XV OLYMPIC WINTER GAMES
INVENTORY TO THE
RECORDS OF THE FINANCE GROUP

THE CITY OF CALGARY
CITY CLERK'S DEPARTMENT

PREFACE

The City of Calgary Archives is a section of the City Clerk's Department. The Archives was established in 1981. The descriptive system currently in use was established in 1991. The Archives Society of Alberta has endorsed the use of the Bureau of Canadian Archivists' <u>Rules for Archival Description</u> as the standard of archival description to be used in Alberta's archival repositories. In acting upon the recommendations of the Society, the City of Calgary Archives will endeavour to use <u>RAD</u> whenever possible and to subsequently adopt new rules as they are announced by the Bureau.

The focus of the City of Calgary Archives' descriptive system is the series level and, consequently, <u>RAD</u> has been adapted to meet the descriptive needs of that level. <u>RAD</u> will eventually be used to describe archival records at the fonds level.

The City of Calgary Archives creates inventories of records of private agencies and individuals as the basic structural finding aid to private records. Private records include a broad range of material such as office records of elected municipal officials, records of boards and commissions funded in part or wholly by the City of Calgary, records of other organizations which function at the municipal level, as well as personal papers of individuals. All of these records are collected because of their close relationship to the records of the civic government, and are subject to formal donor agreements.

The search pattern for information in private records is to translate inquiries into terms of type of activity, to link activity with agencies which are classified according to activity, to peruse the appropriate inventories to identify pertinent record series, and then to locate these series, or parts thereof, through the location register. Inventories of private records can also be accessed through the inventory of any civic department to which it might happen to be linked.

Existing inventories of private records are revised as additions of records are received and described at the Archives.

INTRODUCTION

The records of OCO'88, the organizing committee for the staging of the XV Olympic Winter Games, were acquired by the City of Calgary Archives through an agreement signed 1990 January 22 between The City of Calgary, the Calgary Olympic Development Association (CODA) and the XV Olympic Winter Games Organizing Committee. The process of arrangement and description began before that time with the permission of CODA.

The records described in this inventory are part of accession PR-90-001. The original extent of the entire collection of records from OCO'88 at the time of the accession was approximately 620 containers. With records received as the result of an accrual of OCO'88 material in 1991 August, the total extent of the records of the Finance Group of OCO'88 after arrangement and description is approximately 10.7 m.

This inventory was prepared initially by Linda Janzen in 1990 July, and revised into RAD format by Glennda Leslie in 1995 February.

ACKNOWLEDGEMENT

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ADMINISTRATIVE HISTORY

The Finance Group appeared as a distinct functional group within OCO in 1984 March. In addition to the principal objective of ensuring the financial success of the Games, the mandate of the Finance Group was to work with all levels of the organization to plan and control revenues and expenditures effectively, to acquire and deploy necessary goods, and to administer the organization. It functioned as a "service" group in many respects, providing financial, administrative, scheduling, legal and graphics services to the Departments within all OCO Groups. The wide range of services offered by the various Divisions and Departments of the Finance Group illustrate that its mandate went well beyond that of financial control.

The service nature of the Finance Group is reflected in its predecessors. The functions ultimately performed by the Finance Group were originally, from 1983 August to 1984 March when the Finance Group was established, within the mandates of two divisions of its predecessor, the Corporate Services Group: the Finance and Administration Division and the Systems and Planning Division.

In 1984 March, the Finance Group was established with two Divisions: Administration Division and Systems Division. These two Divisions essentially took over the functions of the Corporate Services Group's Finance and Administration Division and the Systems and Planning Division respectively. As the OCO organization evolved, various service-type functions, such as Human Resources and Government Services

were part of the Finance Group from time to time until they were ultimately transferred elsewhere.

By 1984 December, there was a Planning Division of the Group, which handled financial planning, scheduling, purchasing and materials management functions. The Planning Division was at that time sometimes referred to in documents as the Planning/Procurement Division. Later, in 1987 April, the purchasing/procurement function was established as a separate Division of the Group in charge of purchasing, materials management, and, as the Games drew near and were over, asset disposal.

Until 1986 August, there was a Vice President Legal, reporting directly to the President, but after that time, the Legal Department became a Department of the Finance Group reporting to the Vice President Finance.

The Systems Division of the Finance Group, as established in 1984 March, eventually became the Technology Division, and the Technology Division became a separate Group in 1986 December. (See Technology Group inventory.)

The final administrative organization of the Group under the Vice President Finance gave it four Divisions, some with subordinate Departments: Planning Division; Administration Division; Procurement Division; and Treasury Division. A Legal Department reported directly to the Vice President, Finance.

Volunteers had significant roles in the Finance Group. The functions carried out centrally by the Finance Group were carried out at the venues by volunteer venue administrators. The venue administrators were responsible for administration, controllership, materials management, purchasing, insurance and legal claims work at

venues. They reported to the volunteer Venue Chairmen.

