



# BOSTON 2024

**NUMBER 6:  
BID + GAMES BUDGETS**



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# INTRODUCTION



 BOSTON  
2024



# 1 INTRODUCTION

Our team's top priority is to deliver a responsible and sustainable Games. Accordingly, Boston 2024's bid and budget are based on a powerful combination of robust and ongoing private fiscal support, a strong focus on legacy, demonstrated ability to capitalize on innovative design, and thoughtful leveraging of infrastructure investment.

Our fundraising and budget highlights include:

- Healthy capitalization from the Northeast's most powerful brands, including Liberty Mutual, John Hancock, State Street, EMC, Staples, Suffolk Construction, Bain Capital, MassMutual Financial Group, Vertex Pharmaceuticals, and Thermo Fisher Scientific;
- Individual leaders from the business community lining up behind our bid and pledging financial support that will continue to bolster the bid into the international phase;
- A bid budget that does not rely on a single tax dollar and limits Olympics-based public investment to roadway, transportation and infrastructure improvements, most of which are already planned and are needed with or without the Olympics;
- Public-private partnerships that will be leveraged in viable, sustainable and achievable ways;
- Innovative industry leadership in sustainable construction creating groundbreaking opportunities for housing and sports venues design;
- Unparalleled opportunity for urban redevelopment with 75% of land use either public- or university-owned; and
- Strong support from legacy users, including colleges and universities and the City of Boston, which will allow this bid to succeed like no other.

Boston 2024's unwavering commitment to fiscal responsibility has been an integral part of the planning since the inception. As we deliver the final chapter of this bid book we are pleased to offer a responsible, predictable, and achievable fundraising plan and budget.

This last chapter also allows us to come full circle and present a bid of which we are incredibly proud while remembering what motivated us to start down this road so many months ago. It is fitting to end this bid book with the way we started – with our Boston 2024 Guiding Principles:

Boston is a global leader in innovation, and in order to remain a global leader, we must be aspirational. With a view toward elevating our collective thinking and actions and as we plan through and beyond 2030, we have decided to explore a bid for the 2024 Olympic and Paralympic Games, and have adopted the following guiding principles as we embark on this process:

- We will only bid if we are sure that hosting the Olympic and Paralympic Games will align with and accelerate our long term planning as a city and state, through and beyond 2030.
- We will only bid if we have support from our city, state, and federal government; our business community; and our venue communities.
- We will not divert public funds from projects crucial to our health and competitiveness as a region.
- We will do our due diligence in an open, honest, and transparent manner.
- We will prioritize diversity in the people we engage, the decisions we make, and the work that we do, including diversity of ethnicity, economic circumstance, age, gender, race, religion, and sexual orientation.
- We will make every decision keeping in mind the lasting impact it would have on our hometown treasures, including neighborhoods, open spaces, and academic institutions.
- We will seek every opportunity to engage our youth in Olympic sports and educate them about Olympism and Olympic and Paralympic Athletes.
- We will work to build a living legacy, through every discussion we have about the possibility of hosting the Games, by advancing important ideas and projects that will enhance the quality of life in the region and create a powerful global experience for the Olympic and Paralympic Movement and all of its stakeholders.
- We will work in complete cooperation with the USOC to ensure the promotion and protection of the Olympic and Paralympic Movement and the world's Athletes.
- We will work to create a national and international model to support Olympic and Paralympic Athletes, by seeking ways to advance their education and professional careers outside of competition.
- **We will only submit a bid we think we can win.**

Thank you for the opportunity.



# BID BUDGET



 BOSTON  
2024

## 2 BID BUDGET

### 2.1 Fundraising Plan

Describe your fundraising plan, including amounts you anticipate from private authorities, public philanthropy and corporate donations.

#### Vision – Boston 2024 Fundraising Strategy:

The people of Boston and Massachusetts are generous, compassionate, enthusiastic and altruistic. We are a community committed to coming together to encourage and support one another in an effort to foster thriving people and vibrant places. We do amazing work across all sectors, and our people donate hundreds of millions of dollars each year to our world-renowned universities, hospitals and innovative local organizations that have become national models of how to combat poverty, educate children, cure the sick and enrich our lives with art and culture. We will seamlessly come together to secure the funding needed to successfully host the 2024 Summer Games.

As a collective philanthropic community, we are powerful - we respond generously, passionately and responsibly to ensure the success of our beliefs. In the aftermath of the Boston Marathon tragedy, the One Fund raised \$60 million in 90 days. The Boston-based Pan-Mass Challenge (PMC) is the largest single athletic charity event in the country, bringing together thousands of impassioned cyclists, committed volunteers, generous donors and dedicated corporate sponsors each year. Since 1980, the PMC has raised more than \$455 million for cancer research and care. 2014 was a banner year with a record-breaking \$41 million raised.

With three of the top 10 largest fundraising events in the United States coming out of Massachusetts, we are also a community known for both our strong philanthropic traditions and our exciting fundraising innovations. The Boston Foundation, one of the oldest and largest community foundations in the nation, will celebrate its 100th anniversary in 2015. Meanwhile, the Ice Bucket Challenge, which started as a small campaign in Boston and exploded into a viral worldwide success, raised over \$100 million from over 3 million donors.

Our philanthropic culture mirrors our culture in the Northeast: innovative, passionate and tenacious. We have a number of prospect pipelines to leverage:

- Massachusetts is home to 26 Fortune 1,000 companies
- Massachusetts has 10 of the 225 largest private companies with over \$50 billion in annual revenue
- Massachusetts has 526 corporate and private foundations. The top 50 foundations have assets totaling over \$9 billion.

In addition to having a well-established and innovative donor community, one of the most exciting parts of raising funds for the Boston Olympic bid is the ability to open up a new geographic region to Olympic giving. Although we are a wealthy community, the Northeast has not historically been a large base of USOC or Team USA fundraising focus, thus our community does not suffer from Olympic donor fatigue as other markets may. To the contrary, we have a fresh market full of people who are passionate about sport and proud of their home. As a result, even in our early fundraising stages over the past few months, individuals, corporations and foundations from a cross section of sectors have invested generously in Boston 2024.

We intend to capitalize on this momentum and strong base of support to diversify our funding sources and continue to secure leadership level gifts. We also look forward to collaborating with our college and university partners in this bid, whose established fundraising programs have created endowments that are among the largest in the country, including Harvard University's \$32 billion endowment and MIT's \$11 billion endowment.



