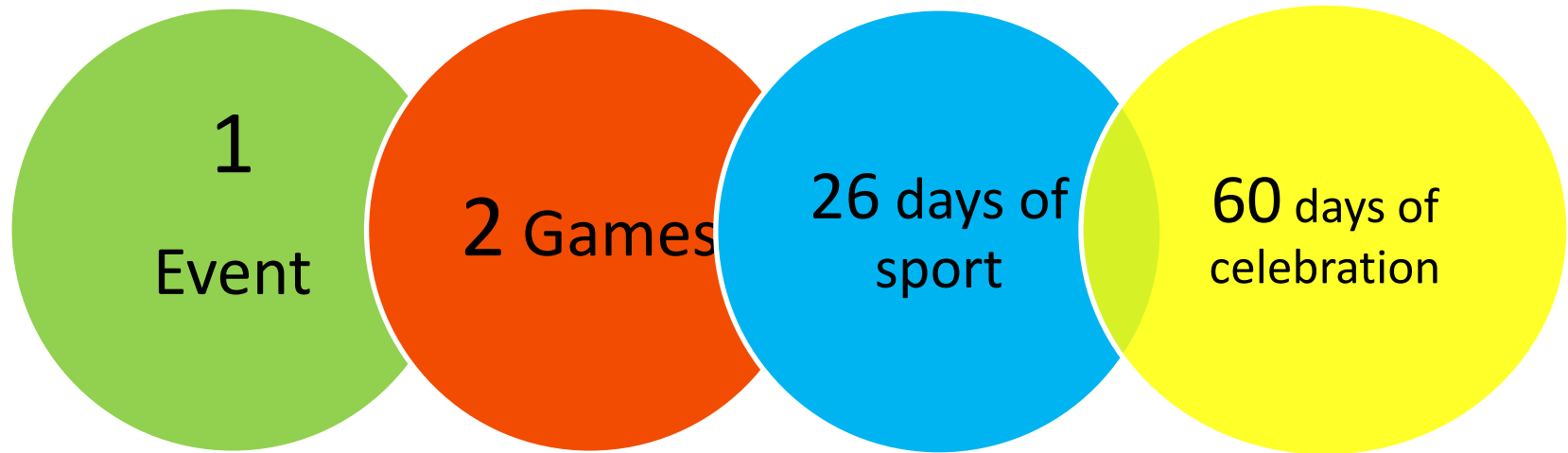




PSPMF – Public Sector Project Management Forum

May 5, 2015

TORONTO 2015



Pan Am Games – July 10 – 26, 2015

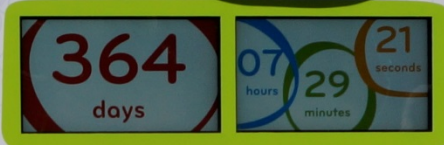
Parapan Am Games – August 7 – 15, 2015



We have 66 days to go...



Pan Am Games: July 10-26, 2015
Jeux panaméricains du 10 au 26 juillet 2015
Juegos Panamericanos del 10 al 26 de julio de 2015



Parapan Am Games: August 7-15, 2015
Jeux parapanaméricains du 7 au 15 août 2015
Juegos Parapanamericanos del 7 al 15 de agosto de 2015



Are You Ready?



TORONTO 2015 Pan Am/Parapan Am Games



Opening Ceremonies

By the Numbers

- 41 countries and territories competing
- 10,000+ athletes, coaches and officials
- 51 sports (36 Pan Am & 15 Parapan Am)
- 23,000+ volunteers
- 30+ competition venues
- 16 municipalities
- 1.4 million tickets
- 250,000 visitors



The Games Footprint

5,300 square kilometres



Pan Am Torch Relay



- 41-day journey that will share the Pan Am spirit in more than 130 communities
- The torch relay will start on May 30, 2015, and will make its final stop on July 10, 2015, at the Opening Ceremony of the TORONTO 2015 Pan Am Games



Parapan Am Torch Relay



- The TORONTO 2015 Torch Relay for the Parapan Am Games will be a five-day inspirational journey
- Torchbearer contest will be launched April 2015
- From August 3, 2015 to August 7, 2015
- Largest torch relay ever held for a Parapan Am Games.





FUN FACTS:

There are 8 sports that are unique to the Pan Am Games – can you name any of them?

