

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.

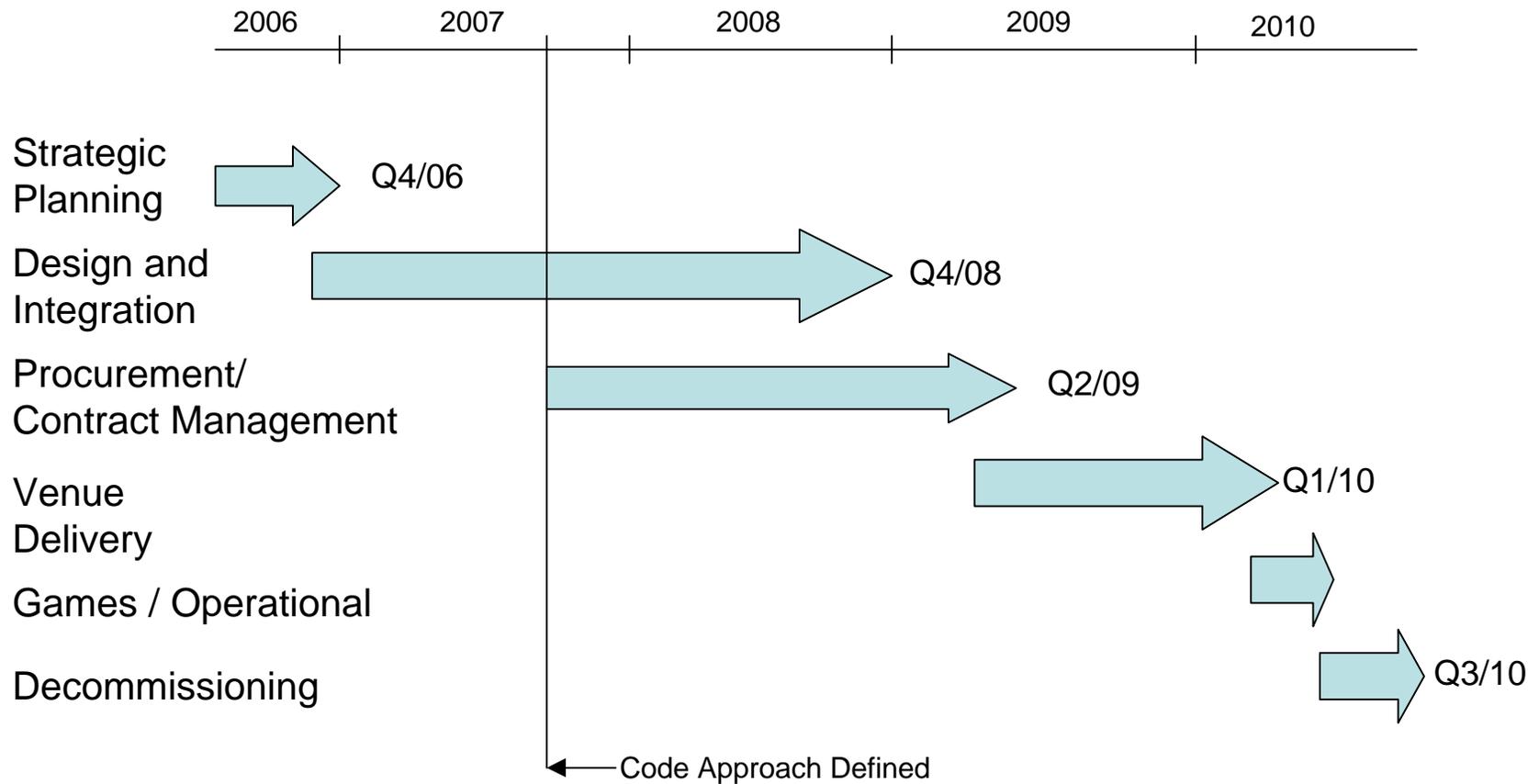
What does this mean ?

