

2012 Recommendations for Reigning in Costs of TO2015:

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TO2015 Board reports that they will deliver a revised budget in the first quarter of 2012. The escalation, as a direct cost to the taxpayer in the Budget, could well be from \$1.4 Billion to over \$2.5 Billion if all costs are added in.

It will approach \$4 Billion if the Athletes' Village is also added to the total outlay.

Although some of the costs of the Athletes Village may be recoverable it should be noted that the Vancouver 2010 Village had a major deficit.

Another major taxpayer's exposure, on top of the capital costs and "overlay", will be the ongoing maintenance and operating costs which must be addressed as it could approach \$100 million a year for the planned installations.

The magnitude of the total taxpayer's exposure should wake up those involved to the fact that major TO2015 restructuring must be done.

The following is put forward in the desire of setting TO2015 on a positive course.

If these policies are set in place it would save at least \$500 million and possibly, if everything was added in especially "overlay", the savings would approach \$750 million and possibly \$1 billion which is significant.

All venues should be reassessed with the following overriding principles:

- 1) A Sustainable Legacy left to high-performance Olympic sport at the relevant venues.
- 2) A Sustainable Legacy for local communities at those appropriate venues.
- 3) University venues geared to student use. Ensures no tax levied on future students.
- 4) Realisation that placing of the Athletes' Village impacts many aspects of the Games.
- 5) Use existing facilities which are easily accessible from the Athletes' Village.
- 6) Where possible use temporary facilities located near the Athletes' Village.
- 7) Appreciation of the impact of "overlay" as it relates to the Athletes' Village and venues.
- 8) 30% of the Athletes compete in two sports, Athletics and Swimming.

The venues for these sports and disciplines should be close to the Athletes Village.

"Overlay": This the term that is used for the "soft costs" which dramatically increases the costs. Included in "overlay" are the following:

Security,	Transportation,	Medical,	Doping,	Accreditation,
Spectators,	Food,	Media,	TV,	Accommodation
VIP's	Technology,	Volunteers,	Signage,	Parking,
Ceremonies,	Marketing,	Equipment ,	Storage	
Police,	Fire,	Hospitals,		

1) Run Pan Am and Pan Para Games during the same 17 days of the Games.

- Instead of being a tag-on event after Pan Am Games the Pan Para Games would be inclusive for the physically challenged wonderful athletes which is all they ask.
- This will save \$300 million plus.
- Can be accomplished as was done for the 2011 Delhi Commonwealth Games and happens at many International Sport Federations World Championships.
- Only ties up City transport network and services 3 weeks instead of 7 as planned. Major lane closures of the DVP, QEW, Gardiner, 427, 401, 404 will be needed and running both Games together at least helps alleviate this impact.

2) Hold Games July 31 – Aug 16th after European Sport Season usually June 1 – July 24th.

- Allows the best Pan American athletes to compete, which increases ticket sales and sponsorship.
- If TO2015 Games held in July the best athletes will opt for their World Championship's and will not compete in Toronto. After July 25th they will come.
- CNE always ends on Labour Day which is the latest possible date in 2015.
- If this was done TO2015 and the CNE both can be accommodated in August.

3) Use existing facilities which do not require major installations:

- Varsity Stadium for Athletics with warm-up at Central Tech saves on building a new \$75 million stadium at what is now planned at the remote York U venue.
- Cuts down "overlay" as it is also easily accessed from the Athletes Village. Varsity track is world class.
- Temporary stands to be erected over Devonshire Place which is owned by the UofT.

4) Use existing facilities as close to Athletes Village as possible.

- Shutting down remote arenas for over a month so as to spread the Games and installing "overlay" at each separate venue helps no one and is very costly.
- When the Athletes' Village was changed from York U to the Mouth of the Don the logistics of placing the venues was significantly impacted and events not restructured.
- Venues must be addressed with regard to the Athletes Village which is a good location. Focus of the Games has changed from 407 and Jane St to Waterfront and Downtown.
- The Media will be at the Convention Center and the major hotels are Downtown which makes this concern even more acute.
- Transport and security issues must be considered when allocating all venues.

5) Review over-the-top facilities.

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- Two major “white elephants” at all Games are Swimming Pools and the Velodrome.
- 4/5 temporary Swimming Pools required should be built outdoors in the Portlands near the Athletes Village with temporary seating as was done in Athens, Barcelona, LA, etc.
- Pools to be moved after the games to modest buildings in Scarboro, Markham, Hamilton etc lowering ongoing operating costs which impact the ongoing user fees.
- Use an upgraded Etobicoke Olympium which reduces the pools needed to 3.
- Velodrome should be built outdoor with minimum slope and a composite track as allowed by the Union Cyclists International. (Cycling IF).
- Build Velodrome copying successful installations in Tacoma (1990 Goodwill Games) and Indianapolis (1987 Pan Am Games) both still active venues.
- Minimum slope makes venue usable after for all levels of cyclists especially the youth.
- Velodrome is so expensive that cyclists will not be able to afford to turn on the lights. This is what happened in Montreal Olympics. Velodrome was torn down 2 years after.
- The operating costs are why there is only one “indoor” Velodrome in North America and that is in California in a multi-sport complex not a stand-alone facility.