The volunteer Finance and Budget and Audit Committees had important advisory roles in the organization as well. These committees were composed of OCO Directors and their membership overlapped to some extent. From 1987 onward, the two Committees frequently met jointly as required. The mandate of the Audit Committee, originally established in 1982 August and consisting of five members of the Board of Directors, was to review and make recommendations on internal controls. These included things such as administrative policies, Authorizations for Expenditures, management information system, chart of accounts, purchasing policies and procedures, and ticketing procedures. It was members of the Audit Committee who carried out the internal review in the fall of 1986 which resulted in the appointment of Frank King as Chairman and Chief Executive Officer. The Finance and Budget Committee met monthly from 1984 October and reviewed Olympic Games Plans (OGPs) and budgets, recommending changes before they were presented to the Board. The Finance and Budget Committee also reviewed investment strategy.

The Archives did not receive any of the actual "financial" records of OCO, i.e. records documenting financial transactions. Those records were maintained by the Treasury and Administration Divisions which handled accounting, investments and cash flow. The Archives has no records from those two Divisions. Their records would have included things such as record copies of Authorizations for Expenditure (AFEs), and all accounting records. The Archives has received the record copies of all contracts maintained by the Legal Department. These have now been made accessible to the

public, with a few exceptions.

Records of the Planning and Procurement Divisions thus make up the bulk of the records of the Finance Group which were received by the Archives. The Archives received only very fragmented records of the Vice President, Finance, Peter Bradbury. Bradbury's Executive Secretary maintained the record copies of minutes of the Finance and Budget Committee and the Audit Committee, and these have also been transferred to the Archives.

PLANNING DIVISION

The Planning Division, existing from 1984 December as an administrative unit, ultimately encompassed the functions of Project Analysis, Scheduling and Graphics.[1] While these functions were each handled by separate administrative units, only Project Analysis was a "Department" in terms of OCO administrative hierarchy, since it was headed by a "Manager". Scheduling and Graphics units were headed, respectively, by a Supervisor and a Co-ordinator, each reporting to the General Manager of the Planning Division, as did the Manager of the Project Analysis Department. By the summer of 1987, when planning was largely complete, staff of the Planning Division were deployed effectively to other positions with more significant Games-time activities. The General Manager of Planning was originally Lenny LaRose. From mid-1985, that position was held by Gordon Coates.

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Project Analysis Department

The Project Analysis Department was primarily responsible for the financial analysis, planning and budgeting of all expenditures pertaining to the overall project of staging the Games. The Department was responsible for the preparation of annual budgets as well as budgets covering the entire organization period 1982 to 1988, which were known as Olympic Games Plans (OGP). In the Department, work on these two tasks alternated; thus, an annual budget and a revised OGP were produced in each year. OGPs and budgets were reviewed by successively higher levels--the Executive Management Team, the Finance and Budget Committee, and then the Board of Directors.

The project analysis was done by "Project Analysis Co-ordinators" and a "Project Analysis Supervisor". All of this staff reported to the Manager of the Project Analysis Department.

Project Analysis Co-ordinators accomplished their task of providing budget estimates on which to base financial planning through close cooperation with the Managers of specific "Programs" throughout the OCO administration. These "Programs" were defined early in OCO's existence, and were the basis of all budgeting procedures. The Programs are described as "cost centers under the direction and control of specific staff members". As OCO's administrative structure evolved, the Programs changed, or new ones were added and others eliminated.[2]

Project Analysis Co-ordinators were each assigned specific Programs to "scope". The same was done for accountants and schedulers, so that for each Program or "cost

center" represented in the OGP and budget, there was a project analyst, an accountant, and a scheduler, all from the Finance Group, working with the Program Manager. This illustrates the central service nature of the Finance Group and the Planning Division in particular.[3]

To assist in this work, OCO used an automated Project Cost Management System (PCMS) which received input of OGP data and allowed Project Analysts and Program Managers to review daily their Program's current status as against the OGP.

In addition to the preparation of OGPs and budgets, the Project Analysis Department was responsible for analysis of financial information in terms of conformity with OGPs and budgets and for preparing reports on such issues for the Board of Directors. Where external bodies such as governments were responsible for major capital projects relating to the Games and did so under agreements which required reporting to OCO, the Project Analysis Department analyzed such reports to monitor project/cost management effectiveness and make necessary reports to the Board.

Scheduling Program

The Scheduling Program was under the direction of a Supervisor who reported to the General Manager of Planning and supervised the work of Scheduling Co-ordinators. Members of OCO staff were assigned to Scheduling from 1982.

The basic function of Scheduling was to define all tasks required to complete the project (the "project" in this case being the staging of the Games) and to make sure that these tasks were completed in a timely and organized fashion. The OCO scheduling

system eventually defined 30,000 activities. OCO staff used the Critical Path Method of Scheduling, a method based on the assessment of time required to complete activities and their logical relationships.

An early project of the Scheduling staff was the development of the Project Breakdown Structure (PBS) in 1983/84. The PBS is defined as "an hierarchical structure which subdivides a project into a facility/function oriented breakdown of manageable elements ...and provides the means to communicate information about the project in an established format by providing a unique code representing each part of the project and the definition of each part".[4]   The PBS was originally envisioned as a controlling system to be updated and used throughout the period of the Games organization. It proved, however, to be too difficult to maintain. The work done for the PBS did make a strong impact on the definition of programs and the development of program descriptions within OCO by requiring staff to think about and plan activities on the way. As the PBS became obsolete, its function was taken over by the "Milestones" planning and control tool. "Milestones" identified target completion dates for specific activities (see Appendix II).