- It is the process of reviewing a facility or site and determining it's 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

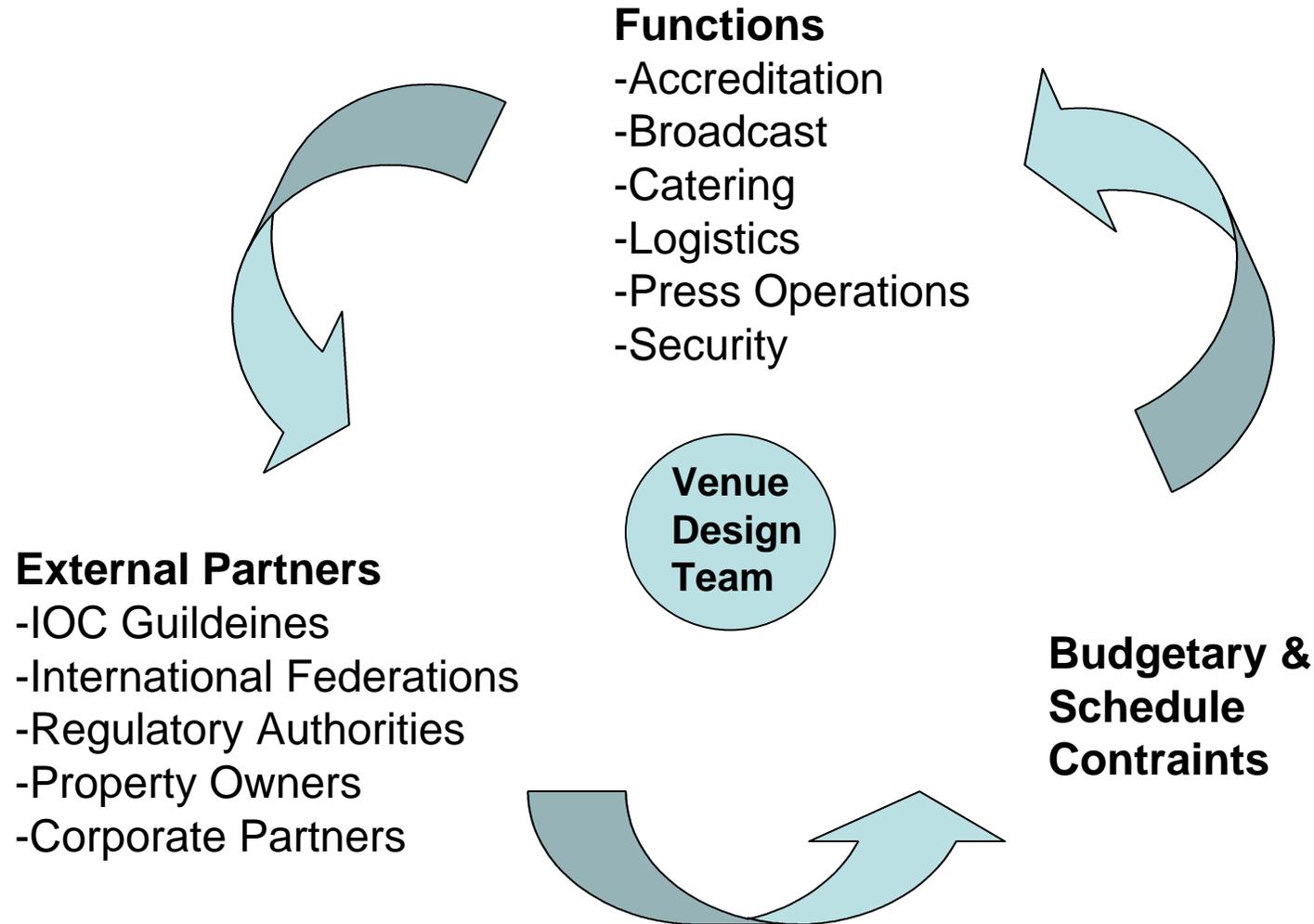
How is this accomplished ?

- **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.