**Strategy:**

Our first priority in advancing our bid’s credibility in our community was to bring in broad-based support early. This initial campaign paid off as we successfully secured approximately \$11 million in cash and VIK donations from more than sixty-five corporate and private individual donors. We also succeeded in creating a strong appetite in

our donors to see their investments through to a successful bid win. Below is a chart of many of the CEOs/corporations who have generously donated financially at a leadership level:

DAVID MUSSAFER	MANAGING PARTNER + CO-CHAIRMAN	ADVENT INTERNATIONAL
STEVE BARNES	MANAGING DIRECTOR	BAIN CAPITAL
JOHN CONNAUGHTON	MANAGING DIRECTOR	BAIN CAPITAL
ANNA KUBIK MIKE KRUPKA	MANAGING DIRECTOR	BAIN CAPITAL VENTURES
PAUL EDGERLEY	MANAGING PARTNER	BAIN CAPITAL
JUDY + STEVE PAGLIUCA	MANAGING PARTNER + CO-OWNER	BAIN CAPITAL + BOSTON CELTICS
SCOTT SCHOEN NANNY ADAMS	CEO	BAYLON CAPITAL MANAGEMENT
ALAN LEVENTHAL	PRESIDENT + CEO	BEACON CAPITAL PARTNERS
ANDREW DREYFUS	PRESIDENT + CEO	BLUE CROSS BLUE SHIELD
TED ENGLISH	CEO	BOB’S FURNITURE
DAVID NAGAHIRO	PRINCIPAL	CBT ARCHITECTS
WYC GROUSBECK	MANAGING PARTNER	BOSTON CELTICS
JERRY SARGENT	PRESIDENT	CITIZENS BANK
ANTHONY CONSIGLI	PRESIDENT	CONSIGLI CONSTRUCTION CO, INC.
JOSEPH CORCORAN	FOUNDER + CHAIRMAN	CORCORAN JENNISON
CHARLIE JACOBS	PRINCIPAL	DELAWARE NORTH COMPANIES + BOSTON BRUINS
NIGEL TRAVIS	CEO	DUNKIN BRANDS
THOMAS FAUST	CHAIRMAN + CEO	EATON VANCE
DAVID MANFREDI	FOUNDING PRINCIPAL	ELKUS MANFREDI ARCHITECTS
JOE TUCCI	CHAIRMAN, PRESIDENT + CEO	EMC CORPORATION
PETER LYNCH	INVESTOR	FIDELITY INVESTMENTS
JOHN THIBAUT	INVESTOR	FOUNDATION
BILL ALFOND	PHILANTHROPIST	FOUNDATION
BARBARA + AMOS HOSTETTER	PHILANTHROPIST + FOUNDER OF CONTINENTAL CABLEVISION	FOUNDATION

KATHY + TED TRUSCOTT	CEO	GLOBAL ASSET MANAGEMENT
ROB HALE	FOUNDER + CEO	GRANITE TELECOMMUNICATIONS
JOHN BLACK ANN TAYLOR	MANAGING DIRECTOR	HIG CAPITAL
KAREN KAPLAN	CHAIRMAN + CEO	HILL HOLIDAY
JIM GALLAGHER	SR. VICE PRESIDENT + CHIEF GLOBAL COMPLIANCE OFFICER	JOHN HANCOCK FINANCIAL SERVICES
DAVID LONG	PRESIDENT + CEO	LIBERTY MUTUAL INSURANCE GROUP
MARK CASADY	CEO	LPL FINANCIAL HOLDINGS
ROGER CRANDALL	CHAIRMAN, PRESIDENT + CEO	MASSMUTUAL FINANCIAL
BOB POPEO	CHAIRMAN	MINTZ LEVIN COHN FERRIS GLOVSKY AND POPEO
TOM ALPERIN	PRESIDENT	NATIONAL DEVELOPMENT
JOHN HAILER	PRESIDENT + CEO	NATIXIS GLOBAL ASSET MANAGEMENT
BILL GLAVIN	CHAIRMAN	OPPENHEIMER FUNDS
BILL ACHTMEYER	CHAIRMAN + MANAGING PARTNER	PARTHENON GROUP
BOB REYNOLDS	PRESIDENT + CEO	PUTNAM INVESTMENTS
STEVE SAMUELS	CHAIRMAN + PRINCIPAL	SAMUELS & ASSOCIATES
JONATHAN LAVINE	MANAGING PARTNER + MANAGING DIRECTOR	SANKATY ADVISORS
ROMAN BLANCO	PRESIDENT + CEO	SANTANDER BANK + SANTANDER HOLDINGS USA
RON SARGENT	CHAIRMAN + CEO	STAPLES
JAMES (JAY) HOOLEY	CHAIRMAN, PRESIDENT + CEO	STATE STREET CORPORATION
KARL FEITELBERG	CHAIRMAN + CEO	STERLING RESOURCES
RALPH DE LA TORRE	CEO + CHAIRMAN	STEWARD HEALTHCARE
JOHN FISH	CHAIRMAN + CEO	SUFFOLK CONSTRUCTION
SANDY EDGERLEY	BOARD MEMBER	THE BOSTON FOUNDATION
ROBERT KRAFT	CHAIRMAN + CEO	THE KRAFT GROUP
ALAN MELTZER	FOUNDER + CEO	THE MELTZER GROUP
MARC CASPER	PRESIDENT + CEO	THERMO FISHER SCIENTIFIC
JOAN + STEVE BELKIN	FOUNDER + CEO	TRANS NATIONAL GROUP
JOHN + STEVE DAVIS	CHAIRMAN	VENTURY LLC
JEFFREY LEIDEN	CHAIRMAN, PRESIDENT + CEO	VERTEX PHARMACEUTICALS
KEVIN MUNDT	MANAGING DIRECTOR	VESTAR CAPITAL PARTNERS
ADAM + STEPHEN WEINER	MANAGING PARTNER	WEINER VENTURES
PHIL EDMUNDSON	FOUNDER + CEO	WM. GALLAGHER ASSOCIATES
EARL LEWIS	PHILANTHROPIST	—
JOHN KINGSTON	PHILANTHROPIST	—

As we approach the second phase of fundraising, we look forward to coordinating our development efforts with the USOC. We are excited for this partnership and, while recognizing that the USOC/USOPF has unique needs separate from the Boston bid which must be fulfilled, we are confident that together we will bring new awareness of the Olympic Movement to the Northeast and grow the overall fundraising effort – which will be of great benefit for both the bid and the USOC/USOPF.

Our current strategy to secure \$75 million includes:

**1. Strong Leadership:**

We have several of the most influential and powerful individuals in New England leading our financing effort. The Chairs of the Finance Committee to date have been:

**John Fish**

*Chairman and CEO of Suffolk Construction*

**Steve Pagliuca**

*Managing Partner of Bain Capital  
Co-owner of the Boston Celtics*

**Roger Crandall**

*Chairman, President and CEO of MassMutual  
Financial Group*

**Bill Glavin**

*Chairman of Oppenheimer Funds*

These individuals will work with our Finance Director, Steve Roche, in this next phase of fundraising. Steve has a long career in fundraising, dating back to his first political campaign in 1984. For over 25 years, Steve has served as finance director for numerous political campaigns, organizations and non-profits. Most recently, during the 2012 election cycle, he served as national finance director for Restore our Future Super PAC supporting Governor Romney and was senior advisor and national finance consultant for the 2012 Scott Brown for U.S. Senate campaign, in addition to retaining other clients. Prior to this, Steve served as a National Finance Director for the 2012 Romney for President Campaign. In this capacity, Steve was responsible for all fundraising programs throughout the eastern half of the country.