TORONTO 2015 Organizing Committee

- 10 divisions
- 49 functions (departments)
- 5 partners
- Over 30 stakeholders
- 8 customer groups
- Tracking over 100 projects & counting
- 2,000+ milestones & deliverables in the master plan
- Plus 25 capital projects



What Makes this Project Unique

- Scope of the project
- Many moving parts
- Number of partners and stakeholders
- Our customers – different delighters and derailers
- International in scope
- We are building as we are planning / delivering
- Moving the end date is not an option



Challenges

- Living project - will change as level of detail is better known
- Managing change and communicating change
- Buy in to common processes that allow a multi-faceted project to be broken down into a series of logical activity streams
- Needs to focus on our customers' experience
- Stakeholder management



Solutions

- **Align** planning
- Provide **structure**
- Provide **connectivity** / break out of Function silos
- Provide **consistency**
- Provide **coordinated** planning & staffing
- Provide **efficiencies**
- **Learn** and borrow from those who have done it before us - past Games





Games-time Planning Alignment of the Project

Games-time Planning Roadmap – Overview

2012				2013 V2 BP				2014 V3 BP				2015 WE ARE HERE		
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep

Major Planning Streams

TEST EVENTS ----

	Phase 1 Strategic Planning	Phase 2 Foundation Planning	Phase 3 Operational Planning				Phase 4 Games Readiness Planning	Phase 5 Games Time
Customer Experience Services	<ul style="list-style-type: none"> •Confirm scope of events venues •Legacy strategy •Bid enhancement plans •Stakeholder mapping •Senior planning team in place 	<ul style="list-style-type: none"> •Function Foundation plans •Initial customer service levels •Preliminary identification of facilities and sites 	<ul style="list-style-type: none"> •Model Venue plan •Function ops plan (V1 & V2) •Venue ops plan (V1 & V2) •Policy & Procedures •Test Event Planning and Staging •Chef de Mission meetings •Contingency scenario planning begins •Volunteer recruitment and assignment 				<ul style="list-style-type: none"> •Contingency planning •Table tops •Simulations •Rehearsals •Training 	<ul style="list-style-type: none"> •MOC operational •Pan Am Training & Comp. •Parapan Am Training & Comp.
								Phase 6 Dissolution
								<ul style="list-style-type: none"> •TOK •Disposal of assets •Remediation •Dissolution
	10,000 metres		1,000 metres					1 centimetre

PHASE 1: Strategic Planning

January 2010 to June 2012

PMO OUTPUT:

- Development of project schedule
- Distribution schedule
- Identify tools to manage the project



10,000 m level



PHASE 2: Foundation Planning

June 2012 – February 2013

PMO OUTPUT:

- Alignment of the organization, clarity on who does what when
- Identification of risks
- Develop executive reports



10,000 m level



Framework

Master Schedule

Identifies milestones & deliverables for the entire project

Road map

- Coordination & communication tool with a focus on Games-time planning deliverables across multiple functions