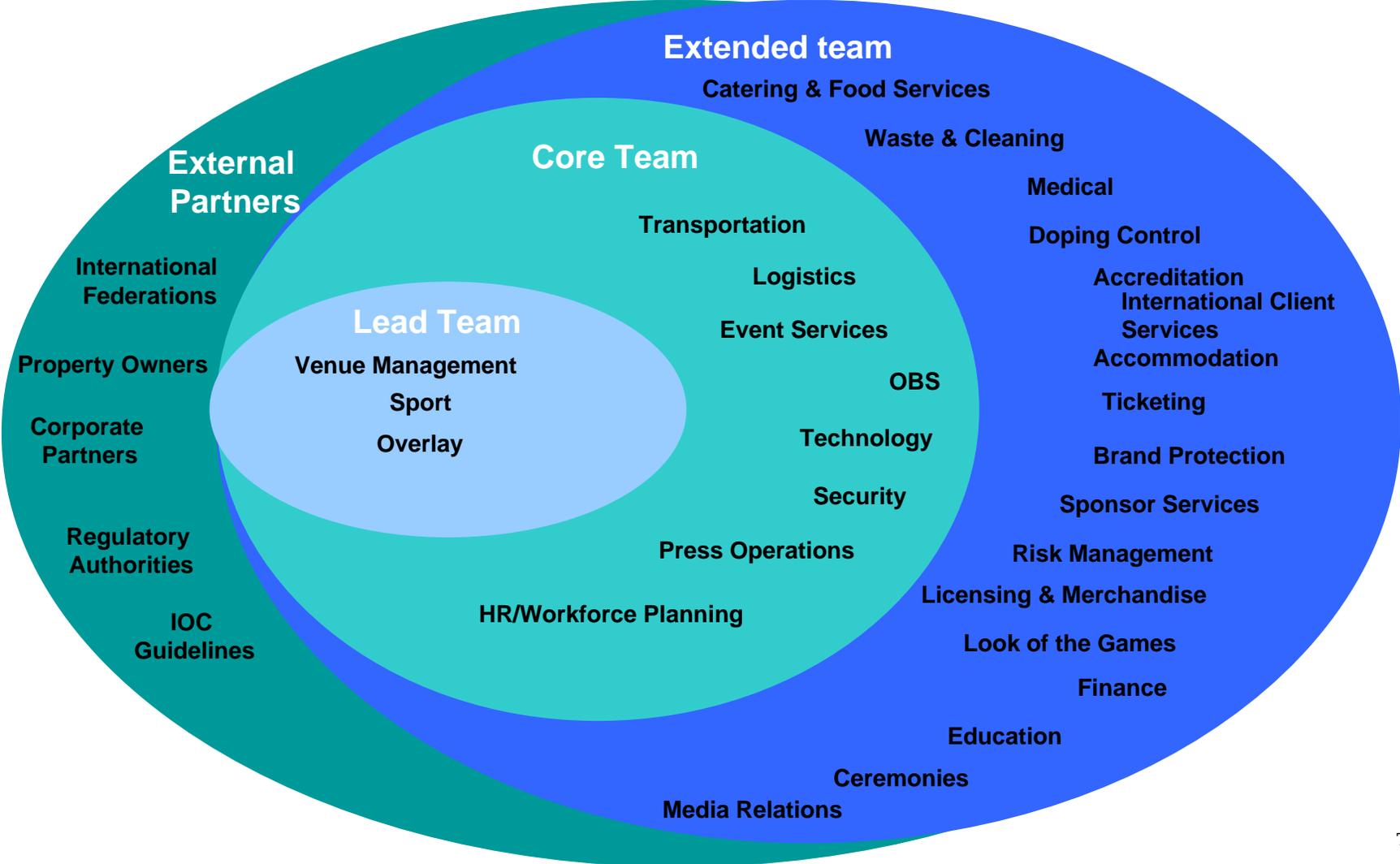
Overlay Project Lifecycle



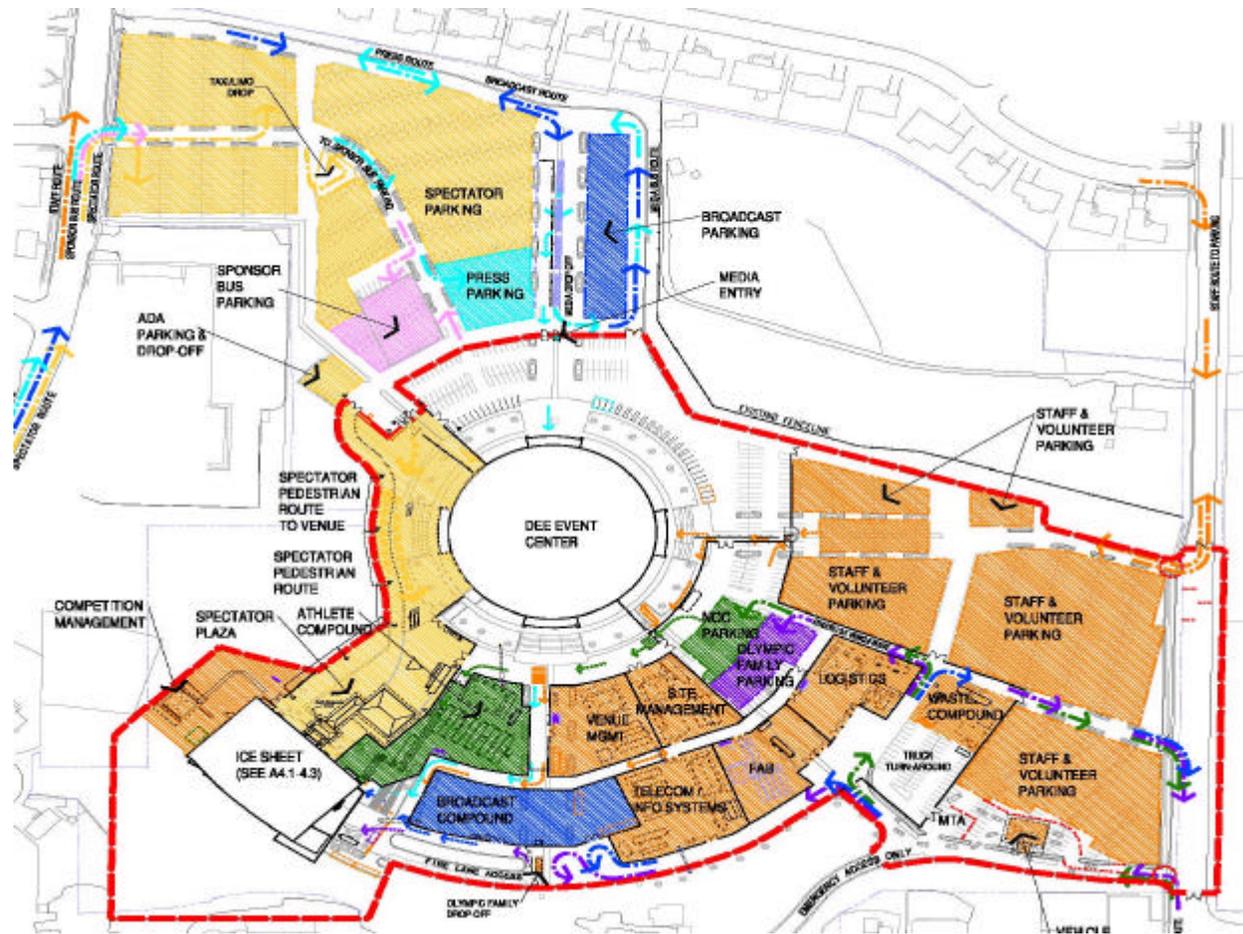
Integrated Design Process



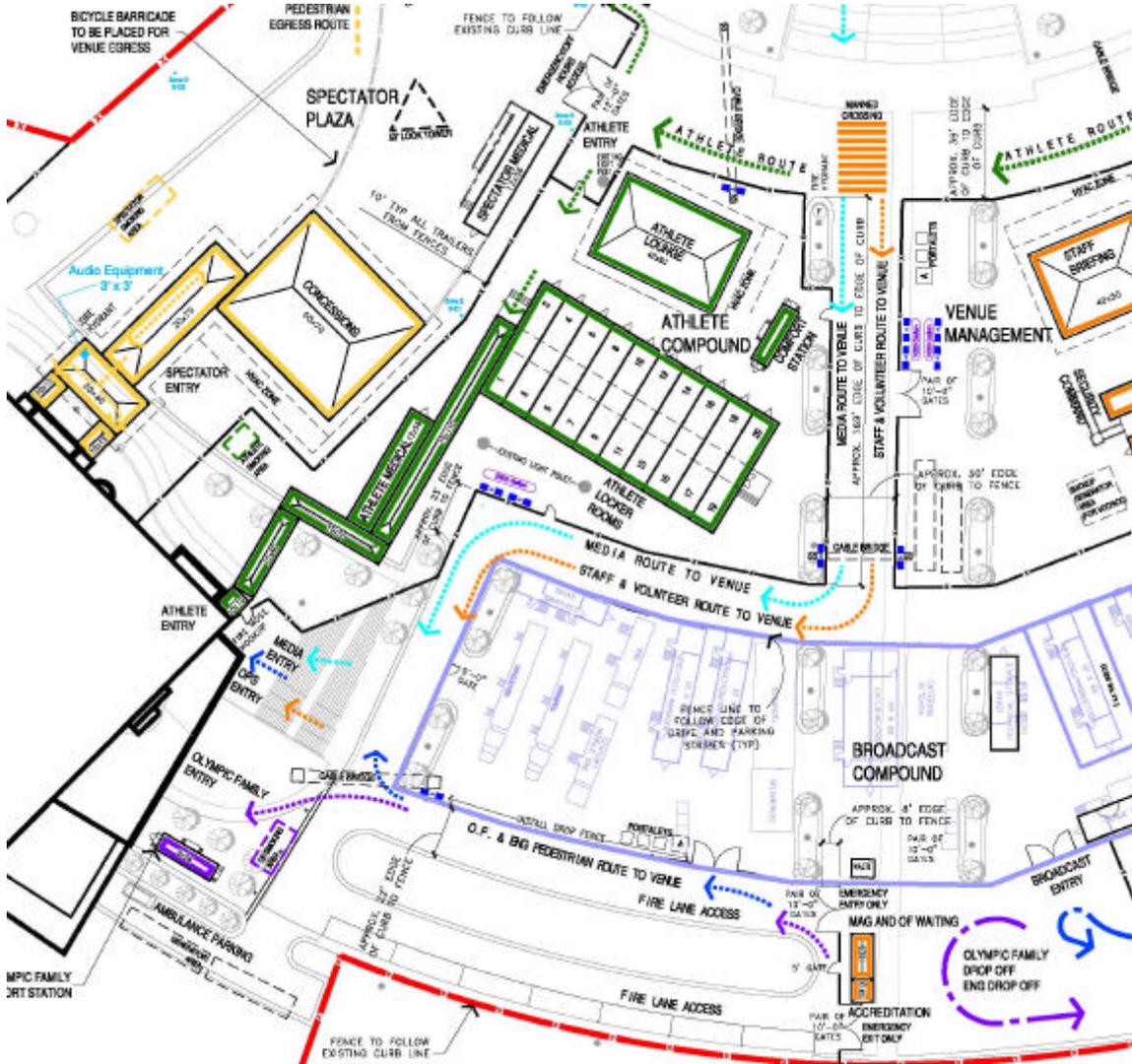