6) Double up venues using facilities already designated. This cuts down on “overlay”.

- Every separate venue requires its own “overlay” which doubles or triples the cost.
- Ricoh Centre at CNE is only to be used for 8 days for Gymnastics.
Double up that site using it for Wrestling which sport takes only 4 days to complete.
- Roy Thomson Hall could easily host both Fencing and Weightlifting which is easily accessed from the Athletes Village.
- Every Summer Games schedules Rowing for the first week and Canoe/Kayaking second week on the same course because of capital and “overlay” costs.
- Installing the required “overlay” on two courses in Niagara is wasteful.

7) Run only sports and events required by the PASO charter.

- Olympic events are mandatory and must be run if the relevant International Sport Federation (IF) decrees.
(e.g.: Sport is Aquatics. Disciplines are Diving, Synchro, Race. An Event is 10 m Women.)
- Pan Am Games have escalated to 363 events. Summer Olympics only 301. Winter 86.
- Discretionary sports which are not major in Canada should not be run and events in other sports not in Olympics which are tacked on by PASO only adds to the cost.
- The main thrust should be to use TO2015 as an Olympic Qualifier for RIO2016.

8) Look at alternative sites which leave a legacy to what are unique sports.

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- The International Sport Federations (IF's), mostly in Lausanne Suisse, should be consulted especially if TO2015 wants these sports to use TO2015 Games as Olympic Qualifiers for RIO 2016. IF's can be very helpful. Must be asked for technical input.
- IF's are responsible for the direction and control of all multi-sport Games.
- Olympic Qualifiers are decided by IF's in negotiation with the IOC not National Olympic Committees (COC), National Sport Bodies or regional enthusiasts.
- Equestrians have major issues at Palgrave. Requires two farms each with separate "overlay". Footing for the horses is suspect and being a remote venue there is no accommodation nearby for an Athletes Village. Collingwood should be explored. FEI Technical Department, in Lausanne, should be asked to critique these venues.
- Field Hockey has a unique surface. Varsity does not work as a legacy for this sport. Downsview Park would work and is easily accessible by both Go Train and Subway. IHF Technical Delegate, in Lausanne, should be asked to check the venue proposals.
- Both Equestrian and Field Hockey use the Pan American Games as an Olympic Qualifier so they must be up to Olympic standards as must all other Olympic qualifying events.

9) Canadian Sport Institute Ontario (CSIO):

- CSIO was the original thrust of the Bid for the Toronto 2015 Pan Am Games. It is a Federal Government initiative supported by the relevant provinces. Cost of maintaining the CSIO facilities should not be downloaded onto the municipal taxpayers or as a tax on future university and college students.
- Montreal PQ, Calgary Alta, Vancouver BC have centres and Toronto was to be the last.
- 2015 Pan Am Games was the catalyst to deliver CSIO after over a decade of promises.
- CSIO is a major research and training centre requiring sport facilities, research labs, medical services, rehab installations, coaches and other technical services.
- All the necessary facilities required for an operating CSIO need to be installed at the Athletes Village which will be dismantled after the Games.
- CSIO has done an analysis of the operating costs for Scarboro College facilities and it projects that for this facility alone plus their usual Ontario high-performance sport administration the CSIO budget must increase from \$4 million to \$30 million a year. If other remote facilities are added in this exposure could approach \$100 million a year.
- This facility is so unique it has wetted the appetite of the academics and others who want high-tech research centres such as UofT at all 3 campuses, York U, McMaster U, and Markham Town Centre.
- Install the CSIO permanently at the Mouth of the Don which will kick start the much needed impetus for the Portlands. Do it once and do it right.

Conclusion: It is over 2 years since Toronto was awarded 2015 Pan and Pan Para Games.

No firm contracts have been signed with either the various construction consortia or with the stakeholders who represent the many levels of taxpayers' dollars that will fund and operate the multitude of venues.

In the first quarter of 2012, when the TO2015 Budget is released the costs will be open to intense public scrutiny.

The Toronto 2015 and Pan Am Games and Para Pan Games are a much needed event for Ontario to provide the legacy of sustainable facilities for Olympic sports.

Positively attacking the issues now so as to ensure, that in these challenging financial times, the Games are being delivered responsibly at an acceptable cost must be of prime concern to all.

The above are only a few of the issues and I trust are accepted as positive contributions.

Regards,

Paul Henderson,

A Toronto Olympian