## 2. Robust Finance Committee:

Our leadership will continue to work with our Finance Committee, which will be comprised of approximately 20 business leaders representing the diverse business sectors in the region. Each sector

will be assigned a Fundraising “Captain” who will be responsible for meeting the set financial goal with the assistance of the Boston 2024 Finance Department. Current Boston 2024 Supporters who may serve as Captains include:

SECTOR	CAPTAIN	TITLE	BUSINESS AFFILIATION
CONSTRUCTION	JOHN FISH	CHAIRMAN + CEO	SUFFOLK CONSTRUCTION
FOUNDATIONS	SANDY EDGERLEY	BOARD MEMBER	THE BOSTON FOUNDATION
HEALTH + MEDICINE	RALPH DE LA TORRE	CEO	STEWART HEALTHCARE
	ANDREW DREYFUS	CEO	BLUE CROSS BLUE SHIELD OF MASSACHUSETTS
INSURANCE	ROGER CRANDALL	CHAIRMAN, PRESIDENT + CEO	MASS MUTUAL FINANCIAL GROUP
	JIM GALLAGHER	EVP, GC + CAO	JOHN HANCOCK
LEGAL	BOB POPEO	CHAIRMAN	MINTZ LEVIN COHN FERRIS GLOVSKY & POPEO
LIFE SCIENCES	JEFF LEIDEN	PRESIDENT + CEO	VERTEX PHARMACEUTICALS
	MARC CASPER	PRESIDENT + CEO	THERMO FISHER SCIENTIFIC
MUTUAL FUNDS	BOB REYNOLDS	PRESIDENT + CEO	PUTNAM INVESTMENTS
	BILL GLAVIN	CHAIRMAN	OPPENHEIMER
POLITICAL FINANCE	JULIETTE KAYYEM	FORMER ASSISTANT SECRETARY FOR INTERNATIONAL AFFAIRS	DEPARTMENT OF HOMELAND SECURITY
PRIVATE EQUITY + VENTURE CAPITAL	STEVE PAGLIUCA	MANAGING PARTNER	BAIN CAPITAL
REAL ESTATE DEVELOPERS	TOM ALPERIN	PRESIDENT	NATIONAL DEVELOPMENT
RETAIL	RON SARGENT	CHAIRMAN + CEO	STAPLES
SPORTS	MATT LEBRETTON	VP OF PUBLIC AFFAIRS	NEW BALANCE
TECHNOLOGY	JOE TUCCI	CHAIRMAN + CEO	EMC
	KAREN KAPLAN	CHAIRMAN + CEO	HILL HOLIDAY
UNIVERSITY	ISRAEL RUIZ	EXECUTIVE VICE PRESIDENT + TREASURER	MIT
WEALTH MANAGEMENT	JOHN HAILER	PRESIDENT + CEO	NATIXIS GLOBAL ASSET MANAGEMENT
YOUNG PROFESSIONALS	ADAM WEINER	PRESIDENT	WEINER VENTURES

**3. Focused Attention on our Best Revenue Streams:**

As a 100% privately-funded effort, Boston 2024 Partnership is not accepting public funds for any stage of the bid process. After careful study, we believe that we will achieve the fastest private capitalization by placing the following minimum target goals on these revenue stream categories.

**Major Gifts: \$65,000,000**

This program will be made up by personal contributions from high net worth individuals, corporations, private foundations and labor unions.

DONOR LEVEL	DONORS NEEDED	POTENTIAL REVENUE
\$10 MILLION	1	\$10 MILLION
\$5 MILLION	2	\$10 MILLION
\$2.5 MILLION	2	\$5 MILLION
\$1 MILLION	5	\$5 MILLION
\$500,000	21	\$10.5 MILLION
\$250,000	30	\$7.5 MILLION
\$100,000	50	\$5 MILLION
\$50,000	100	\$5 MILLION
\$25,000	200	\$5 MILLION
\$10,000	200	\$2 MILLION
<b>10 DONOR LEVELS</b>	<b>611 DONORS NEEDED</b>	<b>\$65 M TOTAL</b>

The Finance Committee and Boston 2024 staff will work collaboratively with the USOC to raise funds through:

- **Events:** An aggressive events program will be developed to target prospects in various industries
- **Peer to Peer Meetings:** Captains will participate in meetings with peers in their industry to develop prospects into donors.
- **Stewardship + Cultivation:** A program of weekly briefings, meetings with Boston 2024 Leadership, conference calls and other events, will be established for donors to develop a deeper partnership with Boston 2024 so that they will have a strong sense of ownership and responsibility.

**Digital + Social Media: \$3,000,000**

Low-dollar grass roots fundraising will be helpful towards the overall finance goal, but the purpose of this category is mainly to build outreach and awareness. We intend to have a membership Boston 2024 fan club that will help develop this grassroots initiative. We expect “membership” donations to account for approximately 50% of the grassroots funding.

**Corporate Employee Events: \$2,500,000**

Companies would encourage donations from their employees from “fun” activities in their offices. We anticipate having 50 Firms/Companies participate at an average \$50,000.

**Young Professionals: \$2,000,000**

This program is created with the understanding that many people who are young professionals in 2014 will be business leaders and high level executives by the time of the 2024 Olympics. Through a series of networking events with young professionals and current executives, a donor base will be developed with the goal that it will continue to exponentially grow as current young professionals excel and advance in their careers. In 2015, we expect 100 Young Professionals to donate \$5,000; in 2016, we expect 100 Young Professionals to donate \$5,000 and 50 Young Professionals to donate \$10,000.

**College and University Outreach: \$1,000,000**

Each year, metropolitan Boston's 90 colleges and universities attract more than 360,000 students from across the country and the world. Our plan is to maximize this potential and create a student movement that will support a lower dollar grass roots program. Low dollar donations that occur because of miscellaneous events (marathon, walks, college students, etc.) will bring in significant funds from overall volume. Over the course of 18 months, we expect approximately 10,000 individual donations at an average \$100 per donation. Boston 2024 will leverage its relationships with many local Olympians to help market this program - many of whom attended these institutions (e.g., Mike Eruzione (Boston University), Ralph Cox (University of New Hampshire), Paul Wylie (Harvard College and Harvard Business School)).

**Quarterly Events: \$800,000**

This would be the money raised from approximately 8 events held in the next 12 months, with an expected net of \$100,000 per event.

**Merchandise: \$700,000**

We plan to have limited-edition items for sale or auction that will generate an anticipated revenue stream of approximately \$700,000 over the course of approximately 18 months.

