Toronto 2015 Pan/Parapan American Games

- Second-largest international multi-sport Games after the Olympic Summer Games
- Largest multi-sport Games Canada has ever hosted

<table>
<thead>
<tr>
<th>Toronto 2015 Games</th>
<th>Vancouver 2010 Olympic Winter Games</th>
</tr>
</thead>
<tbody>
<tr>
<td>48 sports</td>
<td>20 sports</td>
</tr>
<tr>
<td>43 sport competition venues</td>
<td>9 sport competition venues</td>
</tr>
<tr>
<td>10,000 athletes, coaches and team officials</td>
<td>7,000 athletes, coaches and team officials</td>
</tr>
</tbody>
</table>
Opportunities for Businesses

✓ 1 million visitors

✓ Extensive market
  • 8 million people in the GGH
  • 200 million within a day’s drive or 3-hour flight

✓ $1.4B budget:
  • $700M for infrastructure and legacy
  • $700 million in operating budget (new opportunities)

✓ 20,000 volunteers
Economic Legacy

- Transparency
- Building a coalition with the Southern Ontario business communities
- Staking out a place for inclusion
Understanding the Spend

Games budget - $1.4B

$700M capital
- Infrastructure
  Ontario
- Municipalities

$700M operating
- Toronto 2015

$300+M procurement opportunities

Major Spend Categories

Overlay
Major Spend Categories

Hospitality & Travel

Major Spend Categories

Services
Major Spend Categories

Technology

Games Operations
Spend Timing – Operating Expense

The majority of spend will occur closer to Games time (2014 - 2015)

Procurement Process – Overview

<table>
<thead>
<tr>
<th>Spend Threshold</th>
<th>Procurement Process</th>
<th>Supplier Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to $10,000</td>
<td>• Obtain quotations</td>
<td>• Supplier Database*</td>
</tr>
<tr>
<td>$10,000 to $100,000</td>
<td>• Invitational competitive</td>
<td>• Supplier Database • MERX supplier listing • Market research • Posted on TO2015 website</td>
</tr>
<tr>
<td>&gt; $100,000</td>
<td>• Competitive open</td>
<td>• MERX (opportunity matching feature) • Posted on TO2015 website</td>
</tr>
<tr>
<td></td>
<td>• Posted on MERX</td>
<td></td>
</tr>
</tbody>
</table>

* Businesses have registered on TO2015’s website
Procurement Process – for spend >$100,000

Requirements Definition

Contract / Implementation

Supplier Pre-Qualification

Assessment / Supplier Selection

Competitive Procurement (RFP or RFQ)

Procurement Process – Selection Criteria

• Our buying criteria will include the following:

• Total cost of ownership
• Availability of goods & services
• Quality
• Innovative Solution
• Capabilities and Experience
• Diversity
• Financial Strength
Supplier Diversity

- Our broad base of suppliers will include SME’s (small-medium enterprises) and businesses of which are at least 51% owned and operated by:
  - Aboriginal peoples
  - Women
  - Individuals of multi-cultural heritage
  - Individuals with disabilities

- or

- Larger organizations that have a demonstrated commitment to diversity in their supply chain and employment standards.

Summary…

- We are “open for business”
- Ramping up in 2013
- We will be doing business “in our backyard”
- Market your business
Call to Action

• Visit MERX and Toronto 2015 website and look for posted opportunities

• Proactively promote your company by registering on our website: www.toronto2015.org

• Seek out partners and participate
Building the Pan/Parapan American Games

John McKendrick
Senior Vice President, AFP and Major Projects
Infrastructure Ontario

Pan Am Information Session
February 8, 2012

Infrastructure Ontario

- Crown corporation delivering excellence in major project delivery, lending, real estate management and asset planning.
- Supports Ontario’s position as a North American leader for infrastructure delivery and innovation.
- Driven to provide value for money and exceptional service to our customers.
Major Projects

- Manages the planning, design and delivery of major public infrastructure projects.
- Projects are delivered primarily through an Alternative Financing and Procurement (AFP) approach, which uses private financing to strategically rebuild infrastructure, on time and on budget.

Loans

- Dedicated to providing financing solutions to help public sector clients renew infrastructure across Ontario.
- Eligible borrowers include: municipalities, housing providers, universities and other broader public sector entities.
- Used for the construction and renewal of roads, bridges, facilities and the upgrading of capital assets.
Real Estate Management

The business unit is comprised of two groups:

- **Asset Management and Client Program Delivery**: Acting as landlord for the Ontario Public Service.
- **Realty Services**: Providing technical consulting, energy management, GIS and leading services to client ministries.

Ontario Lands

- Provides strategic asset planning to ensure optimal investment and maximum utilization of provincial lands and buildings.
- Leads strategic portfolio reviews, asset rationalization and alternative use plans.
- Develops detailed real estate advice and structure master plans for major capital investments.
- Executes and plans the disposition of non-core provincially-owned assets and the acquisition of land on behalf of clients.
By the numbers

Major Projects: More than 50 AFP projects worth more than $23 billion brought to market since 2005, including hospitals, jails, courthouses, roads, sports facilities and information technology projects.

Loans: Has supported more than 1,200 projects totalling almost $7.5 billion and has advanced over $4 billion in loans.

Real Estate Management: Oversees 1,300 projects and a $270 million spend through contracts with CBRE, SNC Lavalin and MHPM. Manages 5,500 buildings and structures.

Ontario Lands: Manages and optimizes the utilization of 100,000 acres of government land.

Infrastructure Ontario’s Role in Delivering Projects for the Pan/Parapan Games

- IO has been mandated by Ontario’s Ministry of Infrastructure to deliver the new infrastructure needed for the Pan/Parapan Am Games

- IO will be involved in these projects from procurement to final construction completion including:
  - Pre-transaction advice and analysis
  - Leading procurement and implementation of projects by preparing and managing the RFQ and RFP process
  - Negotiating with bidders and awarding contracts
  - Managing delivery of the projects
Alternative Financing and Procurement (AFP)

- Alternative to the traditional project delivery model (Design-Bid-Build)
- AFP is:
  - Integrating a project’s Design, Build, Finance and Maintenance components
  - Risk transfer
  - Value for money
  - On time, on budget execution
- Under AFP, the public sector establishes the scope and purpose of the project while the construction work is financed and carried out by the private sector
- The costs of private sector borrowing are offset by the risk that the private sector assumes, including construction costs and time delays

AFP continued

- IO typically uses the following models for its AFP projects:
  - Design-Build-Finance-Maintain (DBFM)
  - Design-Build-Finance (DBF)
  - Build-Finance (BF)
- The larger Pan/Parapan Am venues will be delivered using the DBF model
Pan/Parapan American Games

- Major Infrastructure Builds:
  - Athletes’ Village, plus:
    - University of Toronto Aquatics Centre, Field House & Canadian Sport Institute Ontario
    - Hamilton Football Stadium
    - York University Athletics Stadium
    - Velodrome
    - Markham Aquatics Centre, University of Toronto Field Hockey Centre and Etobicoke Olympium
The Projects: Athletes’ Village

- Pan Am Athletes Village (Toronto)
  - Design-Build-Finance
  - Contract cost is $514 million
  - Construction started in January 2012

- The Village will serve as the home-away-from-home for the 8,000 athletes and officials of the 2015 Pan/Parapan American Games

Highlights of the Athletes’ Village

- The project includes:
  - Building a new residential neighbourhood, including affordable housing that will be LEED Gold Certified;
  - Construction of roads and services, such as sewers;
  - Design and construction of the Village, including approximately 2000 units which will serve as accommodations for athletes for the games period;
  - George Brown College residence for 500 students;
  - YMCA facility;
  - Conversion of the Village into a post-games legacy community; and
  - Ensuring that the Village is an environmentally sustainable community.
The Projects: Aquatics Centre, Field House & CSIO

- Aquatics Centre & Canadian Sport Institute Ontario (University of Toronto, Scarborough Campus)
  - Design-Build-Finance
  - RFP closed January 31, 2012
  - Aquatics Centre: two 10-lane, 52-metre pools and a 5-metre diving tank, with a games-time seating capacity of 6,000
  - Field House: flexible gymnasium space for training and competition with a games-time seating capacity of 1,500, as well as a 200-metre indoor recreational track.
  - CSIO: will serve as a national high performance centre providing sport science, sport medicine, coaching and training facilities.

The Projects: Stadia and Velodrome

- Football Stadium - Ivor Wynne Redevelopment (Hamilton)
  - Design-Build-Finance
  - RFP issued on September 21, 2011
  - Construction of a new stadium that will have 22,500 permanent seats with capacity for an additional 12,500 temporary seats
  - Stadium will include a field of play that meets all of the CFL and FIFA’s specs

- Athletics Stadium (York University, Toronto)
  - Design-Build-Finance
  - RFP issued on September 21, 2011
  - Games capacity for 12,500 seats (5,000 permanent and 7,500 temporary)
  - Stadium will include a 400m IAAF running track with required areas for throwing and jumping events

- Velodrome
  - Design-Build-Finance
  - RFP issued on September 21, 2011
  - Listed Bidders named on August 12, 2011
  - Will have capacity for 2,250 fans (1,500 permanent seats and 750 temporary seats)
  - Facility to meet UCI specs with a 250m-metre track
  - Will serve as the national training centre for Cycle Canada
The Projects: Swimming/Field Hockey Venues

- Swimming and Field Hockey Venues
  - Build-Finance
  - Shortlisted bidders announced on December 23, 2011
  - Includes:
    - Markham Pool and Field House
    - Etobicoke Olympium Pool
    - Pan Am Field Hockey Centre at University of Toronto (downtown campus)

Opportunities for small and medium-sized businesses

- Public procurement rules will be followed: open and transparent
- Subcontracting Opportunities: Link in with short listed bidders
- Government procurements through www.merx.com
- IO web site for details on short listed and winning bidders
Opportunities continued

- All bidders are required to identify in their proposals ways in which they will involve local and diverse business owners, contractors and suppliers in a project.

- These plans will be reviewed by IO and TO2015 to ensure a level playing field for these small to mid-sized business owners, contractors and suppliers.

- As the winning consortia is responsible for assembling their sub-contractors and suppliers, IO and TO2015 arranges networking sessions with small to mid-sized companies to help them connect with key people.

- IO and TO2015 collaborate with MERX, an electronic tendering agent, to improve small to mid-sized companies access to tenders, and sourcing and hiring opportunities.
MERX has over 14 years of experience meeting the tendering needs of organizations including:

- The Government of Canada & Canadian Provinces
- Large Crown and Private Sector Corporations
  - Including Infrastructure Ontario and Toronto 2015
- Municipal, Academic, Social & Healthcare
  - Institutions

---

**Why do Organizations Use MERX?**

<table>
<thead>
<tr>
<th>Buyers</th>
<th>Vendors</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Open</td>
<td>➢ Thousands of opportunities</td>
</tr>
<tr>
<td>➢ Transparent</td>
<td>➢ One Central Location</td>
</tr>
<tr>
<td>➢ Fair</td>
<td>➢ Opportunity Matching</td>
</tr>
<tr>
<td>➢ 64,000+ suppliers</td>
<td>➢ Instant Access</td>
</tr>
</tbody>
</table>

merx@merx.com  www.merx.com  1-800-964-MERX (6379)
Perceptions of Electronic Tendering

• Electronic Tendering is not really transparent
  • FALSE. Once the opportunity is published on MERX, the tender is now transparent and the process will be open and fair

• Electronic tendering is only for large companies
  • FALSE. MERX is a very busy business portal in Canada and used by thousands of companies with most MERX suppliers being small companies with less than 10 employees

Perceptions of Electronic Tendering

• Organizations usually have picked the winner prior to the tender being published
  • FALSE. Canada is one of the most transparent countries in the world with respect to procurement. Organizations are looking for suppliers that will give them an advantage.

• Many small businesses are not equipped to respond properly to tender opportunities
  • TRUE. MERX can be used to find the opportunities and there are companies that can assist small business to win tenders
• Business Services
• Marketing Services
• Construction Tenders
• Information Technology Goods and Services
• Tourism Services
• Transportation
• Register **TODAY** if you aren’t already registered
• **Check MERX every day** for new postings
• **Set up your Opportunity Matching Profile**
• **Review the Document Request Lists**

**Want More Information on Using MERX?**
Attend a webinar! **[www.merx.com/events](http://www.merx.com/events)**

**Need Assistance?**
Call 1-800-964-MERX (6379)
Our Customer Service department is ready to help!

merx@merx.com  www.merx.com  1-800-964-MERX (6379)