There were four Scheduling Co-ordinators and one Scheduling Supervisor engaged in the scheduling function. They worked in much the same way as Project Analysis Co-ordinators: each Scheduling Co-ordinator was assigned specific programs, and worked with the Managers of those programs to identify necessary tasks and plan for their timely undertaking and completion in harmony with other related programs and activities. The Scheduling Co-ordinators were performing a service, and it was the

responsibility of Program Managers to report inconsistencies between scheduled and actual activities. Scheduling Co-ordinators were there to assist Managers, not to observe or report slippages from the schedule. Those who managed the Scheduling Program aimed to maintain good relations with Program Managers, being aware that a similar system had failed at the Montreal Games because of a lack of scheduler/manager trust. In 1986, Scheduling was described by its Managers as "having a large customer base". Some Programs, however, remained uninterested in using scheduling "services".

The Scheduling unit used scheduling software known as Project/2 from Project Software Development Inc. (PSDI).[5] Project/2 was used on a mainframe, while Qwiknet was a similar program used by OCO staff on microcomputers. The Project/2 database recorded activities and sub-activities, start dates, completion dates, etc. It was the program which produced Milestones reports and schedules subordinate to the overall project.

In addition to scheduling individual programs, the Scheduling Co-ordinators scheduled the actual sports events of the Games, and maintained an overall "Games Master Plan Schedule" covering all major preparations for the Games, which was updated on a regular basis. This Games Master Plan Schedule was based on the original Project Breakdown Structure.

Graphics

The Graphics unit performed drafting tasks for all parts of the organization with

the exception of the Production and Advertising section, which relied on outside firms to perform work on a contract basis. Graphics produced engineering and construction drawings, as well as site plans, for all venues and facilities. Included in that task was production of layouts of sports courses for use by judges and officials, layouts for camera sites, and seating plans for all facilites used for all sporting and other events. The Graphics unit also produced various presentation graphics in the form of overhead transparencies, slides, charts, and graphs. Staff consisted originally, before 1984, of one draftsman. Additional staff was added as needed. In mid-1987, Graphics included four Associates, and a Co-ordinator, all working on Computer Assisted Design projects.

In 1984, OCO decided to use CAD rather than manual drafting. An agreement was reached with Intergraph Systems of Calgary for loan of hardware and software. This expenditure was covered by the Intergraph AFE and supplier agreement. The software used was IGDS (Interactive Graphics Design Software).

The only remaining records of the Graphics unit consisted of Intergraph data stored on computer tape, and examples of presentation graphics. Examples of work done by the graphics unit are of course spread throughout the records of all of the OCO functional groups.

PROCUREMENT DIVISION

The Procurement Division of the Finance Group was established as a separate Division under its own General Manager very late in OCO's existence, in 1987 March. Its mandate was to plan, organize, and direct and control the acquisition, warehousing

and distribution of goods and the acquisition of services. The Procurement Division

ultimately did this through two subordinate Departments, Purchasing Department and

Materials Management Department. After the Games, a new Assets Disposal

Department was established, assuming from the Purchasing Department the

responsibility for disposal of assets.

Prior to 1987 March when the above administrative structure was established,

the functions of procurement and materials management were exercised within a series

of different administrative arrangements.

Purchasing Department

Originally, the purchasing function was carried out by one individual within the

Administration Division of the Finance Group. In 1984 November, Gerald Berger, a

member of the Audit Committee, wrote to the President of OCO advising that the

procurement system then in use was inadequate and should be reviewed. This

recommendation was acted upon immediately. It does seem, however, in view of the

frequent administrative change surrounding purchasing functions and the repeated

need to review policies and procedures pertaining to purchasing, that the purchasing

function never operated optimally. This view is reflected in draft final reports of those

involved in the activity, who suggested that the importance of the

procurement/purchasing function should be recognized, and staff and systems

established, early in the organizational period of the Games.

Following Berger's letter, a consultant was appointed in 1985 January to draft

new purchasing policies to present to the Audit Committee and senior management. This resulted in recommendations, and in 1985 September, a Manager, Procurement/-Purchasing was hired to head a new Procurement Department reporting to the Vice President Finance. Prior to that time, purchasing activity was limited to stationery and furniture. With the establishment of the Department, it expanded purchasing activity to include production and advertising, telecom equipment, engineering and sports material. The Department was staffed from that time with buyers, whose title was "Co-ordinator, Purchasing", who reported to the Manager. The number of buyers on staff varied from time to time, reaching a maximum of 12 in late 1987. As buying activity became heavier nearer Games time, it was necessary to add a couple of Expediter positions to the staff, to make certain that deliveries were made on schedule.

The purchasing system functioned with a division of roles between buyers (Co-ordinators, Purchasing), and customer Departments. End users in the Departments identified requirements and forwarded them to Purchasing on properly authorized purchase requisition forms, with supplier recommendations. The buyer would determine whether direct purchase could be made, or whether bids would be required. Orders in excess of $1000 had to follow the bidding procedure. If direct purchase was appropriate, the buyers sent out a purchase order or sought quotations from suppliers. Otherwise, the buyer prepared tender documents, eventually analyzed bids received, with assistance from others in the organization if necessary, and ultimately issued a purchase order.

Buyers were assigned to specific Departments. In establishing purchasing

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requirements for Games-time, the Purchasing Department worked with Venue Planning and Technology as well as Program Managers and Chairmen, to consolidate requirements lists for venues in a "Venue Purchasing System". The computer produced consolidated purchase orders which covered 75-80% of Games-time needs. It remained a problem throughout, however, that end users did not identify needs in sufficient time, and did not describe them adequately, to allow the purchasing system to function optimally.

In 1986 June, the reporting structure was changed somewhat. The Procurement Department, which had until then reported to the Vice President Finance, henceforth reported to a General Manager of Planning and Procurement and was part of the Planning and Procurement Division. This change was made in conjunction with an agreement signed in 1986 June between OCO and Department of National Defence (DND) to assign the Materials Management function to DND. The Materials Management Department of OCO functioned with military management and staff. (See below on Materials Management Department.)

Before 1986 September, all purchase orders were manually processed. In spring 1986, a decision was made to purchase software from ASI to handle Purchasing, Materials Management, and Accounts Payable. While this software was expected to simplify all problems, there were in fact continuing problems with the system until the fall of 1987.

A major challenge for the Procurement Department in the fall of 1986 was meeting the purchasing demands for the Preview'88 events held in the fall of 1986 and

spring 1987. This purchasing project was described by those involved as "ragged" and "not cost effective." It may have been this experience which prompted the hiring of a consultant in 1987 January to review, once again, the purchasing policies and procedures and strengthen the purchasing system. The consultant submitted a report in 1987 January recommending procedural and organizational changes in the Procurement Department. The result of this was that in 1987 March, the consultant who prepared the report was hired by OCO as General Manager, Procurement on secondment from The City of Calgary.   He headed a new Procurement Division. The Managers of the Purchasing and Materials Management Departments reported to him. When the Procurement Division was established, the subordinate Procurement Department became known as the Purchasing Department. There remained confusion about the name of the Department, and both Procurement and Purchasing were used to refer to the subordinate Department, creating some ambiguity in the records.

The Purchasing Department was thereafter completely occupied with consolidating Games requirements, soliciting bids and processing purchase orders. During the Games, buyers were stationed at major venues to handle last-minute requests. Some Games-time purchasing activity was assigned to venue administrators through mechanisms established for that purpose. There was a substantial amount of last-minute buying. Changes to the requirements identified in the Venue Plan, which outlined all equipment needs for each venue, was a serious problem.

Assets Marketing

By 1988 January, staff in the Procurement Division was actively pursuing sales opportunities for OCO assets. Planning asset disposal took over as a full time activity late in February. The Assets Disposal Advisory Committee (ADAC), established in the fall of 1987, reviewed requests for legacy items and made recommendations. In 1988 March, asset disposal was well underway. A General Manager of Asset Marketing, David Thompson, was appointed. He had previously held the position of General Manager of Public Relations for the Communications Group of OCO'88. Buyers became salesmen. An appraiser and an auctioneer were hired. While OCO documents describe the Asset Marketing Department as arising from the Purchasing Department, there was little functional overlap and apparently no overlap of records. Staff, however, did overlap to some extent. It seems more appropriate to say that the asset marketing function, originally held in January by the Purchasing Department, was taken over by a newly-created Asset Marketing Department when the Purchasing Department ceased to function in 1988 March.   The aim of Asset Marketing was to realize the greatest profit from the sale of OCO-owned items, after due consideration to legacy requests. Assets were disposed of through direct sales, auctions and donations. Virtually all assets were recovered and sold within three months of the end of the Games.

Materials Management

The Materials Management Department was established in 1986 June with a contract between OCO and the Department of National Defence (DND). While it was a

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Department in the same way as was the Procurement Department, it functioned somewhat differently since it was run by military personnel. The Manager of the Department reported first to the General Manager of Planning and Procurement, and later, from 1987 March, to the General Manager of Procurement. DND staff began developing a materials management system in 1986 July, having participated similarly in the 1976 Olympic Games in Montreal and other major games. Between 1986 September and 1987 March, 11 additional staff were assigned to the planning process. The Department used the same ASI software as the Procurement Department.

The Materials Management Department had three major functional responsibilities: control of a central warehouse of supplies; inventory control at the warehouse and other locations, and delivery to the venues of all supplies and accounting for all materials so delivered. Eventually, 62 military and 44 civilian staff were involved in materials management activities at the warehouse and the venues.

The Central Warehouse was originally established at The City of Calgary Bearspaw warehouse. There were, in addition, two smaller warehouses for some Technology and Arts material. In 1986 October, a new location was established for the central warehouse, on the Universal site in South East Calgary. The Bearspaw location became the Transportation Center. Following the Games, Materials Management was responsible for recovery of OCO assets from all the venues and reconciliation of the inventory of supplies. Records of the Materials Management Department, other than printouts of lists, were not received by the Archives. The records of their operations presumably remain with the Department of National Defence.

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ENDNOTES

1.   For a time, the Purchasing and Materials Management Departments were included in the Planning Division, during which time it was sometimes referred to as the Planning/Procurement Division. Ultimately, Purchasing and Materials Management Departments were subordinate departments of a separate Procurement Division.

2.   A copy of Program Descriptions as of 1987 January is available by contacting The City of Calgary, Corporate Records Archives at archives @calgary.ca.

3.   A list of Program assignments is available by contacting The City of Calgary, Corporate Records, Archives.

4.   The first page of the PBS Manual can be obtained by contacting The City of Calgary, Corporate Records, Archives.

5.   On OCO's use of this software, see the following articles: "MIS Goes for the Gold," Information Week, February 15, 1988: 30-32; "Project Management at the Calgary 1988 Winter Olympics," Engineering Digest, vol. 34, no. 1 (February 1988); "Software of Champions," Venture, January 1988: 20-21; "A Little Planning Goes a Long Way," Computerworld Focus, vol. 21, no. 48A (December 1, 1987); "Project Management Software: PCs taking over from mainframes," Computerworld, XX, 49: 57 (December 8, 1986).

SCOPE AND CONTENT NOTE

The Archives received about 21 linear metres of Finance Group records. These included textual and graphic records as well as magnetic computer tapes. As noted in the administrative history, the records received were generally not actual financial records. The Archives received no records documenting financial transactions, only records which were originally maintained by the Administration and Treasury Divisions. The records of those Divisions were retained by OCO to meet their practical needs and fulfill legal requirements. A number of boxes of OCO records intended for The City of Calgary Archives were mistakenly sent to Kestrel Data Inc., the company responsible for the storage of OCO's financial records. This material was transferred to the Archives in 1991 August. All of the accrued material from the Finance Group was from the Planning Division, Project Analysis Department and can be found described in Series VII.

The records received by the Archives and described in this inventory are exclusively from the Vice President, Finance and the Planning and Procurement Divisions. Only about seven linear metres of the original 21 linear metres received was retained as having permanent value. All the accrued documents from Kestrel Data were retained.

The Vice President's records which we received were retained in their entirety. The major appraisal task was with respect to records of the Planning and Procurement Divisions. These were appraised with four essential things in mind:

1. maintaining a record of policies and procedures in these areas

2. illustrating the work processes

3. avoiding duplication of substantive information found in a more complete form in the records of individual programs for which the Planning and Procurement Divisions performed central service functions, while retaining appropriate valuable summary information

4. destroying housekeeping records of no long-term value.

In practice, this meant the destruction of program working files from the Planning Division and supplier correspondence from the Procurement Division. The Archives was fortunate to have the assistance of individuals who worked in both these Divisions of OCO at managerial levels and gave their approval to retention and disposition proposals made by the Archives.

Because of the casual way in which records were maintained by individuals who created and used them, a substantial amount of selective retention at the file level was necessary to avoid retaining records not of permanent value.

Computer tapes and accompanying manuals from both these Divisions were reviewed by The City's Data Processing Department to determine whether they were of value in the long term. The tapes are Intergraph tapes from the Graphics Unit of the Planning Division, and American Software Inc. (ASI) tapes from the Procurement Division. It was determined that these tapes had no long term value.

DESCRIPTION OF RECORDS

I. Finance Group, Vice President Peter Bradbury, General Correspondence and Reference Material. -- 1984-1988. -- .56 m of text. -- 1 photo print.

Archival Description: The record in this series must be only a fragment of the records produced by the Vice President of Finance, Peter Bradbury. Presumably, the bulk of the Vice President's records were never transferred to the Archives. In the early years of OCO'88, Bill Nield was in charge of Finance and Administration in the Corporate Services Group. Bradbury became Vice President of the Finance Group when it was created in 1984 and remained in that position until the end of the Games.

Scope and Content: These records consist of correspondence and reports, and were arranged alphabetically by subject of file.

The title is based on the contents of the series and box labels.

A list of file titles follows.

File Listing:

Box 1

ABC, 1986-1988.

Agreements, 1983-1984. (Regarding McMahon Stadium)

AFEs, 1987.

Budget, 1988/1989.

City, Economic Impacts of the XVOWG, 1985.

Funding, 1987.

Box 2

Funding, 1987. (2 folders; including copy of agreements with the Province of Alberta

and the Royal Bank)

Government of Canada, 1986-1988. (3 folders; correspondence)

Insurance, 1984-1987. (Includes minutes of Risk Management Committee)

Box 3

OGP-OLD, 1984-1987. (2 folders; Olympic Games Plan)

IOC, 1986-1988. (International Olympic Committee)

Policies and Procedures, 1987.

Box 4

Saddledome Claim, 1984-1987. (Includes pamphlets, copy of agreement and one

photo print, 8 x 10 colour)

Ticketing, 1986-1987. (Includes copy of the Ticketing Handbook and Report on Ticket

Operations)

Winter Festival, 1986-1988. (Includes minutes of the Calgary Winter Festival

Organizing Committee, and a presentation to the OCO'88 Board of Directors)

Recovery Revenues, Peter Bradbury, 1987-1988.

Venue Operations AFEs and Operating Budget Summaries, 1987-1988.

OCO'88 Chart of Accounts, n.d.

Finance Group, Final Report Draft, 1988.

Budget 85/86, 1984. (1st of 2 folders)

Box 5

Budget 85/86, 1984. (2nd of 2 folders)

Administration Policies & Procedures Manual, n.d.

Administration Policies & Procedures Manual, August 26, 1983.

Administration Policies & Procedures Manual, 1986. (Including amendments to 1986)

II. Finance Group, Vice President Peter Bradbury, Committee and Miscellaneous Files. -- 1984-1988. -- .31 m of text.

Archival Description: These records include correspondence and reports of OCO's major financial committees, the Audit Committee and the Finance and Budget Committee.

Organization and Arrangement: Alphabetical by subject.

The title is based on the contents of the series and box labels.

A list of file titles follows.

File Listing:

Box 1

Audit Committee, 1987-1988. (2 folders; includes minutes)

Audit Committee, 1986-1987. (2 folders; includes minutes)

Audit [Committee], 1983-1985. (2 folders)

Budget, 1985-1988.

Economic Impact Studies, 1986-1987.

Box 2

Finance & Budget Committee, 1984-1988. (4 folders; includes minutes and reports)

Income Replacement Insurance, 1986.

Olympic Games Plan, 1984.

Olympic Games Financial Reports, 1985-1987.

Reports to the Board, 1984-1987.

Speeches, 1985-1987. (Includes reports from The City of Calgary and the Finance and

Budget Committee)

Box 3

Ticketing, 1986-1987. (Includes Report on Ticket Operations)

Treasury Reports, 1987-1988. (Daily)

Venue Administration, 1986-1987. (2 folders; includes agenda and minutes)

Venue Administration, 1987-1988. (Includes agenda and minutes)

Box 3 (cont'd)

Venue Administration Policies, 1987. (Manual)

III.   Finance Group, Monthly Progress Reports. -- 1984-1988. -- .06 m of text.

Archival Description: OCO reporting structure required Managers to submit monthly reports to General Managers, and General Managers to Vice Presidents. The Vice President then submitted a monthly report covering all aspects of the activities of his Group to the President, Bill Pratt. Those monthly reports are the ones in this series. These reports cover the Finance Group from 1984 September, five months after its original establishment in 1984 March, up to 1988 May.

Scope and Content: These record copies of the monthly progress reports were maintained by the Executive Secretary to the Vice President, Finance. They were maintained in binders in chronological order.

The title is based on the contents of the series and box labels.

A list of file titles follows.

File listing:

Box 1

Progress Reports, 1984 September-1985 June.

Progress Reports, 1985 July-1986 July.

Progress Reports, 1986 September-1987 April.

Progress Reports, 1987 May-1988 May.

IV.   Finance Group, Audit Committee, Agenda Books. -- 1984-1987. -- .12 m of text.

      Archival Description: While OCO established an "Audit Committee" as early as 1982, records here begin in 1984 June and cover the period up to 1987 June. Meetings were held somewhat irregularly, and were called by the Chairman as required. Shortly after 1987 June, the Audit Committee began to meet jointly with the Finance and Budget Committee, and agenda and minutes for these meetings can be found in Series V.

      Scope and Content: These are record copies maintained by the Executive Secretary to the Vice President, Finance and have been arranged chronologically. The agenda packages of the Audit Committee included agenda material for the upcoming meeting and minutes of the preceding meeting.

      The title is based on the contents of the series and box labels.

      A list of file titles follows.

File listing:

Box 1

Audit Committee Agenda, 1984 November-1985 November.

Audit Committee Minutes, 1984 June-1985 November.

Audit Committee Agenda, 1986 January.

Audit Committee Agenda Package, 1986 May.

Audit Committee Agenda Package, 1986 June.

Audit Committee Agenda Packages, 1986 July, September, October.

Audit Committee Agenda Packages, 1987 January and February.

Audit Committee Agenda Packages, 1987 March, May, June.

V. Finance Group, Finance and Budget Committee, Agenda Books. -- October 1984-December 1987. -- .36 m of text.

Archival Description: The Finance and Budget Committee met for the first time in 1984 October. Meetings were frequently held with the Audit Committee. Separate agenda and minutes of the Audit Committee can be found in Series IV.

Scope and Content: These record copies of agenda and minutes were maintained by the Executive Secretary to the Vice President, Finance and were chronologically arranged. Agenda books generally include minutes of the previous meeting.

The title is based on the contents of the series and box labels.

A list of file title follows.

File listing:

Box 1

Finance and Budget Committee Agenda, 1984 October 1984-1985 June.

Finance and Budget Committee Agenda, 1985 July-November.

Finance and Budget Committee Minutes, 1984 November-1985 November.

Finance and Budget Committee Agenda, 1986 January.

Finance and Budget Committee Agenda, 1986 February.

Finance and Budget Committee Agenda, 1986 March-April.

Finance and Budget Committee Agenda, 1986 May.

Finance and Budget/Audit Committee Agenda, 1986 June.

Finance and Budget Committee Minutes, 1986 January-April.

Box 2

Finance and Budget/Audit Committee Agenda, 1986 July.

Finance and Budget Committee, 1986 September.

Finance and Budget Committee, 1986 October.

Finance and Budget Committee, 1986 November.

Finance and Budget Committee, 1986 December.

Finance and Budget Committee, 1987 January.

Finance and Budget Committee, 1987 February.

Finance and Budget/Audit Committee, 1987 March.

Finance and Budget Committee, 1987 April.

Box 2 (cont'd)

Finance and Budget Committee, 1987 May.

Box 3

Finance and Budget Committee, 1987 June.

Finance and Budget Committee, 1987 July.

Finance and Budget/Audit Committee, 1987 August.

Finance and Budget Committee, 1987 Sepember.

Finance and Budget/Audit Committee, 1987 October.

Finance and Budget/Audit Committee, 1987 November.

Finance and Budget/Audit Committee, 1987 December 4. (Tagged incorrectly "Dec. 4/88")

Finance and Budget/Audit Committee, 1987 December 17. (Tagged incorrectly "Dec. 17/88")

VI. Finance Group, Planning Division, General Correspondence and Reference Files. -- 1985-1988. -- .24 m of text, 1 plan.

Archival Description: These records comprise all the records received from the General Manager of the Planning Division, Gordon Coates, who was responsible for staff in Project Analysis, Scheduling and Graphics. The records include correspondence, reports, and project files. Coates became Manager of Planning in 1985 August, and later, as a result of administrative restructuring, became General Manager of the Planning Division.

Scope and Content: These records did not exhibit any systematic filing system, and have been left in their original order.

Telefaxes have been photocopied for preservation purposes.

Oversize material has been removed from the original file and placed into a map folder, then into a map cabinet.

The title is basd on the contents of the series and box labels.

A list of file titles follows.

File Listing:

Box 1

Planning, November 1987-April 1988. (4 folders; includes minutes of Canada Olympic

Park Venue Management meeting; Project (Progress Activity) reports, Recovery

Operations Report, and a Report on a Review of Clothing Distribution

Operations)

Planning & Project Control, May 1986-July 1987. (2 folders; includes reports, such as

Milestones Report, and minutes of Canada Olympic Park Venue Management

meeting)

Box 2

Sched[ule] Dev[elopment] Notes, January-April 1987. (Note on original folder: "Incl.

retreat")

Scheduling Reports to Gordon Coates, August 1986-November 1987.

Food Services [Schedule], May-June 1987. (One oversize plan (shedule) has been

removed and placed in a map folder in Map Cabinet 1/13)

[IOC Session], 1987.

Esso, Memos, etc., 1983-1987.

OCO'88 Milestones, Full Display, June-November 1987. (2 folders)

P[eter] B[radbury']s Monthly Management R[epor]t, March 1985-March 1988.

Volunteer Manpower Summary 1987.

Miscellaneous, 1987.

Box 2 (cont'd)

Priorities and Planning, June-July 1987. (Regarding weekly Executive Management

Team meetings)

EMT [Executive Management Team], Gordon [Coates], August 1987-January 1988.

(Regarding weekly EMT meetings)

VII.   Finance Group, Planning Division, Project Analysis Department, Project Analysis Co-ordinators. -- 1983-1988. -- 4.4 m of text and other material.

Archival Description: The records in this series are the only records received from the Project Analysis Department. They are the records of three of the Project Analysis Co-ordinators who worked in that department, Mark Tomlin, Susan Williams and Ken Melnyk. Records from the Supervisor of the Co-ordinators and the Manager of the Department were not received by the Archives. These records, therefore, do not present a complete picture of the activities of the Department, but rather reflect the program assignments of three individuals.

Scope and Content: When originally arranged and described in the spring and early summer of 1990, the records from the Project Analysis Department consisted only of material created by one Project Analysis Co-ordinator, Mark Tomlin. In 1991 August, more records from this department were located at Kestrel Kata Inc. and they were transferred to the City of Calgary Archives. All accrued records from the Finance Group were from the Project Analysis Department and consisted of further records by Tomlin as well as two other Project Analysis Co-ordinators, Sue Williams and Ken Melnyk.

The records of each of the Co-ordinators were somewhat loosely organized. The material has, therefore, been divided into sub series according to the records creators. Tomlin's records represent the majority of the material from this Department, and reflect the different activities in which Tomlin was involved. They consist of original, draft and revised budgets and OGPs (Olympic Games Plans), program working files (which include printouts from the Project Cost Management System (PCMS) used by the Division, related correspondence, and cost summaries), budget presentations, capital projects progress reports, OGP summary information and miscellaneous correspondence and reference material.

The OGP Review September 1986 was the document which was presented to the Executive Management Team (EMT) for review late in 1986 September at their EMT retreat. It was then reviewed by the Finance and Budget Committee in 1986 November and December and resulted in the 1987 January OGP which was presented to the Board. Tomlin's "Summary & Variance" records were maintained in a binder in chronological order as a single document throughout the entire period of Olympic Games Plans, from the first in the fall of 1984, to the last in 1987 January. The "Koran" was a document containing summary critical information on the OGP for each functional group. It was compiled in 1985-1986 and again in 1986-1987. Staff referred to this document as the "Koran", perhaps indicating the significance of the information it contained. Note that the program working files reflect the programs as they were defined at the time the OGP or budget was created. The program names and descriptions changed from time to time. Tomlin's program working files were retained

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only selectively, and those program working files which most thoroughly documented a particular program were retained.

Oversize plans have been placed into a map folder and then into a map cabinet. All oversize material is listed at the end of the file listing.

Many of the records created by Sue Williams are very similar to those of Mark Tomlin--OGP files, budgets, program files--but all versions of these include differences, including marginal notes, which made retention worthwhile. The records of Ken Melnyk are fewest in number and consist only of program working files.

The other material consists of six plans, one photo print and one computer diskette.

The title is basd on the contents of the series and box labels.

A list of file titles follows.

File Listing:

Box 1

SUB SERIES: PROGRAM COORDINATOR MARK TOMLIN

1983 Cost Estimate Input, Capital Facilities. (2 folders)

Cost Estimate Data, Computer Input, September 1983.

Planning Department, 1983-1984. (Includes the management plan for the Department.)

Program Scope, 1983-1984.