**Total: \$75,000,000**

Boston 2024 is pursuing this bid for the 2024 Olympic and Paralympic Games because we understand this opportunity is about legacy and our investment in the future. The 2024 Olympic Games would serve as a defining moment for Boston and Massachusetts and present a rare opportunity to shine the spotlight of the world on our story, ideals and people. We have developed a thoughtful development and fundraising strategy to provide ample capitalization for this exciting effort, and feel that this approach will prove highly successful for Boston 2024 and the USOC.



# GAMES BUDGET

OLYMPIC RING

BOSTON  
2024



### 3 GAMES BUDGET

Boston 2024 believes that the budget is a critical component of the planning of the Games. Our team has harnessed the knowledge of Boston's most talented and respected leaders in disciplines that have greatest impact on the budget - construction, private development, architecture, urban and transportation planning and public financing. In addition, we have worked in collaboration with the USOC, the London 2012 team and other innovators in sport venue planning and construction to ensure we understand the true costs of hosting an Olympics.

Throughout the budgeting process, Boston 2024 has adhered to a number of guiding principles for its planning and financing approach:

- 1. Maximize opportunities for legacy value that will benefit our community leading up to and far beyond the period of the Games.**
- 2. Be creative and resourceful in utilizing Boston's vast network of existing assets.**
- 3. Showcase our city's vibrant sports community, rich tradition and history.**
- 4. Be responsible, conservative and transparent in our estimates and projections.**

We believe the budget developed by Boston 2024 in close collaboration with the USOC and a diverse team of industry experts is responsibly conservative, reasonable and feasible.



### 3.1 Non-OCOG Budget

Boston 2024's non-OCOG budget is estimated to be \$3.4B, driven by the development of legacy facilities, both sporting and non-sporting related.



Separate from the non-OCOG budget, the Boston 2024 Games will benefit from over \$5.2B of public transportation infrastructure projects that are currently underway and are guaranteed by the full faith and credit of the Commonwealth of Massachusetts. In 2013, the Commonwealth of Massachusetts authorized a bond bill to fund the *21st Century Transportation Plan “The Way Forward”* which will invest \$13.7B in transportation infrastructure over the next 10 years. All of the transportation infrastructure upgrade projects required for the Games, estimated at approximately \$8.1B, will fall under this *21st Century Transportation Plan* and Boston 2024 expects that all of these projects will be fully funded by the Commonwealth through the bond bill.

**Venue Infrastructure:**

Support from the private sector is the foundation of several key sporting and non-sporting venues. Boston 2024 has worked closely with the local authorities, business and academic communities to establish partnerships that will support the Boston 2024 Games and provide tremendous legacy value to their owners and the broader community. These public-private-partnerships will provide the platform for the planning and financing of the major venues including the Athletes’ Village, Olympic Stadium, IBC/MPC, as well as a number of key sporting venues.



### 3.2 Athletes' Village

The Athletes' Village will be located on the UMass Boston campus on Boston Harbor and will be built in collaboration with UMass and private developers. UMass has legislative approval to build 6,000 beds of student housing over the next three years. In partnership with Boston 2024 and private developers, an additional 10,500 beds will be built for the Games using high-quality sustainable and transportable technology. Following the Games, some of the 10,500 additional beds will remain as workforce housing while many will be converted to market rate housing units by private developers to meet local housing needs in neighborhoods around the city.

ATHLETES' VILLAGE - UMASS BOSTON		
CATEGORY	COST (\$M - 2016)	FUNDING SOURCE
LAND COST	269.0*	PRIVATE DEVELOPER
SITE PREP INCLUDING INFRASTRUCTURE UPGRADES	17.4	PRIVATE DEVELOPER
UTILITIES UPGRADES	21.4	PRIVATE / PUBLIC
CONSTRUCTION	2,052.8	PRIVATE DEVELOPER
TEMPORARY OVERLAY	OCO: 90.0	OCO
TRANSFORMATION COSTS	89.7	PRIVATE (POST OLYMPIC CONVERSION)
RENTAL	2.7	OCO
<b>TOTAL</b>	<b>\$2,543.0 M</b>	
<b>TOTAL NON-OCO</b>	<b>\$2,450.3 M</b>	

**TABLE NOTES:**

\*Includes cost of use of UMass Boston land and control of privately held parcels.

### 3.3 Olympic Stadium

Our team is budgeting for a fully temporary 60,000 seat Olympic Stadium in Boston Midtown. Working with leading innovators in stadium construction, Boston 2024 has identified financially responsible options that will deliver the full Olympic experience.

Partnering with the city and private developers, Olympic Stadium and Olympic Boulevard will act as a catalyst for a new and vibrant neighborhood development with the potential for over 7 million square feet of retail, hotel, residential and office space and a much needed injection of commuter and convention parking. After the completion of the Games, the temporary stadium will be removed and replaced on the stadium footprint with middle income housing to further support the legacy needs of the City of Boston.

Working with Boston's leading real estate developers, Boston 2024 has devised a financial strategy that captures increased land values and new tax revenues to finance the cost of land assemblage and infrastructure upgrades. This strategy is capable of supporting either the construction of a fully temporary stadium as currently planned, or a permanent collegiate or professional soccer stadium, which could be expanded temporarily to 60,000.

OLYMPIC STADIUM - MIDTOWN		
CATEGORY	COST (\$M - 2016)	FUNDING SOURCE
LAND COST	85.0	PRIVATE DEVELOPER
SITE PREP	15.0	PRIVATE DEVELOPER
UTILITIES UPGRADES	NON-OCO: 7.5 OCO: 7.5	PRIVATE DEVELOPER / OCO
CONSTRUCTION	NON-OCO: 243.2 OCO: 123.1	PRIVATE DEVELOPER / OCO
TEMPORARY ADAPTATIONS	-	-
TEMPORARY OVERLAY	OCO: 40.0	OCO
TRANSFORMATION COSTS	OCO: 5.0	OCO
RENTAL	OCO: 5.3	OCO
<b>TOTAL</b>	<b>\$531.6 M</b>	
<b>TOTAL NON-OCO</b>	<b>\$350.8 M</b>	

### 3.4 IBC / MPC

The IBC/MPC will be located in the South Boston Waterfront area of Boston on land currently controlled by the Postal Service and MassPort. This location is in the heart of a burgeoning business and residential district and is adjacent to six venues at the Boston Convention and Exposition Center. The potential legacy value of this site as a cluster of media/broadcast facilities for convention use or as a private commercial enterprise provides strong partnership opportunities with either the BCEC or the private sector.

IBC / MPC - SOUTH BOSTON WATERFRONT		
CATEGORY	COST (\$M - 2016)	FUNDING SOURCE
LAND COST	41.7	INCLUDED AS PART OF DEVELOPMENT COST
SITE PREP	–	INCLUDED IN CONSTRUCTION COST
UTILITIES UPGRADES	25.0	PRIVATE
CONSTRUCTION	398.0	PRIVATE (IBC & PARTIAL COST OF TRANSPORT MALL + MPC)
TEMPORARY OVERLAY	OCO: 50.5	OCO
TRANSFORMATION COSTS	–	PRIVATE (PERMANENT FIT-OUT)
RENTAL	OCO: 27.7	OCO
<b>TOTAL</b>	<b>\$542.9 M</b>	
<b>TOTAL NON-OCO</b>	<b>\$464.7 M</b>	

### 3.5 Other Venues

Boston 2024 has identified a number of other private-public-partnership opportunities to support infrastructure investments for the Velodrome, BMX Course, Canoe-Slalom Course, Modern Pentathlon Stadium and Handball Arena. A summary of the non-OCO costs and funding approach for these venues is detailed in the table below. All other venue costs will be financed through the OCOG budget

SPORT	VENUE	NON-OCO COST (\$M - 2016)	LEGACY PLAN
CYCLING BMX	ASSEMBLY SQUARE	9.6	CREATE A PPP WITH THE CITY OF SOMERVILLE AND OWNER / OPERATOR OF MULTI-PURPOSE FACILITY
CYCLING TRACK	ASSEMBLY SQUARE	30.0	CREATE A PPP WITH THE CITY OF SOMERVILLE AND OWNER / OPERATOR OF MULTI-PURPOSE FACILITY
HANDBALL	BU ARENA	78.5	PARTNER WITH BU TO BUILD AN ARENA FOR LEGACY BASKETBALL
CANOE SLALOM	WESTFORD SKI AREA	40.0	PARTNER WITH PRIVATE DEVELOPER AND LOCAL MULTI-PURPOSE SITE AT WESTFORD SKI AREA  <i>ALTERNATE OPTION:</i> USE EXISTING FACILITIES IN MARYLAND OR CHARLOTTE
CYCLING MOUNTAIN BIKE	WESTFORD SKI AREA	5.0	PARTNER WITH PRIVATE DEVELOPER AND LOCAL MULTI-PURPOSE SITE
MODERN PENTATHLON	FRANKLIN PARK	5.0	PARTNER WITH CITY OF BOSTON TO BUILD LEGACY POOL FOR WHITE STADIUM

### 3.6 OCOG Budget

Boston 2024 anticipates OCOG expenses of \$4.7B for the 2024 Olympic and Paralympic Games. The OCOG budget was developed by a bottoms-up assessment of venue-related costs by our team (roughly \$1B of total expenses) in close collaboration with the USOC, and guidance provided by the USOC for the remaining expense and revenue categories.



**CHART NOTES:**

OCOg revenue figures were provided USOC.  
 Revenues will be received over the period of 2018-2024.  
 All costs are listed in 2016 dollars.

### 3.7 OCOG Revenues

Funding for the 2024 OCOG budget is composed entirely of marketing, licensing, ticketing and sponsorship revenues generated by a combination of the IOC, USOC and Boston 2024 OCOG. Based on the estimates provided by the USOC Boston 2024 expects \$4.2B in OCOG revenues over the period of 2018-2024. OCOG revenues estimates were provided by USOC. Boston 2024 will work closely with the USOC and other partners as it moves forward in the bid process to analyze and refine timing and cash flows of potential revenues sources. The revenues listed are gross figures – corresponding costs are captured under the cost portion of the OCOG budget.

#### Domestic Sponsorship Revenues:

Boston is the hub of one of the US's largest regional economies and offers significant opportunity for sponsor activation. To establish the optimal domestic sponsorship program, Boston 2024 will form a joint venture with the USOC to undertake sponsorship sales and servicing activities for the Games. The Boston region represents a new market for USOC sponsorship sales, and its strong professional services, healthcare, biopharmaceutical, technology and education sectors offer new and significant fundraising opportunities.

The USOC has provided estimates of \$1.6B in sponsorship revenues across global, national and local sponsorship opportunities.

LEVEL OF SPONSORSHIP	# OF SPONSORS	FUNDING (\$M)
TIER I	10	900.0
TIER II	6	195.0
TIER III	20	300.0
TORCH RUN SPONSORSHIP	5	200.0
<b>TOTALS</b>	<b>~40 SPONSORS</b>	<b>\$1,595.0 M</b>

#### Domestic Ticketing:

The USOC has provided estimates of \$1.1B in revenues generated through ticket sales for the Olympic and Paralympic Games based on previous Olympics.

#### Marketing and Licensing:

Boston has an exceptionally strong sports culture supported by the success of its long established professional baseball, basketball, hockey and football teams. In addition, Boston is home to the world's oldest and most prominent marathon, the world's largest 2-day regatta (Head of the Charles Regatta), and some of the oldest and strongest collegiate sports programs in the country. As a result, Boston 2024 projects marketing and licensing revenues reflective of a mature sports market.

The USOC provided estimates of \$0.2B in marketing and licensing revenues from programs such as commemorative coins/stamps and licensed-merchandise sales. To further support licensing sales, Boston 2024 will partner with the USOC to license Team USA marks to merchandisers.

REVENUE SOURCE	FUNDING (\$M)
LICENSING	155.0
COINS / STAMPS	20.0
<b>TOTAL</b>	<b>\$175.0 M</b>

#### IOC Contributions:

Boston 2024 anticipates IOC contributions to be \$1.3B, based on estimates provided by the USOC. This revenue will be driven by both broadcast share and the Olympic Partner sponsorships and is in line with historical trends.

In addition to the broadcast share and Olympic Partner sponsorships, Boston 2024 expects to receive \$0.3B from the IOC/OBS in games services and knowledge. Boston 2024 recognizes the value for these services but has excluded these revenues from its budget as they will not provide incremental cash or budget relieving value-in-kind.

### 3.8 OCOG Costs

Boston 2024 anticipates OCOG costs of \$4.7B for venue adaptations and overlays, venue operations, support services, workforce, technology, Games services and revenue sharing for the USOC marketing joint venture. OCOG costs use USOC estimates where provided. All costs are in 2016 dollars. These expenditures are based on estimates provided by the USOC as well as rigorous bottom up analysis of the OCOG venue costs that were developed in close consultation with the USOC and leading construction, real estate developers and architecture experts.

#### Venue Costs:

Boston 2024 has worked to optimize the use of existing venues and to find legacy partners that can make use of venues after the completion of the 2024 Games. As a result, 18 of 33 Olympic sporting venues are existing venues or will remain for legacy use post-Games, including four existing collegiate sporting facilities and two professional sporting venues.

OCOG venue costs include the cost to build 12 temporary venues – including the Olympic Stadium – overlay costs for all sporting and non-sporting venues and venue operation costs, including rent. The table below outlines the anticipated OCOG costs for the venues.

VENUE OVERLAY + TEMPORARY CONSTRUCTION (\$M - 2016)	
ATHLETES' VILLAGE	90.0
OLYMPIC STADIUM	175.6
IBC / MPC	50.5
COMPETITION VENUES (EXCLUDES OLYMPIC STADIUM)	508.4
NON-COMPETITION VENUES *	50.0
<b>TOTAL OVERLAY + TEMPORARY CONSTRUCTION COSTS</b>	<b>\$874.5 M</b>

#### TABLE NOTES:

\*Excludes Athletes' Village + IBC but includes training venues, hotels, airports, UDAC, logistics centers, etc.

Note - all venue costs exclude cost of rent (shown below)

VENUE OPERATIONS (\$M - 2016)	
VENUE RENTAL COSTS (ALL VENUES)	81.5
GAMES TIME ENHANCED SERVICES	15.0
UTILITIES CONSUMPTION	15.0
<b>TOTAL VENUE OPERATION COSTS</b>	<b>\$111.5 M</b>

#### Support Services:

The USOC has provided estimates to Boston 2024 on anticipated support service costs in several categories based on historic costs and adjustments due to specific U.S. circumstances. These categories and costs are listed below.

COST CATEGORY	TOTAL COST (\$M - 2016)
HUMAN RESOURCES	141.0
FINANCIAL PAYMENTS	260.0
COMMERCIAL + TICKETING	152.0
FACILITIES	97.0
COMMERCIALS + BROADCAST	73.0
FINANCE / OPERATIONS / RISK + RATE CARD	79.0
STRATEGIC PLANNING	10.0
EXECUTIVE OFFICE	1.0
MARKETING + BRANDING	90.0
LEGAL	30.0
GAMES MANAGEMENT	3.0
CENTRAL COSTS	70.0
<b>TOTAL</b>	<b>\$1,005.0 M</b>

**Workforce:**

Based on estimates provided by the USOC, Boston 2024 expects workforce costs to be in line with previous games and projects costs of \$0.6B.

**USOC Joint Venture Costs:**

Boston 2024 expects to work closely with the USOC in its joint venture for sponsorship sales and servicing activities. Based on USOC estimates, Boston expects to share \$0.4B of the revenues generated from this joint venture with the USOC and to incur \$0.2B in additional expenses related to JV activities.

**Technology:**

Boston 2024 expects \$0.6B in technology costs based on USOC estimates from benchmarking of previous Games and consultation with experts. Technology costs include cost for hardware, information systems, installation and tear down and internet costs.

**Games Services:**

The USOC estimates \$0.5B in Games service costs in several categories based on historic costs and adjustments due to specific U.S. circumstances. These categories and costs are listed below.

COST CATEGORY	TOTAL COST (\$M - 2016)
GAMES SERVICES	255.0
SPORT	156.0
TEST EVENTS	26.0
ATHLETES' VILLAGE OPERATIONS	26.0
<b>TOTAL</b>	<b>\$468.0 M</b>

**Other:**

Boston expects other OCOG costs to be ~\$0.5B based on USOC estimates. All transportation and security costs are assumed to be covered by the United States federal government and have not been included per guidance from the USOC. Other cost categories included in the budget are listed in the following table.

COST CATEGORY	TOTAL COST (\$M - 2016)
CEREMONIES	150.0
FACILITIES MAINTENANCE	100.0
CITY OPERATIONS	200.0
<b>TOTAL</b>	<b>\$450.0 M</b>

Based on the rigorous analysis conducted and continued USOC support, Boston 2024 has high confidence in our ability to achieve the revenues and manage the cost projections detailed above. Currently, Boston 2024 requires an additional \$471M in revenues to support the Games. Boston 2024 continues to actively investigate ways to bridge this gap both by reducing costs and increasing revenues in areas such as sponsorship and ticketing. As Boston 2024 moves forward in the bid process, the budget team will work closely with the USOC to identify and establish plans to close this gap.

One potential revenue source Boston 2024 continues to actively investigate is licensing opportunities with state and national lotteries. Based on early estimates, Boston 2024 conservatively believes that state lotteries potentially offer an additional \$25-50M in revenue opportunities over the period of 2018-2024. Boston will continue to work with the MA State Lottery and the USOC to refine these estimates.

With respect to sponsorship revenues, Boston 2024 is optimistic that working closely with the USOC it may be able to bring new sponsorship categories and additional sponsorship dollars to the Games by leveraging our strong and unique business community, particularly in new sponsorship categories such as life sciences, big data/technology, retail and professional services. Several of the companies listed below have already invested in Boston 2024's bid.

LIFE SCIENCES	BIG DATA + TECHNOLOGY	PROFESSIONAL SERVICES	RETAIL + APPAREL
BOSTON SCIENTIFIC			TJX
VERTEX	EMC	BAIN & COMPANY	WAYFAIR
GENZYME-SANOFI	iROBOT	BCG	RUE LA LA
THERMO FISHER SCIENTIFIC	IRON MOUNTAIN	ROPES & GRAY	NEW BALANCE
BIOGEN IDEC	IDG	MINTZ LEVIN	REEBOK
PHILIPS HEALTHCARE	AKAMAI		STAPLES
			CVS

In addition, Boston 2024 is optimistic that additional revenues can be generated through programs such as the sale of personal naming rights for new and temporary Olympic venues and personalized bricks on Olympic walkways – and will work closely with the USOC to identify and execute new revenue generating programs.

In the area of ticketing, Boston 2024 is working with some of the most successful and innovative professional sport franchises (e.g. Boston Celtics, Boston Red Sox, New England Patriots) to identify and investigate proven methods that drive additional revenues. Potential practices include phased sales periods, auctions, official secondary markets, right of first refusal and no show upgrades. New ticketing practices will be carefully coordinated with both the USOC and IOC to optimize revenues while providing access to the Games and delivering full stadiums.

Our team is confident we can deliver a Games budget that is realistic and financially responsible for our city and community. And, in doing so, we aspire to pave the way for a new kind of Olympic budget, with creative and innovative thinking that will positively impact the USOC, the IOC and host cities and countries in Olympics to come.

<b>OCOG BUDGET</b>	
COST DESCRIPTION	USD (\$M - 2016)
<b>OCOG VENUE COSTS</b>	
ATHLETES' VILLAGE	90.0
OLYMPIC STADIUM	175.6
IBC / MPC	50.5
COMPETITION VENUES (EXCLUDES OLYMPIC STADIUM)	508.4
NON-COMPETITION VENUES (EXCLUDES ATHLETES' VILLAGE & IBC BUT INCLUDES TRAINING VENUES, HOTELS, AIRPORTS, UDAC, LOGISTICS CENTERS, ETC.)	50.0
<b>VENUE OPERATIONS</b>	
VENUE RENTAL COSTS - ALL VENUES	81.5
GAMES TIME ENHANCED SERVICES	15.0
UTILITIES CONSUMPTION	15.0
<b>TECHNOLOGY</b>	
GAMES SERVICES INCLUDING SPORT	467.5
WORKFORCE	608.7
SUPPORT SERVICES	1,005.7
CEREMONIES	150.0
<b>CITY OPERATIONS</b>	
CITY OPERATIONS	
CITY LOOK	200.0
TOURISM CAMPAIGNS	
STATE SERVICES PLANNING COSTS	
<b>FACILITIES MAINTENANCE</b>	
ELITE ATHLETE PERFORMANCE	TBC
USOC SHARE OF JV NET REVENUE	406.0
OTHER JV EXPENSES NOT INCLUDED IN OCOG BUDGET ABOVE (OPERATIONS EXPENSES, TORCH EXPENSES, REVENUE SHARE WITH NGBS FOR U.S. OLYMPIC TEAM TRIALS)	185.0
<b>TOTAL DIRECT OCOG COSTS:</b>	<b>4,699.2</b>
<b>ASSUMED REVENUE</b>	<b>4,228.0</b>
<b>NET POSITION</b>	<b>-\$471.2 M</b>

**TABLE NOTES:**
**Excludes:**

All security costs - assumed NSSE; therefore, costs allocated to federal budget. This includes security overlay, security personnel and their associated costs, national security etc.

All transit costs - assumed allocated to federal budget on the grounds of delivering a safe and secure Games.

USOC share of JV revenue and other JV expenses have not been adjusted to reflect latest estimates, per discussion with C. Sullivan

3 GAMES BUDGET • CONTINUED

BUDGET FOR VENUES				
VENUE	SPORT	STATUS TYPE (EXISTING (W/ OVERLAY), PLANNED, ADDITIONAL, TEMPORARY)	ASSUMED CAPACITY	
ALBERT H. GORDON INDOOR TRACK	FENCING	EXISTING (W/ OVERLAY)	6,000	
ASSEMBLY SQUARE (MYSTIC RIVER WATERFRONT)	CYCLING - BMX	ADDITIONAL	5,000	
ASSEMBLY SQUARE (VELODROME)	CYCLING - TRACK	ADDITIONAL	5,000	
BCEC	VOLLEYBALL - INDOOR	PLANNED	15,000	
BCEC	GYMNASTICS - RHYTHMIC	EXISTING (W/ OVERLAY)	8,000	
BCEC	JUDO	EXISTING (W/ OVERLAY)	8,000	
BCEC	TAEKWONDO	EXISTING (W/ OVERLAY)	8,000	
BCEC	TABLE TENNIS	EXISTING (W/ OVERLAY)	8,000	
BCEC	WRESTLING	EXISTING (W/ OVERLAY)	8,000	
BEACON YARDS (HARVARD STADIUM)	HOCKEY (MAIN PITCH)	EXISTING (W/ OVERLAY)	30,000	
BEACON YARDS (HARVARD UNIVERSITY)	HOCKEY (SECOND PITCH)	EXISTING (W/ OVERLAY)	5,000	
BEACON YARDS (HARVARD PLAYING FIELDS)	TENNIS PAVILION (CENTER COURT)	TEMPORARY	10,000	
BEACON YARDS (HARVARD PLAYING FIELDS)	TENNIS PAVILION (COURT 1)	TEMPORARY	5,000	
BEACON YARDS (HARVARD PLAYING FIELDS)	TENNIS PAVILION (COURT 2)	TEMPORARY	3,000	
BEACON YARDS (HARVARD PLAYING FIELDS)	TENNIS PAVILION (13 MATCH COURTS)	EXISTING (W/ OVERLAY)	–	
BEACON YARDS (ALLSTON LANDING)	AQUATICS	TEMPORARY	18,500	
BEACON YARDS (ALLSTON LANDING)	WATER POLO	TEMPORARY	5,000	
BOSTON COLLEGE (CONTE FORUM)	BASKETBALL REGIONAL	EXISTING (W/ OVERLAY)	9,000	
BOSTON COMMON	VOLLEYBALL - BEACH	TEMPORARY	16,000	
BOSTON COMMON (STARTING LINE)	CYCLING - ROAD	TEMPORARY	2,000	
BOSTON COMMON (STARTING LINE)	CYCLING - TIME TRIALS	TEMPORARY	SEE CYCLING ROAD	
BOSTON COMMON (STARTING LINE)	MARATHON	TEMPORARY	2,000	
BOSTON HARBOR	SAILING	TEMPORARY	6,500	
BOSTON UNIVERSITY (AGGANIS ARENA)	BADMINTON	EXISTING (W/ OVERLAY)	7,000	

TABLE NOTES:

\*Venue rental numbers included elsewhere

	PERMANENT BUILD + ENHANCEMENTS TO PERMANENT STRUCTURE USD (\$M - 2016)	TEMPORARY ADAPTATIONS + VENUE BUILD USD (\$M - 2016)	TEMPORARY OVERLAY USD (\$M - 2016)	VENUE RENTAL USD (\$M - 2016)	TOTAL USD (\$M - 2016)	OCO FUNDING - AMOUNT* USD (\$M - 2016)	NON-OCO FUNDING - AMOUNT USD (\$M - 2016)
	-	-	5.0	0.6	5.6	5.0	0.0
	9.6	-	6.0	0.5	16.1	6.0	9.6
	30.0	-	30.0	0.5	60.5	30.0	30.0
	-	-	10.0	SEE WRESTLING	10.0	10.0	0.0
	-	-	3.0	SEE WRESTLING	3.0	3.0	0.0
	-	-	8.0	SEE WRESTLING	8.0	8.0	0.0
	-	-	SEE JUDO	SEE WRESTLING	SEE JUDO	SEE JUDO	SEE JUDO
	-	-	5.0	SEE WRESTLING	5.0	5.0	0.0
	-	-	8.0	12.2	20.2	8.0	0.0
	-	-	12.0	2.8	14.8	12.0	0.0
	-	-	3.0	0.6	3.6	3.0	0.0
	-	30.0	10.0	1.0	41.0	40.0	0.0
	-	SEE CENTER COURT	SEE CENTER COURT	SEE CENTER COURT	0.0	SEE CENTER COURT	0.0
	-	SEE CENTER COURT	SEE CENTER COURT	SEE CENTER COURT	0.0	SEE CENTER COURT	0.0
	-	SEE CENTER COURT	SEE CENTER COURT	SEE CENTER COURT	0.0	SEE CENTER COURT	0.0
	-	40.0	5.0	0.1	45.1	45.0	0.0
	-	34.8	5.0	0.1	39.9	39.8	0.0
	-	SEE TD GARDEN	SEE TD GARDEN	SEE TD GARDEN	SEE TD GARDEN	SEE TD GARDEN	SEE TD GARDEN
	-	25.0	5.0	3.4	33.4	30.0	0.0
	-	-	5.4	SEE VOLLEYBALL	5.4	5.4	0.0
	-	-	SEE CYCLING ROAD	SEE VOLLEYBALL	SEE CYCLING ROAD	SEE CYCLING ROAD	SEE CYCLING ROAD
	-	-	2.0	SEE VOLLEYBALL	2.0	2.0	0.0
	-	-	25.0	0.1	25.1	25.0	0.0
	-	-	4.0	1.3	5.3	4.0	0.0

3 GAMES BUDGET • CONTINUED

BUDGET FOR VENUES (continued)				
VENUE	SPORT	STATUS TYPE (EXISTING (W/ OVERLAY), PLANNED, ADDITIONAL, TEMPORARY)	ASSUMED CAPACITY	
BOSTON UNIVERSITY (BU ARENA)	HANDBALL	PLANNED	10,000	
REGIONAL LOCATIONS	FOOTBALL - PRELIMS	EXISTING (W/ OVERLAY)	44,500	
FRANKLIN PARK (WILLIAM J. DEVINE GOLF COURSE)	EQUESTRIAN - CROSS COUNTRY	TEMPORARY	60,000	
FRANKLIN PARK (WHITE STADIUM)	EQUESTRIAN - DRESSAGE + JUMPING	EXISTING (W/ OVERLAY)	20,000	
FRANKLIN PARK (WHITE STADIUM)	MODERN PENTATHLON	EXISTING (W/ OVERLAY)	20,000	
GILLETTE STADIUM	FOOTBALL - FINAL	EXISTING (W/ OVERLAY)	68,000	
GILLETTE STADIUM	RUGBY	EXISTING (W/ OVERLAY)	68,000	
LONG ISLAND (BOSTON HARBOR ISLANDS)	SHOOTING	TEMPORARY	7,000	
MAGAZINE BEACH	TRIATHLON + MARATHON SWIM	TEMPORARY	2,500	
MERRIMACK RIVER	CANOE - SPRINT	TEMPORARY	24,000	
MERRIMACK RIVER	ROWING	TEMPORARY	24,000	
MIT (KILLIAN COURT)	ARCHERY	TEMPORARY	3,000	
TD GARDEN	BASKETBALL - FINAL	EXISTING (W/ OVERLAY)	18,500	
TD GARDEN	GYMNASTICS - ARTISTIC + TRAMPOLINE	EXISTING (W/ OVERLAY)	18,500	
THE COUNTRY CLUB	GOLF	EXISTING (W/ OVERLAY)	50,000	
TSONGAS ARENA (UMASS LOWELL)	BOXING	EXISTING (W/ OVERLAY)	7,800	
WATERFRONT PAVILION	WEIGHTLIFTING	EXISTING (W/ OVERLAY)	5,000	
WESTFORD SKI AREA	CANOE - SLALOM	ADDITIONAL	15,000	
WESTFORD SKI AREA	CYCLING - MOUNTAIN BIKE	ADDITIONAL	10,000	
TOTALS	-	-	-	
BEACON YARDS PEDESTRIAN MALL / PARK	-	-	-	

TABLE NOTES:

\*Venue rental numbers included elsewhere

	PERMANENT BUILD + ENHANCEMENTS TO PERMANENT STRUCTURE USD (\$M - 2016)	TEMPORARY ADAPTATIONS + VENUE BUILD USD (\$M - 2016)	TEMPORARY OVERLAY USD (\$M - 2016)	VENUE RENTAL USD (\$M - 2016)	TOTAL USD (\$M - 2016)	OCOG FUNDING - AMOUNT* USD (\$M - 2016)	NON-OCOG FUNDING - AMOUNT USD (\$M - 2016)
	78.5	–	5.0	1.3	84.8	5.0	78.5
	–	–	10.0	1.0	11.0	10.0	0.0
	–	–	40.0	0.1	40.1	40.0	0.0
	–	–	SEE EQUESTRIAN	SEE EQUESTRIAN	SEE EQUESTRIAN	SEE EQUESTRIAN	SEE EQUESTRIAN
	5.0	–	10.0	0.1	15.1	10.0	5.0
	–	–	5.0	SEE RUGBY	5.0	5.0	0.0
	–	–	5.0	6.3	11.3	5.0	0.0
	–	30.0	10.0	0.1	40.1	40.0	0.0
	–	–	5.2	0.1	5.3	5.2	0.0
	–	30.0	5.0	0.1	35.1	35.0	0.0
	–	SEE CANOE SPRINT	SEE CANOE SPRINT	SEE CANOE SPRINT	SEE CANOE SPRINT	SEE CANOE SPRINT	SEE CANOE SPRINT
	–	–	10.0	0.1	10.1	10.0	0.0
	–	–	3.0	7.4	10.4	3.0	0.0
	–	–	4.0	SEE BASKETBALL	4.0	4.0	0.0
	–	–	10.0	2.3	12.3	10.0	0.0
	–	–	5.0	1.3	6.3	5.0	0.0
	–	–	5.0	1.3	6.3	5.0	0.0
	40.0	–	10.0	0.5	50.5	10.0	40.0
	5.0	–	5.0	0.5	10.5	5.0	5.0
	\$168.1 M	\$189.8 M	\$298.6 M	\$45.7 M	\$702.2 M	\$488.4 M	\$168.1 M
	–	–	20.0	–	20.0	20.0	–

BUDGET FOR OTHER COMPETITION AND NON-COMPETITION VENUES	
VENUE	USD (\$M - 2016)
<b>VILLAGE - UMASS BOSTON</b>	
LAND COST	269.0
SITE PREPARATION INCLUDING INFRASTRUCTURE UPGRADES	17.4
UTILITIES UPGRADES	21.4
CONSTRUCTION	2,052.8
TEMPORARY OVERLAY	90.0
TRANSFORMATION COSTS	89.7
RENTAL	2.7
<b>TOTAL</b>	<b>\$2,543.0 M</b>
<b>OLYMPIC STADIUM - MIDTOWN</b>	
LAND COST	85.0
SITE PREPARATION	15.0
UTILITIES UPGRADES	15.0
CONSTRUCTION	366.3
TEMPORARY ADAPTATIONS (E.G. PLATFORM)	–
TEMPORARY OVERLAY	40.0
TRANSFORMATION COSTS	5.0
RENTAL	5.3
<b>TOTAL</b>	<b>\$531.6 M</b>
<b>IBC/ MPC - SOUTH BOSTON WATERFRONT</b>	
LAND COST	41.7
SITE PREPARATION	SEE CONSTRUCTION
UTILITIES UPGRADES	25.0
CONSTRUCTION	398.0
TEMPORARY OVERLAY	50.5
TRANSFORMATION COSTS	–
RENTAL	27.7
<b>TOTAL</b>	<b>\$542.9 M</b>