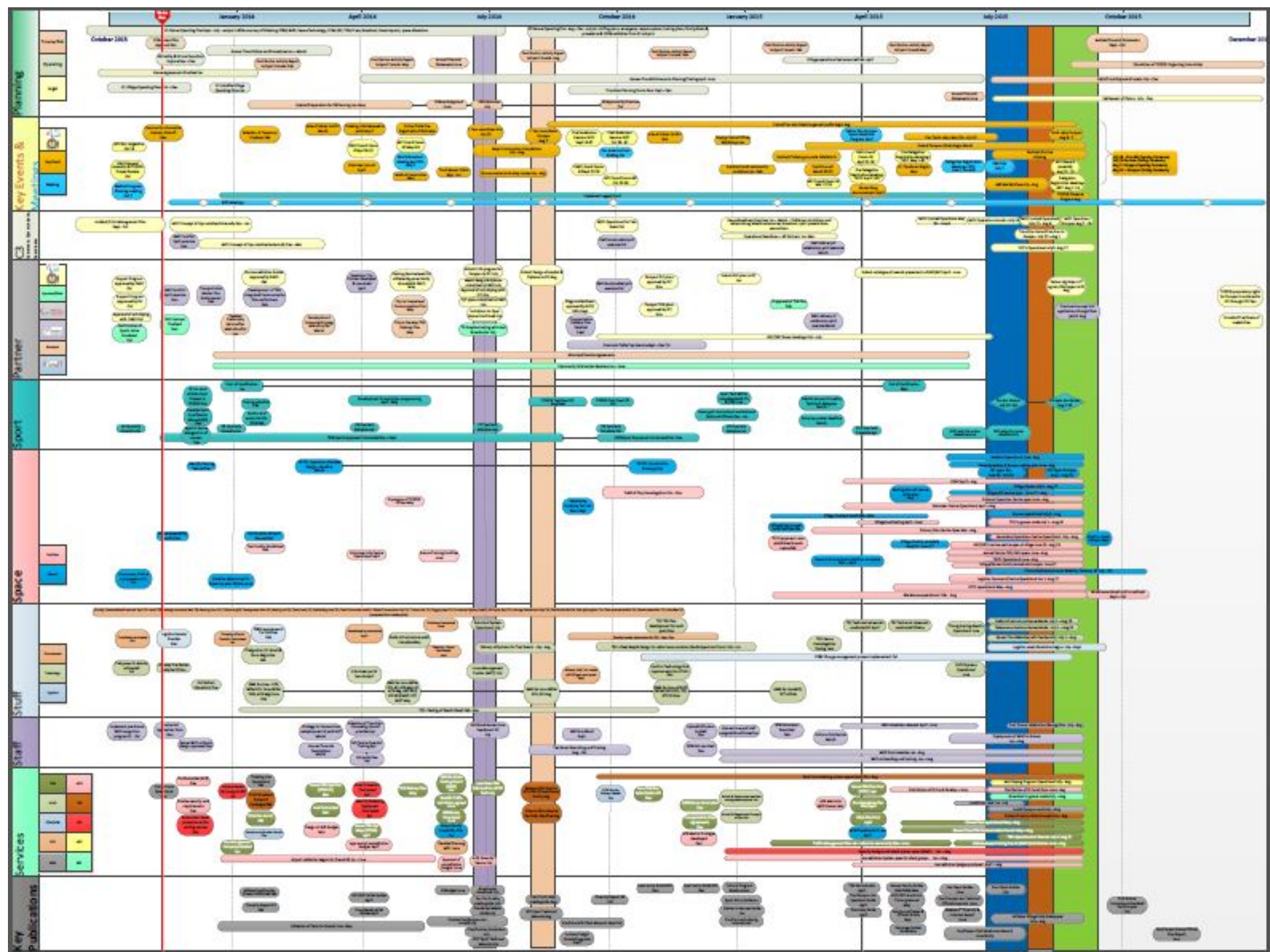
Critical Tasks

- Provides an organizational focus of key deliverables

Risk / Issue Tracker

- Captures current risks & issues, action plan and status







FUN FACTS:

How many rolls of toilet paper will be required at Games-time?

PHASE 3: Operational Planning

March 2013 – March 2015

PMO OUTPUT:

- Build out schedule
- Monitor deliverables
- Develop critical task document
- Develop Games road map



1,000 m

1 cm level





TORONTO 2015
Pan Am/Parapan Am

FUN FACTS:

How many metric tonnes of sand will be brought in for beach volleyball?

- A) 5,000**
- B) 3,000**
- C) 1,000**

PHASE 4: Games Readiness Planning

September 2014 – May 2015

PMO OUTPUT:

Ensures the organization is ready and has practiced for any situation that might occur during the Games



1 cm level



PHASE 5: Games Delivery

June 2015 – August 2015

PMO OUTPUT:

- Implementation of Games-time decision making structure



1 cm level



TO2015 Games-time Structure

- May 11, 2015 TO2015 switches to our Games-time organizational structure.
- C3 model of operations (Command, Coordination, Communication)
 - This model will empower our staff to make operational decisions at the most appropriate level to accomplish their assigned tasks.
 - Coordination and communication of protocols (internally and externally)



C3 – Principles

➤ **Clear accountability**

- FA directors accountable for operations of their Function
- Venue Managers accountable for operations of their venues
- Dual Reporting - Venue FA managers reporting to Venue Managers and to their FCC