Venue Planning Team- FA Involvement



Block Planning



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

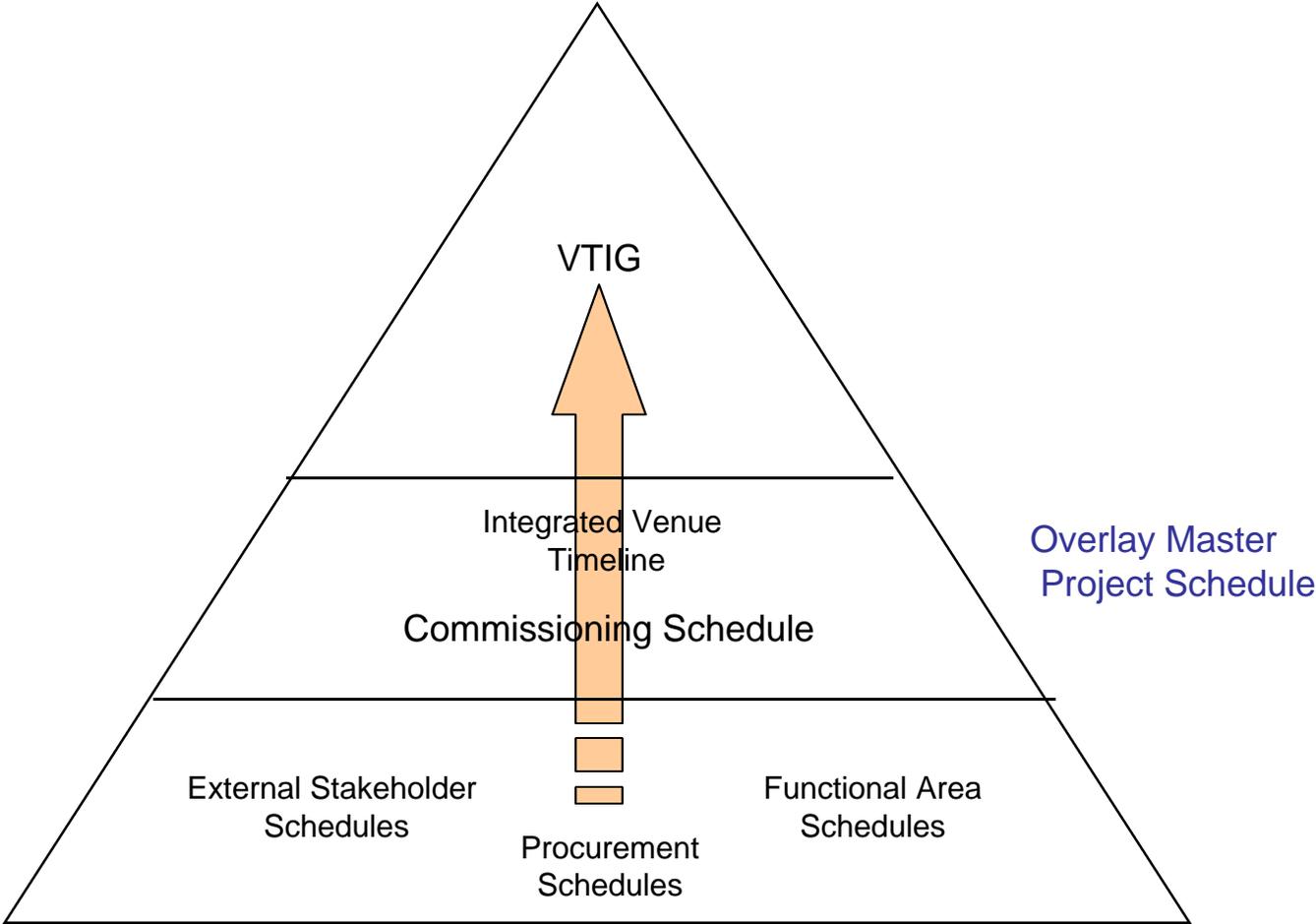
VTIG Goals

- 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



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

	<u>Salt Lake</u>	<u>Torino</u>	<u>2010*</u>
• Trailers	724 units	30k m ²	1000 units
• Tents	307	100k m ²	90k m ²
• Porta Toilets	2,223	2,000 +	1600
• Fencing	77 km	70 km	90 km
• Bleachers	84,294	60,000 +	37,000

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: