Commodity database,
  • Commodity suppliers schedules

• 3 versions for majority of venues

• Cross venue schedules were also developed to help suppliers understand resources loads
  • Tents, fencing
Example of decommissioning
VTIG Goals

- Enhance communication and coordination between infrastructure stakeholders (e.g. service providers and customers);
- Ensure that critical infrastructure and technical services were delivered to specification and on schedule;
- Advise IOC, VANOC and OBS executive leadership on infrastructure installation progress;
- Identify and address infrastructure related risks
Venue Technology Infrastructure Group (VTIG)

- VTIG - Executive level group responsible for ensuring temporary infrastructure and technical services were delivered on time and to agreed specifications

- Participants / Stakeholders
  - IOC (Sport & Games Operations, Technology)
  - OBS and OBSV
  - VANOC (Venue Management, Overlay, Technology, Energy Services, Sport, Logistics, Press Operations)
  - Technology Partners (Bell, Atos, Omega, Panasonic, Ricoh)
  - Energy Providers (BC Hydro, Aggreko)
Project Schedule Hierarchy

- VTIG
- Commissioning Schedule
  - Integrated Venue Timeline
  - External Stakeholder Schedules
  - Procurement Schedules
  - Functional Area Schedules
- Overlay Master Project Schedule
Venue Sites

- 11 Competition Sites:
  - 6 Mountain Venues
  - 5 City Venues

- 70 Non Competition Sites:
  - Opening/Closing Ceremonies
  - IBC/MPC
  - Fabrication Facility
  - Live Sites
## Key Commodities

<table>
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<tr>
<th></th>
<th>Salt Lake</th>
<th>Torino</th>
<th>2010*</th>
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<tr>
<td>Trailers</td>
<td>724 units</td>
<td>30k m²</td>
<td>1000 units</td>
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<tr>
<td>Tents</td>
<td>307</td>
<td>100k m²</td>
<td>90k m²</td>
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<td>Porta Toilets</td>
<td>2,223</td>
<td>2,000 +</td>
<td>1600</td>
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<tr>
<td>Fencing</td>
<td>77 km</td>
<td>70 km</td>
<td>90 km</td>
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<tr>
<td>Bleachers</td>
<td>84,294</td>
<td>60,000 +</td>
<td>37,000</td>
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Challenges

- **Budget**
  - Unconsidered projects (pending funding and decisions)
  - Design finality (SPP, FAB)
- Venue use agreement timelines and Fit-for-Purpose status
- Duration of rental periods (NRG)
- Site acquisition for OC/CC
- Independent scheduling assumptions
  - (VTIG, Bell, Atos, OBSV, FA’s)
- Lack of finalized Land contracts for all real estate needed
- Obtaining commodity quantities in the local market
Overlay

- Questions: