



# CHICAGO 2016

## A STEWARDSHIP REPORT

July 2006 – June 2009



## FORWARD

The right to host the Summer Olympic and Paralympic Games is, perhaps, the most highly desired and hotly contested honor in the realm of civic endeavor. The last four cities to win this grand prize—Sydney 2000, Athens 2004, Beijing 2008, and London 2012—have each leveraged the Games to accelerate their economic development plans, draw major government funding for their infrastructure and Olympic projects, create legacy programs to inspire young people to participate in sport, enhance the quality of life for their residents and elevate their international stature through the global media coverage of the Olympic and Paralympic Games.

There is no other worldwide event that compares to the Olympic Games in the benefits or visibility it can deliver to a Host City, but there is something of even greater value that Olympic cities strive for—the honor of uniting the youth of the world in friendship and peace through sport. In our troubled world, it is this honor that provides the greatest distinction for those few cities that earn the right to bring the world together in this historic celebration of humanity.





## OVERVIEW

# CHICAGO 2016 IS PROUD TO PRESENT THIS REPORT ON EXPENDITURES OF THE BID COMMITTEE FROM INCEPTION IN JULY 2006 THROUGH JUNE 30, 2009.

Chicago 2016 is committed to operating with appropriate transparency to all constituencies, including the donors who have financed the bid, the members of the Chicago 2016 Committee who have served as ambassadors of the bid, public officials who have agreed to provide the support necessary to assure delivery of the Games, our more than 20,000 volunteers who have given so much of their time and energy and the residents of Chicago upon whose behalf we have conducted this campaign.

Our goal has been to develop a plan that meets the complex requirements of hosting the Olympic and Paralympic Games, is realistic and achievable, contributes to the advancement of the Olympic Movement and leaves a lasting, positive legacy for future generations of Chicagoans.

We believe this report demonstrates the fiscal responsibility with which we have conducted this campaign, and the prudence and diligence we have exercised in the utilization of the cash, goods and services so graciously provided by our donors.





## Benefits of the Bid Process

Whatever the ultimate decision on which city will host the 2016 Olympic and Paralympic Games, we believe this effort has already provided real and tangible benefits to Chicago. As with the Columbian Exposition of 1893 and the Century of Progress World's Fair of 1933-1934, the city has rallied behind the concept of once again hosting the world in Chicago.

People from diverse neighborhoods and backgrounds have come together to work on behalf of the bid. Community leaders, business leaders, labor leaders, religious leaders, area philanthropists and everyday Chicagoans have been involved, sometimes asking tough questions, but always with a common goal—to bring the 2016 Games to Chicago and to ensure that doing so benefits our city for generations to come.

The youth of Chicago have already been positively impacted by our legacy organization, World Sport Chicago. Working in collaboration with Chicago Public Schools and the Chicago Park District, World Sport Chicago has already engaged more than 30,000 kids in sport. We believe the lessons of sport—respect for the competition, respect for the rules, and self-respect—are important life lessons for today's youth.

The bid process has already elevated Chicago's profile on the national and international stage. Worldwide media stories about Chicago have increased dramatically as a result of the city's exposure as a Candidate City. People are learning that Chicago is a beautiful and welcoming destination.

## Benefits of Hosting the Games

If our bid is successful, hosting the 2016 Games in Chicago will further elevate the city's profile, leading to increased tourism, business opportunities and cultural exchange. We expect that more than four billion worldwide viewers will be introduced to Chicago through the televised coverage of the Games.

The effort to prepare for and stage the Games will create an economic stimulus for our region, generating an estimated incremental economic impact of \$22.5 billion over the 2011-21 period, including the creation of 315,000 job-years of employment, \$7 billion of incremental employment income, and more than \$1 billion in incremental tax revenues to various levels of government.

The past three Games held in the United States have each produced financial surpluses, and should Chicago host the Games, youth sport programs will be the primary beneficiary of any financial surplus, providing funding for decades to come. The surplus produced by the 1984 Los Angeles Games provided the funding for the LA84 Foundation, which has committed more than \$185 million to youth sport programs in Southern California. Similar opportunity will be provided to Chicago youth as a result of the 2016 Games.



## Chicago 2016 is 100% financed through private contributions

In the quest for the 2016 Olympic and Paralympic Games, Chicago's bid is unique in that it is the only 100% privately-funded bid in the competition; each of the other Candidate Cities receives some level of public funding for its campaign. Since the bid's inception more than three years ago, the citizens, businesses and foundations of the Chicago area have generously contributed more than \$72 million of cash, and local firms and businesses have provided goods and services on a pro bono basis in support of the bid and its legacies.



## Chicago 2016 has lived within its means, operating within an approved budget

Recognizing that we are operating with resources generously contributed by the private sector, the management of Chicago 2016 takes its responsibility to act with fiscal prudence very seriously. The Chicago 2016 Board of Directors approved an overall budget for the bid effort including the domestic phase, the international phase, and funding of our legacy organization—World Sport Chicago.

The budget encompassed the following categories:

Domestic phase	\$ 11.5 million
International phase	\$ 49.3 million
Legacy/World Sport Chicago	\$ 12.4 million

The approved budget anticipated overall cash revenues of \$73.2 million and cash outlays for bid activities of \$60.8 million, leaving \$12.4 million for initial funding of World Sport Chicago. Due to the hard work of our Development Committee and the generosity of our donors, we are happy to report that overall cash revenues from all sources (contributions, events, interest, merchandise) from inception to date are \$76.9 million, with bid cash expenditures of \$48.3 million, and \$13.0 million invested in the youth sport and other programs of World Sport Chicago. We anticipate that the remaining funds available will be sufficient to finance the balance of the campaign and the continuation and expansion of World Sport Chicago programs.



## Chicago 2016 has a commitment to working with minority-owned and women-owned businesses, has established minimum spending targets and is working to meet those targets

In January 2008, Chicago 2016 established minimum procurement spending targets of 25% for minority-owned businesses (MBE) and 5% for women-owned businesses (WBE) and began tracking its spending against those targets.

Through June 30, 2009, WBE spending was 9% against a 5% target. Initially, performance against the MBE target was below expectations. Through June 30, 2009, MBE spending was 12% as compared to our 25% target. Procurement processes were strengthened and efforts were intensified to continue to identify additional qualified minority and women-owned

firms. A concerted effort was made with respect to contracts recently awarded for initial site work at the location of the proposed Olympic Village; 38% of the dollar value of those contracts has been awarded to MBEs and 12% to WBEs.

Combining the actual procurable spending results from January 2008 through June 2009, plus recently awarded contracts relating to Olympic Village site work, results in the following performance against targets:

	Actual + Contracts	Target
Minority-owned businesses	24.3%	25%
Women-owned businesses	10.6%	5%

Of the 24.3%, 51% was awarded to African-American-owned firms, 43% to Hispanic-owned firms, and 7% to Asian-owned firms.

In March 2009, Chicago 2016 announced a Memorandum of Understanding that, among other things, established MBE and WBE spending targets of 30% and 10%, respectively, should Chicago be selected to host the 2016 Games. In addition, the MBE target spending was expanded to include businesses owned by persons with disabilities.

### Chicago 2016 has adopted and enforced “best practice” policies

The bid has adopted policies, procedures and internal controls based upon best practices, and the Chicago 2016 Board of Directors and its Audit Committee have provided diligent oversight of our activities, including review and approval of significant contracts.

In accordance with IRS regulations, Chicago 2016 has publicly filed its Form 990 for the period ended December 31, 2007, and is in the process of preparing its Form 990 filing for the period ended December 31, 2008. Further, the financial statements of Chicago 2016 are audited by an independent public accounting firm, which has issued unqualified opinions for our most recent accounting periods ended December 31, 2007, and December 31, 2008.

### Chicago 2016 has utilized experts in the planning and validation of the bid

The bid has benefited from the involvement of a wide range of individuals and firms who are subject matter experts and/or have Olympic Games experience. Our plans have been developed by, and in collaboration with, experts with relevant experience. To the extent possible, those plans were then reviewed by other independent experts, many of whom have graciously donated their time and talent. We view our engagement of subject matter experts as an investment made to ensure that the Games can be staged as planned, thereby protecting taxpayers.



## Funding of the Chicago 2016 Bid

Chicago's bid to host the 2016 Olympic and Paralympic Games has been made possible through the generous support of donors. The city enjoys a long history of public-private collaborations that have raised the profile of Chicago and have resulted in parks, cultural institutions, monuments, and facilities for the enjoyment of all. If successful, we believe the public-private partnership of Chicago 2016 will be the most significant collaboration in Chicago's history.

No donors have been given any promise or commitment of future business opportunity if Chicago is selected as Host City for the 2016 Games.

No taxpayer dollars have been used to fund bid operations.

In addition to cash donations, modest additional funding for the bid has been derived from events revenue, interest income and merchandise sales as follows:

Cash contributions and pledges	\$72,804,000
Events revenue	\$ 2,712,000
Interest income	\$ 1,160,000
Merchandise sales	\$ 188,000
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Total funding to date for all phases and legacy/World Sport Chicago	\$76,864,000

## Cash Contributions

100% of the cash necessary to fund the operations of the bid and the funding of World Sport Chicago has come from the private sector. Individuals, families, foundations, corporations, community associations, and labor unions have united in support of the bid. Importantly, contributors have not been permitted any public association with the bid or its emblem—there are no bid “sponsors.” This is a reflection of the true philanthropic commitment of our donors.

Through June 30, 2009, pledges and cash contributions have totaled \$72.8 million.

Nearly 1,500 donors have contributed amounts large and small:

Contribution range	Number of Donors
\$1,000,000 or more	29
\$500,000 – \$999,999	20
\$100,000 – \$499,999	121
\$ 50,000 – \$ 99,999	17
\$ 25,000 – \$ 49,999	23
Under \$25,000	1281

The above numbers include general contributions and contributions related to Chicago 2016's major fundraising events in March 2007, July 2008, and the revenues through June 30, 2009 from the U.S. Olympic Committee Hall of Fame event held in August 2009, with the proceeds benefitting Chicago 2016 and its legacy programs.

## Pro Bono Support

In addition to the substantial cash contributions described above, Chicago area businesses and organizations have been extraordinarily generous with pro bono support of the bid. The nature of this support includes providing:

- (i) loaned staff for key bid roles;
- (ii) professional services such as consulting, legal, financial, engineering, architecture, marketing & design, and film production;
- (iii) goods and services such as airline travel, hotel accommodations, furniture, and media time and space for public awareness efforts; and
- (iv) use of office space and other facilities for the operation of the bid's office and for bid-related events.

By any measure, the value of contributed personnel, goods, and services is significant. While it is impossible to identify a cumulative value for these contributions, this report identifies examples where pro bono contributions enabled the bid to carry out its work in an extremely cost-effective way.

For example, during the International Olympic Committee Evaluation Commission visit, many Chicago firms and institutions spent money to purchase and display signage in support of the bid. While that was enormously helpful in showcasing the city to our guests, we do not have sufficient detail to attach a value to the efforts of all those firms and institutions, nor can we quantify the value of the exposure resulting from those efforts.

The quality of our bid has been greatly enhanced by the participation of Chicago's leading professional firms. A small sample of the quality of firms involved with the bid includes:

Law Firms: Baker & McKenzie, Chapman & Cutler, DLA Piper, Drinker Biddle & Reath, Foley & Lardner, Kirkland & Ellis, Perkins Coie, Latham & Watkins, Sidley Austin, Sonnenchein Nath & Rosenthal, Winston & Strawn

Consulting/Financial Firms: A. T. Kearney, Accenture, Booz Allen Hamilton, Boston Consulting Group, Deloitte, Ernst & Young, Huron, KPMG, McKinsey & Company, Pricewaterhouse Coopers, Protiviti

Real Estate/Engineering/Architectural/Environmental Firms: Abbott, Bovis Lend Lease, CH2M Hill, ComEd, Draper & Kramer, Jones Lang LaSalle, S. B. Friedman, Skidmore Owings & Merrill

Our numerous pro bono donors deserve the same appreciation and thanks that is given to our very generous cash contributors. As with cash contributors, pro bono donors have not been permitted any commercial association with the bid.

A listing of cash and pro bono donors is included in this report.

## Cash Expenditures by Category

July 2006 (inception) through June 30, 2009

### STAFF COMPENSATION

Salaried Employees and Contractors	9,471,822
Employee Benefits	1,089,275

### SUBJECT MATTER EXPERTS

Olympic Games Venue and Operations Experts	4,651,636
International Relations	3,017,037
Public Relations and Media Relations	1,147,348
Government Relations	480,000
Fundraising	635,000
Marketing and Sponsorship Opportunity Assessment	413,184
Environment	542,974

### TRAVEL & ENTERTAINMENT

Airfare	1,146,074
Hotel and Housing Accommodations	1,681,325
Entertainment	101,198
Transportation	373,608
Meals, Incidentals and Per Diems	405,709
Meetings and Conferences	327,151

### OUTREACH

Parades, Festivals, etc.	404,875
Merchandise	1,506,817
Advertising and Messaging	3,493,994
Film Production	1,721,190
Event Services	3,626,943

### PAYMENTS TO USOC AND IOC

USOC	5,000,000
IOC	650,000

### OCCUPANCY

Rent	61,121
Facilities Services	124,434
Utilities	335,168

### LEGAL FEES AND FILINGS

56,346

### FUNDRAISING EVENTS

1,825,442

### TECHNOLOGY AND NEW MEDIA

1,419,275

### OFFICE SUPPLIES, POSTAGE AND DELIVERY

379,045

### REIMBURSEMENT TO CITY OF CHICAGO FOR CITY SERVICES

134,439

### OTHER CASH EXPENDITURES

2,046,200

### GRAND TOTAL

48,268,628





## Discussion of Bid Expenditures

### SALARIED EMPLOYEES & CONTRACTORS \$9,471,822

Chicago 2016 operates with a staff consisting of paid employees, loaned employees from area firms, full-time and part-time volunteers, contractors and interns. The size of the staff varies over time depending upon the tasks currently facing the bid. The staff peaked around the time of the International Olympic Committee Evaluation Commission visit in April of 2009 at about 200 individuals.

The staff composition as of 6/30/09 was:

Paid employees	57
Loaned employees	20
Staff volunteers (20 full time equivalent)	32
Contractors	12
Interns	32

Chicago 2016's commitment to diversity is reflected in the demographic profile of its staff. Of the 153 individuals as of June 30, 2009, 30% are minorities (17% African American, 7% Hispanic, 6% Asian) and 56% are women.

The utilization of staff volunteers, loaned staff and interns provides a very cost-effective model to accomplish the myriad tasks required for an effort of this size and scale. Combining our employee payroll and payments to contractors, our cash cost of staffing the bid currently stands at an annualized rate of \$6.2 million, meaning out-of-pocket cash compensation cost per 2016 staff member is \$44,085. We believe assembling a talented, diverse workforce of 153 individuals at an average cash cost of \$44,000 per person represents judicious use of our donor-provided funds and a significant savings to the bid.

In addition to full-time and part-time staff volunteers working in the bid office, over 20,000 individuals have registered as event volunteers to provide staffing for a range of activities and events, including Taste of Chicago, Olympic Day Celebrations, neighborhood festivals and parades, World Sport Chicago programs and others. We estimate that our volunteer corps has devoted nearly 95,000 hours in support of the bid's events and activities. Our ability to host events, offer World Sport Chicago programming, and participate in community activities is highly dependent upon our volunteer team. We thank them for their dedication and many hours spent in support of the bid.

More than 2,500 Olympians and Paralympians have registered their support of Chicago 2016, and many of these athletes have contributed significant amounts of time on behalf of the bid. They have attended events, participated in programs at parks, schools and libraries, traveled internationally on our behalf and served as bid ambassadors with local, national, and international media. They inspire young people by their dedication and accomplishment, and we are very grateful for their support. Importantly, Olympians have been instrumental in the development of the bid plans, ensuring a Games experience that is focused on the most important constituent of the Olympic and Paralympic Games—the athletes.

We believe that the paid employees of Chicago 2016 earn significantly less than what comparable positions are paid in the private sector, and they work with no assurance of continued employment. If our bid is unsuccessful, most employees will be released by the end of October, with a handful of individuals remaining through approximately year-end to wind-down the affairs of the bid and archive appropriate materials. Should our bid be successful, we anticipate that our staff will be reduced in size and be re-configured to address the early requirements of an Organizing Committee. Consequently, under either scenario, no one is assured of a continued role.

The Chicago 2016 Board of Directors serves with no directors' fees or other form of compensation. Three of the Board members are active with the bid on a daily basis, with Pat Ryan (Chairman & CEO), Mike Roberts (Vice Chair), and Bill Scherr (Director of Sport) serving as volunteers with no compensation.

The salary profile of the paid employees of Chicago 2016 is as follows:

\$200,001 - \$300,000	4 individuals
\$100,001 - \$200,000	6 individuals
\$50,001 - \$100,000	28 individuals
\$50,000 or less	19 individuals

Chicago 2016 officers and other senior employees are compensated at the following annual rates:

#### Officers and Directors

Pat Ryan, Chairman & CEO	\$	0
Mike Roberts, Vice Chairman	\$	0
Lori Healey, President	\$	250,000
Dave Bolger, Chief Operating Officer	\$	300,000
John Murray, Chief Bid Officer	\$	250,000
Bill Scherr, Director of Sport	\$	0
Rick Ludwig, Chief Financial Officer	\$	200,000
Kevann Cooke, Chief Governance Officer	\$	200,000
Linda Mastandrea, Director of Paralympic Sport	\$	75,000

#### Other Highly Compensated

Doug Arnot, Venues & Operations	\$	250,000
Valerie Waller, Marketing & Communications	\$	190,000
Cassandra Francis, Village Planning	\$	175,000
Deb Fiddelke, International Relations	\$	150,000
Patricia Rios, Administration	\$	135,000

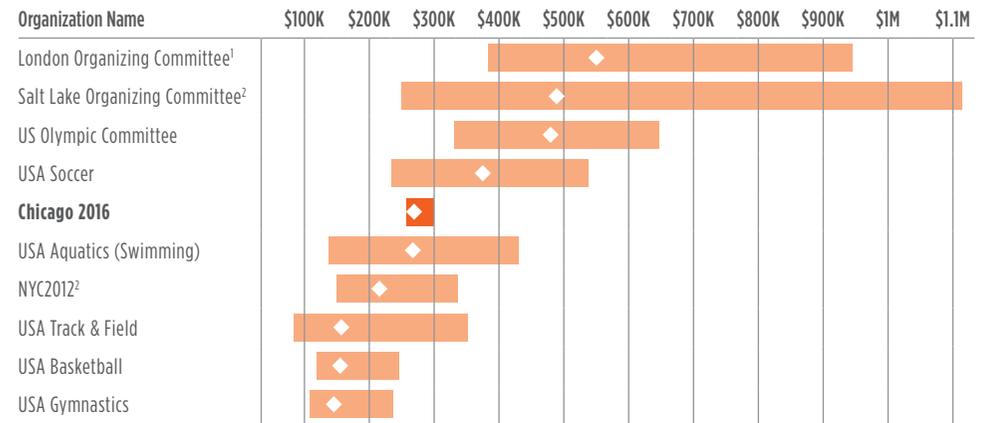
Table developed using IRS Form 990 reporting criteria—officers and directors plus next five highest-paid. Of the 11 paid individuals above, seven are women, three are minorities.

Compensation of paid employees is determined by the size and scope of their responsibilities, the experience they bring to their positions and their contributions to the bid effort. Their compensation is very reasonable in comparison to similar roles in similar organizations. The following charts show the compensation of Chicago 2016's four highest-paid employees in comparison to the four highest-paid employees of other amateur sport-related and Chicago non-profit organizations.