➤ **Empowerment**

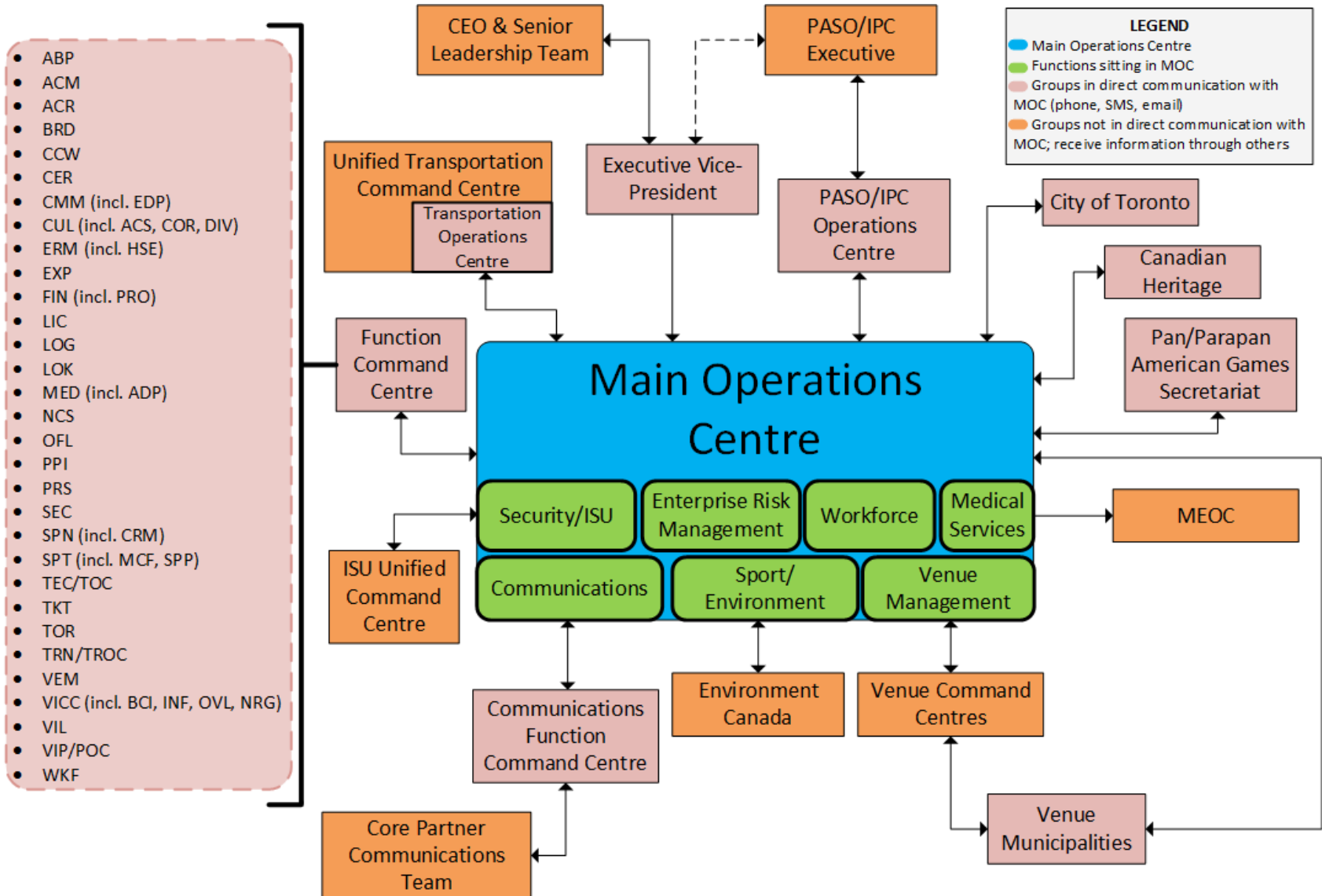
- Decisions made at appropriate level (lowest)

➤ **Integration with stakeholders**

- Cultivation of “one team” concept



TO2015 Main Operations Centre (MOC)



Decision Making Process

On the ground – Venue / Facility

Function Command Centre

Main Operations Centre

Facilitate communication, daily reporting

Incident Management Team

Executive
level
engagement

Crisis Management Team



PHASE 6: Dissolution

August 2015 – December 2015

OUTPUT:

Proper planning to ensure organization is prepared and appropriately staffed to facilitate dissolution





Did you know

35,000 hamburgers will be served at the Athlete's Village during the Games. Stacked one on top of another they would measure approximately 10,000 feet – 5 times the height of the CN Tower!

See you at the Games...

- Tickets for the Pan Am and Parapan Am Games are on sale now!

www.toronto2015.org





Questions?

PACHI^{TM/AC}