### Top 4 Paid Employees: Chicago 2016 vs. Amateur Sport Organizations

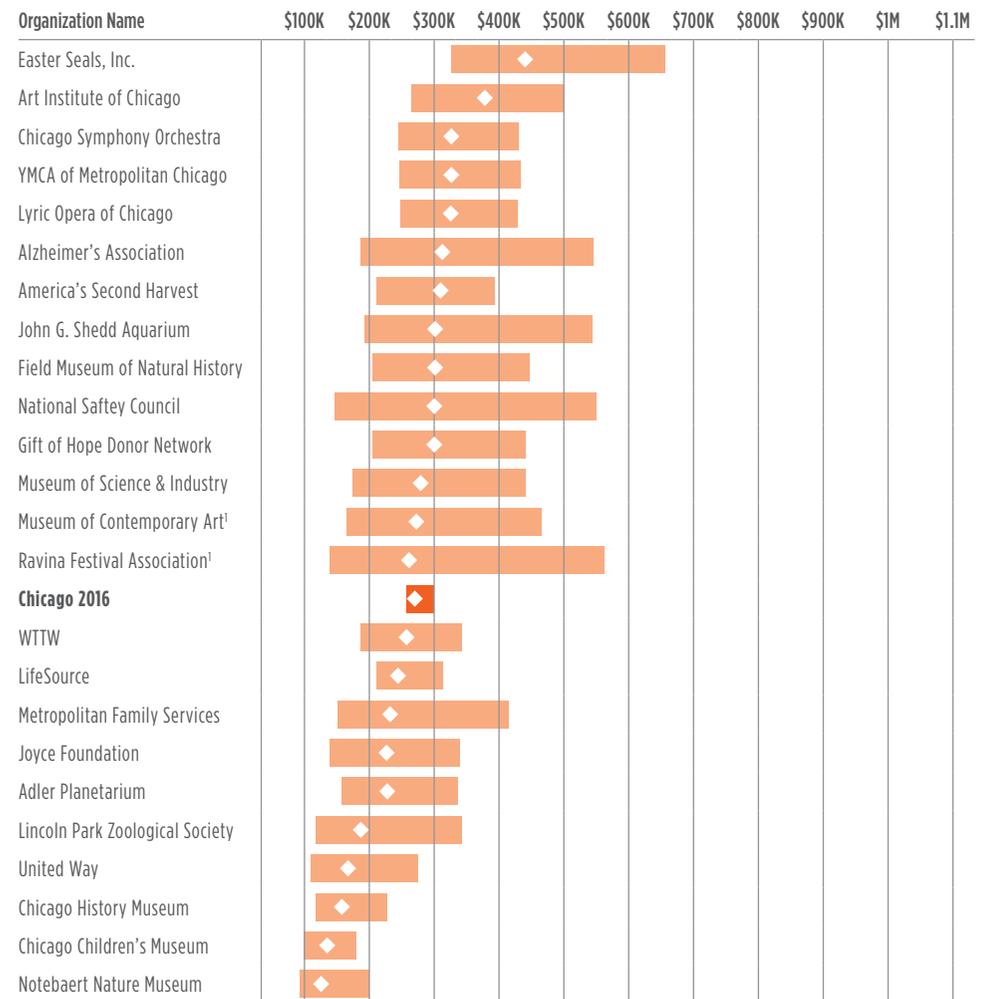


<sup>1</sup>Salaries converted from GBP to USD using a 1.6 GBP=USD currency exchange rate

<sup>2</sup>Data prior to 2007 was projected forward using a 2.5% inflation rate, compounded annually

SOURCES: IRS-990 Filings and London Organizing Committee (LOCOG) data from 2007-2008 LOCOG Annual report and LOCOG sources.

### Top 4 Paid Employees: Chicago 2016 vs. Chicago Area Non-Profits



<sup>1</sup>Data prior to 2007 was projected forward using a 2.5% inflation rate, compounded annually

SOURCES: IRS-990 Filings.



The demographic profile of the paid employee group is:

Men	33%	Minorities	
Women	67%	African American	17%
		Hispanic	11%
		Asian	4%
			<u>32%</u>
		Non-Minorities	68%

#### EMPLOYEE BENEFITS \$1,089,275

Chicago 2016 provides its paid employees with certain benefits which are typical for an organization of our size, including medical benefits, a retirement plan, and life insurance.

In addition, as one of our goals is to promote healthy lifestyles through sport, Chicago 2016 has elected to provide a modest subsidy (\$28 per month) of health club dues for staff members who choose to take advantage of this opportunity. Chicago 2016 also sponsors periodic team-building events, staff recognition opportunities, and has provided foreign language instruction training classes.

Specific employee benefit costs since inception are as follows:

Payroll taxes and fees	\$ 593,420
Medical and life insurance	\$ 290,723
Contribution to employee retirement accounts	\$ 157,737
Health club subsidy	\$ 20,496
Other staff benefits	\$ 26,899

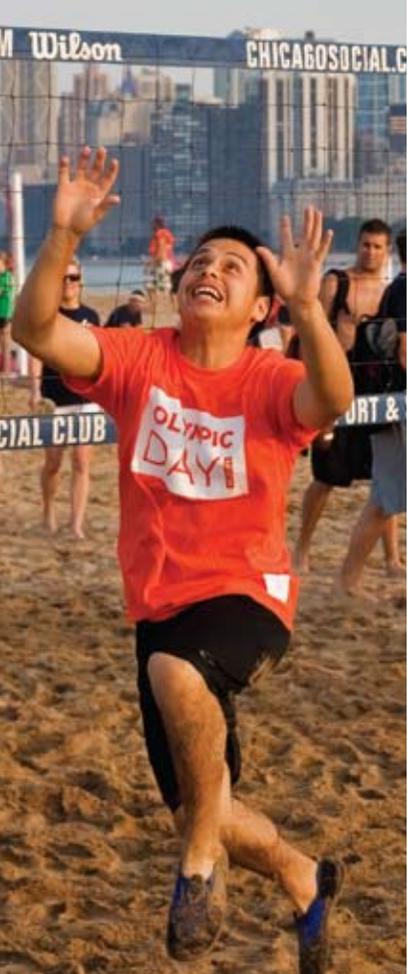
Taken in total, our ratio of employee benefits to total salaries is 16% which we believe to be very reasonable in comparison to other organizations.

#### SUBJECT MATTER EXPERTS \$10,887,179

The unique and specialized nature of an Olympic bid requires the engagement of certain subject matter experts, including individuals and firms with experience from previous bid campaigns, Olympic Games operating experience, and Olympic media relations background. This is necessary to ensure our understanding of the complexities and requirements of hosting the Olympic Games, and to demonstrate that understanding to the International Olympic Committee. It also ensures the achievability of our plans, thereby mitigating risk to all constituents, including taxpayers. All of the goodwill and hard work of the general staff must be supplemented with subject matter experts in order for our bid to be successful.

Since inception, approximately \$11 million has been spent to engage various subject matter experts in the Chicago 2016 bid in order to ensure that our bid is technically and operationally sound, and to assist us in communicating the strengths of our bid to our many constituencies, including the International Olympic Committee and key influencers such as the International Paralympic Committee, International Sport Federations, National Olympic Committees, Continental Olympic Associations and other Olympic Movement leaders. In many cases, the compensation of these experts was at rates significantly discounted from their standard charges.





Over the 36 months since inception of the bid, the five highest paid consultants/contractors are:

Hill & Knowlton ( <i>media and international relations</i> )	\$ 3,104,653
Skidmore, Owings & Merrill LLP ( <i>architecture and planning</i> )	1,252,457
HOK Sport Facility Group ( <i>venue planning</i> )	1,008,493
Patricia J. Hurley & Associates ( <i>fund raising</i> )	635,000
Ogilvy ( <i>technology and new media</i> )	530,770

All of the above firms have provided discounted rates and/or pro bono services.

## TRAVEL & ENTERTAINMENT

Promotion of Chicago's Olympic bid requires extensive travel throughout the world. The locations to which we travel are determined by the calendar of meetings and events of the organizations and influencers whose support we seek. We determine the size and composition of our delegations for various meetings and events based upon the audience with whom we anticipate interacting and any logistical or staff support required.

For example, there have been eight officially sanctioned opportunities for Candidate Cities to present at international sport meetings during the course of this campaign. In order to tell the Chicago story, the bid team has taken advantage of each of these opportunities, traveling to Acapulco, Mexico; Bali, Indonesia; Istanbul, Turkey; Denver; Queensland, Australia; Milan, Italy; Lausanne, Switzerland; and Abuja, Nigeria. Although there were no formal presentations made, the 2008 Beijing Games provided a significant opportunity to meet and interact with IOC members. The final presentation opportunity will be on October, 2 in Copenhagen, Denmark.

In November of 2007, the Chicago 2016 Board of Directors approved a Travel & Entertainment Policy modeled after what we considered "best in class" examples, including other non-profits and the U.S. State Department. Representatives of Chicago 2016 travel long distances, and are often away from home and family for extended periods of time. We believe our policies with respect to reimbursement of travel and entertainment costs are both reasonable and prudent. At the request of the Audit Committee of the Board of Directors, our independent auditors recently conducted a review of our policies and found them to be reasonable and in-line with similar types of organizations.

All travel and entertainment is governed by the Chicago 2016 Travel & Expense Policy, Chicago 2016 Code of Conduct and the IOC Code of Conduct:

The Chicago 2016 Travel & Expense Policy is available on our web site at: <http://www.chicago2016.org/travel-and-expense-policy.aspx>

The Chicago 2016 Code of Conduct and the IOC Code of Ethics are available on our web site at:

<http://www.chicago2016.org/code-of-conduct.aspx>

### AIRFARE \$ 1,146,074

Out-of-pocket expenditures for air travel have been limited to just over \$1 million, translating to an out-of-pocket cost per mile traveled of \$0.12, which is roughly one-third to one-fourth the standard rate for such travel.

Since inception, Chicago 2016 representatives have traveled more than 9.3 million miles in promotion of the city of Chicago and the 2016 Olympic and Paralympic bid—equal to 374 trips around the circumference of the earth.

A major airline donor has been extremely generous in support of the bid, donating more than 2,000 flight segments for use by the bid team. Mr. Ryan has flown more than 240,000 miles in promotion of the bid, all of which qualifies for reimbursement under the Chicago 2016 Travel & Entertainment Policy. However, Mr. Ryan has chosen to personally pay for more than 70% of that air travel.

Given the very substantial travel required to promote the bid, Chicago 2016 believes that the out-of-pocket cost of the bid team's air travel has been extremely reasonable.

#### **HOTEL AND HOUSING ACCOMMODATION \$ 1,681,325**

Given the amount of travel required to promote the bid, hotel accommodations represent a significant cost to the bid. When traveling on behalf of the bid, the bid team generally stays at the hotel where the meeting, event, or conference they are attending is held, as determined by the sponsoring organization. Thus, there is very little choice involved in the selection of hotel, and therefore, the overall cost of hotel accommodations. When support staff accompanies bid leadership to major presentations, more remote, less expensive hotels are utilized.

Also included in this category are housing allowances provided to bid staff members whose homes are in other cities. Providing local housing is more cost-effective than utilizing hotels for these individuals.

#### **ENTERTAINMENT \$ 101,198**

Entertainment encompasses a number of items; significant examples include:

- a dinner hosted in Chicago for various international sport leaders;
- tickets for competition events during the 2008 Beijing Games;
- various recognition and appreciation events for our volunteers; and
- a concluding dinner to a two-day event bringing subject matter experts, USOC officials, City of Chicago personnel, and Chicago 2016 staff together for final deliberations on the content of the Candidature File (the “bid book”).

#### **TRANSPORTATION \$ 373,608**

This category includes all non-air transportation, such as ground transport, vehicle rentals as needed during international travel, and transport requirements during the USOC and IOC Evaluation Commissions' visits.

#### **MEETINGS AND CONFERENCES \$ 327,151**

Meetings and conferences includes registration fees for certain of the international sport meetings that the bid has attended, such as the annual SportAccord meeting. At some of these meetings, Candidate Cities are permitted to have a booth in order to promote their bids. This category also includes booth rental and set-up and related costs.



## OUTREACH

In addition to the promotion of the bid internationally, Chicago 2016 also promotes support of the bid locally and nationally. Advertising, physical presence, promotional merchandise and films are used to promote the bid and to inform the various constituent groups about the bid.

### **PARADES, FESTIVALS, ETC. \$ 404,875**

Chicago 2016 endeavors to have a presence at area parades, festivals, and community events, usually calling upon our 20,000 volunteer corps to staff an information booth or parade float. Examples of the costs in this category include float rental, parade registration, and the bid's presence at Taste of Chicago, the Bud Billikin parade, the Chicago Marathon, the Mayor's Holiday Sports Festival, and other similar events.

### **ADVERTISING AND MESSAGING \$ 3,493,994**

In order to promote the bid locally and internationally, and inform the public about the benefits of hosting the Games in Chicago, the bid has developed print, radio, television and outdoor advertising; brochures; and promotional materials. The cost of production and placement of these campaigns is well below the value of the visibility they have provided Chicago's bid due to the generosity of local television and radio stations, newspapers, magazines, outdoor advertising companies and printers.

### **FILM PRODUCTION \$ 1,721,190**

Films and videos are an integral part of telling the story of Chicago and our bid, both to the general public and the International Olympic Committee. As IOC rules generally prohibit IOC members from visiting Candidate Cities, films become an important medium by which to convey the beauty and feel of Chicago.

Since inception, the bid has produced 27 films and short videos at an out-of-pocket cost slightly in excess of \$1.7 million. Most of the production work in creating and editing these films and videos has been donated by local and national companies.

It is difficult to estimate exactly what the out-of-pocket cost of these films would have been without the generosity of studios, producers, directors, editors and production companies, however an average cash cost of \$63,000 per film produced is extremely low and well-below what standard production would have cost.

### **EVENT SERVICES \$ 3,626,943**

The vast majority of the items included in Event Services relate to the Evaluation Commission visit of the USOC during the domestic phase of the bid campaign, and the IOC Evaluation Commission visit in April 2009. Services provided by various vendors included transportation management, logistics, security, design and construction of the presentation room and catering. In many cases, generous discounts and pro bono contributions were provided by vendors in support of the bid.

### **PAYMENTS TO THE USOC AND IOC \$ 5,650,000**

The United States Olympic Committee and the International Olympic Committee each assess fees and charges to cities bidding for the Olympic Games to support their respective costs in conducting the selection process. \$5.65 million represents the fees charged by the USOC and IOC over the course of the bid process.

### **RENT \$ 61,121**

The bid currently occupies 44,000 square feet of office space at 200 E. Randolph Street. Over the course of the campaign, two Chicago firms have generously allowed the bid to utilize available space at no charge and a third provided space at a substantial discount. This generosity has resulted in minimal cash rent cost since the bid's inception.

### **LEGAL FEES AND FILINGS \$ 56,346**

In order for a city's bid to be viable in the eyes of the International Olympic Committee, a voluminous number of legal agreements needed to be in place at the time the Candidature File was submitted. These include agreements with the USOC and IOC, venue use agreements, agreements concerning billboard and advertising spaces, and agreements covering the nearly 80,000 hotel rooms that Chicago 2016 has secured for use during the Games. In addition, significant legal work was required in conjunction with the acquisition of the site for the proposed Olympic Village and other day-to-day matters.

Despite the enormous effort required to secure all of this documentation, the bid has spent only \$56,346 since inception on legal services and legal filings. This is a result of the generosity of more than 20 Chicago area law firms who have provided pro bono legal services and loaned attorneys to the bid staff.

### **FUNDRAISING EVENTS \$ 1,825,442**

These expenditures are primarily the out-of-pocket costs of two major Chicago 2016 fundraising events: the March 1, 2007 event at McCormick Place and the July 14, 2008 event at Millennium Park. Both of these events were extremely successful, and each raised significantly more revenue than the cost of staging the event.

### **REIMBURSEMENT TO CITY OF CHICAGO FOR CITY SERVICES \$ 134,439**

When Chicago 2016 events and activities require the incremental provision of city services such as police and streets and sanitation, Chicago 2016 reimburses the City of Chicago for the provision of such services. These costs primarily represent the reimbursement of incremental city services provided in conjunction with the April 2009 visit by the IOC Evaluation Commission.

### **OTHER CASH EXPENDITURES \$ 2,046,200**

Other expenditures include items not applicable to any of the above categories, including the cost of insurance, bank and credit card processing fees, and the cost for design and publication of the Candidature File (the "bid book"). No item in this category exceeds one half of one percent of overall expenditures.





## CONCLUSION

We are proud of all that the Chicago 2016 organization and the people of Chicago have accomplished in advancing the candidacy of our city to host the 2016 Olympic and Paralympic Games. We are also proud that we have been able to reach those milestones in a very responsible and cost-effective way, acting as responsible stewards of the resources provided to us by the private sector.

The generous support of our cash and pro bono donors has afforded us access to the advice and counsel of a wide range of experts in the planning and development of the bid, and additional experts to review and validate the bid plans, thereby enhancing the likelihood of successful delivery of the Games. It is through access to these resources that we have been able to develop a plan that is innovative, fiscally responsible, and realistically achievable—one that can be delivered should we be selected as the Host City for the 2016 Games.

We have endeavored to be good stewards of the resources that our donors have provided. Our cash donors have provided us with the funding to support day-to-day operations and to assemble the best talent available to assist us in the development and validation of our plans.

Our pro bono donors have enabled us to stretch our cash contributions by providing free or heavily discounted goods and services, including lending certain of their employees to the bid staff. The instances of rent, film production, and legal services cited in this report are but just a few examples of where significant amounts have been saved.

Finally, we have operated within our means and within our budgets. Our cash revenues have exceeded our goals, and our cash expenditures are well within the budget constraints that we set for ourselves. Consequently, there are sufficient resources to fund the remainder of the bid campaign, and regardless of outcome, to support the ongoing development of our legacy organization, World Sport Chicago.

We once again thank our generous donors, dedicated staff, our Chicago 2016 Board of Directors and Committee members, our 20,000+ volunteers, the more than 2,500 Olympians and Paralympians who have endorsed the bid, the public officials who see the great opportunity this presents for Chicago, and the bid's greatest asset—the warm and wonderful people of Chicago.

# Cash Contributions and Pro Bono Support

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We thank everyone for their generous support of Chicago 2016's effort to bring the Olympic and Paralympic Games to our great city. We have attempted to provide a complete listing of all cash and pro bono donors who have contributed \$5,000 or more. We apologize to anyone we may have inadvertently omitted.

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# Olympic judges give city high marks

One superlative or cheery followed another. Vibrant. Outstanding. High professional. Excellent. Best Pleased. Fantastic. Energetic. Dynamic.

Listening to the top two of the International Olympic Committee's evaluation committee deliver a relentlessly upbeat assessment of its trip to Chicago, you would think there is no other team to visit the other finalists for the 2016 Summer Olympics.

Or that you were hearing commission chairwoman Nawal Moutawakel of Morocco

## Getting the gold

The session in San Paulo... Chicago needs to sell itself to land the 2016 Olympics... Mayor Daley and a group of organizers pushing to host the 2016 Summer Olympics in Chicago will be in Denver today to make a pitch before the sports world.

doubt about it." El Moutawakel finally put the enthusiasm in perspective by

Chicago, believed the presentation was a "big-time positive," but he did not know how it would be accepted by the IOC evaluators. "You don't know how these

# Get behind Olympic bid

We can hear the mayovers every time the word "Chicago" and "Olympics" are uttered in the same breath.

# Chicago Olympic team practices for big game

DENVER | Today's pitch a preview for IOC visit here next week

BY LISA DONOVAN Staff Reporter Mayor Daley and a group of organizers pushing to host the 2016 Summer Olympics in Chicago will be in Denver today to make a pitch before the sports world.



day fund," as much as \$2 million in IOC cancellation insurance, another \$500 million in insurance coverage and "last resort" \$500 million guarantee of taxpayer money from the City of Chicago.

# Olympic committee agreement looks out for communities, minorities

commission asked Chicago 2016 to provide more materials in unspecified

ited financial guarantees that would preclude City called leader for 2016 Olympics

## Beijing buzz: Chicago looking good

said one member of the International Olympic Committee, speaking on the condition of anonymity. "If they don't muck it up, they should win."

## Chicago Has Shoulders Broad Enough to Host Games

BEIJING — Chicago has emerged as the front-runner in the race for the 2016 Olympics, some insiders say, not least the Windy City delegation.

The fuzzy word infrastructure can be used to justify tax-supported projects, but Daley talks a good game about leaving major housing and recreation behind.

Games. "He and Mayor Daley added, speaking in the race for the 2016 Olympics, some insiders say, not least the Windy City delegation.

## Olympics a win-win for the city

If Chicago is to win the hosting rights for the 2016 Olympic Games, it will have to be a civic effort, for a civic victory. The International Olympic Committee will make its decision in October, and while there are plenty of intangibles that figure into the choice, the IOC has been pretty clear that one of the requirements is for the people of the city to actually want the games.

The private investment in the city for the Olympics will spur even more investment around the games. The construction required to build the Olympic venues will produce thousands of jobs and prop up the local economy.

# Chicago scores U.S. 2016 Olympics bid

Next step: Convince world to bring Games here

# Aldermen back revised Olympic deal

Agreement promises more jobs for area

Hal Dardick and Angela Rozas

After tweaking an agreement by Chicago Olympic officials promising increased business opportunities for minorities, Chicago aldermen gave the deal preliminary approval Friday in an effort to show that the 2016 Summer Games would benefit communities affected by the development.

## OPRAH BRINGS HOME THE GOLD



## PHELPS SPLASHING DOWN IN CHICAGO



## RACE FOR THE 2016 GAMES

# Competition takes line from Obama

Tokyo, Rio de Janeiro bids draw inspiration from Chicago's big-name Olympic supporter

By Kathy Bergen

DENVER — Chicago's rivals for the 2016 Summer Games distinguished themselves from the Windy City during sales pitches Thursday by trumpeting the full government guarantees behind their bids, something Chicago is not able to bring to the table.

## PHELPS SPLASHING DOWN IN CHICAGO

Olympic champ to conduct 'swim clinic'

BY ANDREW HERRMANN Staff Reporter... Michael Phelps says he's given up training for a few months — but he's still on the water, with a scheduled visit to Chicago next week.

## Pact spells out job, housing benefits

Chicago's Olympic bid team sought to smooth potential community opposition to the 2016 Games by signing an agreement guaranteeing some benefits would go to cities and resident groups.



## Jackie Joyner-Kersey Chicago deserves to host the 2016 Games

By Kathy Chaney

At age 9, running was what she wanted to do, but she needed practice to get her speed up. It wasn't until five years later when she realized that she could be an Olympian.



Jackie Joyner-Kersey

## In Chicagoland

Chicago bid team guarantees some economic benefit to minorities and resident groups.

"He's become not just a leader of the United States, but a leader for change in the world," Daley said after the presentations. Chicago is hoping Obama will make a personal appearance on its behalf in Copenhagen in October 2010, when the IOC will select a host city.

East St. Louis, Ill. native Jackie Joyner-Kersey saw watching her first Olympics Games when she was 13 years old made her visualize herself competing the game.

And so can the many children who are training now to compete in the 2016 games that hopefully will take place in Chicago, multi-medal Olympian Joyner-Kersey told the Defender before joining fellow Olympians sell Chicago to the International Olympic Committee.

"I really believe in my heart, out of all the other cities this is the best one. To be able to have the Olympic games in your hometown is a tremendous opportunity. I also think the legacy that Chicago will leave is so important for our young generation," she said.

While honing her craft downstate, she didn't let the luxury of running on smooth surfaces. She ran on dirt, not always the ideal for track training, the retired athlete said.





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