[Cost Estimates, 1984.]

[Budget,] Fiscal 1984/85, Original, M. Tomlin, 1984. (1st of 2 folders)

Box 2

[Budget,] Fiscal 1984/85, Original, M. Tomlin, 1984. (2nd of 2 folders)

OGP, October 1984, Support Info[rmation], M. Tomlin, 1984.

OCO'88 Olympic Games Plan, 1985, 1st Draft, September 1985. (3 folders)

1985 OGP, Revised November 1985.

Box 3

OCO'88, OGP 1985.

OCO'88, Olympic Games Plan 1985, M. Tomlin. (3 folders)

OGP Analysis, M. Tomlin, 1985.

Prints Summaries, OGP 1985, M. Tomlin.

Color Graphs, Reproductions, OCO Budget, February 16, 1985.

Box 3 (cont'd)

OCO'88 Budget, 1985/86.

OCO'88 Budget 85/86, February 16, 1985.

Draft Expense Budget 1985/86.

Box 4

Fiscal Budget 85/86 Backup.

Budget 1985/86.

Budget 1985/86 Cost Detail.

Mark Tomlin, Operations, 1985-1986. (2 folders)

Mark Tomlin, Gen[eral] Admin[istration], Communications, Facilities, 1984-1986. (1st

    and 2nd of 3 folders)

Box 5

Mark Tomlin, Gen[eral] Admin[istration], Communications, Facilities, 1984-1986. (3rd of

    3 folders)

Koran, M. Tomlin, 1985-1986.

Koran Support Information, Volume 1, 1985-1986. (2 folders)

Koran Support Information, Volume 2, 1985-1986.

OGP Variance, Volume II, 1985-1986.

Box 6

AFE's, M. Tomlin, 1985-1986. (3 folders)

Budget 1986/87, Draft February 1986. (1st 3 of 4 folders)

Box 7

Budget 1986/87, Draft February 1986. (4th of 4 folders)

1986/87 Fiscal Budget, Mark Tomlin, Rev[ision] 2, 11 April 1986.

1986/87 Fiscal Budget, Final, M. Tomlin, May-September 1986.

Draft #1, OGP Review, Vol. 1, September 1986. (3 folders)

Box 8

Draft #1, OGP Review, Vol. 2, September 1986. (3 folders)

OGP Review, October 1986, Draft #2, Volume 1. (3 folders)

Box 9

OGP Review, October 1986, Draft #2, Volume 2. (3 folders)

Olympic Games Plan, November 1986 Draft. (2 folders)

Olympic Games Plan, November 1986, Draft #3. (1st of 2 folders)

Box 10

Olympic Games Plan, November 1986, Draft #3. (2nd of 2 folders)

JAD Volume, Project Cost Management Design, Mark Tomlin, 1986. (2 folders)

Box 10 (cont'd)

OGP Summary & Variance, November 1986-October 1986. (3 folders)

Box 11

OGP Summary & Variance, November 1986-Present [1987]. (2 folders)

Agreements, M. Tomlin, 1981-1986. (2 folders)

Manpower, 86/12/30, M. Tomlin, 1986-1987.

Manpower, 86/12/30, 1986-1987.

OGP Updates, August 1986-January 1987. (1st of 3 folders)

Box 12

OGP Updates, August 1986-January 1987. (2nd and 3rd of 3 folders)

Fiscal Budget 87/88, Preparation Vol. II, 1987.

Interim 87/88 Fiscal Budget, Summary by Account Code, 1987.

1986/87 Fiscal Budget. (2 folders)

Box 13

1986/87 Fiscal Budget, Rev. 2. (2 folders)

Olympic Games Plan, Executive Summary, January 1987.

January 1987 OGP EMT Review.

January 1987 OGP Finance & Budget Submission.

OGP January 1987, Vol. 1. (2 folders)

Box 14

OGP January 1987, Vol. 2. (2 folders)

Koran, Vol. 1, OGP Operations, Communications, 1987. (3 folders)

Box 15

Koran, Vol. 2, Executive, Finance, H[uman] R[esources], M[arketin]g, Sports

      Technology Contributions, 1987. (3 folders)

July 1987 OGP, Volume 1. (2 folders)

July 1987 OGP, Volume 2. (1st and 2nd of 4 folders)

Box 16

July 1987 OGP, Volume 2. (3rd and 4th of 4 folders)

Budget by Program, July 1987. (2 folders)

Budget by Account, July 1987.

Volunteer Manpower, 1987.

Box 17

Accreditation, 1985-1987.

Administration, 1987.

Clothing, 1985-1986. (2 folders)

Controller, 1986-1987.

Executive Management Board, 1986-1987.

Box 17 (cont'd)

Government Services, 1986-1987.

Box 18

Government Services, Applications, 1985-1987. (2 folders)

Human Resources, 1986-1987. (2 folders)

Volunteers, 1985-1987.

Treasury, 1986-1987.

Special Projects, 1985-1987.

Box 19

Materials Management, 1986-1987.

Procurement, 1985-1987.

Legal, 1986-1987.

Protocol, 1985-1987. (3 folders)

Fiscal Budget 1987-1988 Preparation. (1st of 3 folders)

Box 20

Fiscal Budget 1987-1988 Preparation. (2nd and 3rd of 3 folders)

Fiscal Budget 1987/88, M. Tomlin.

Interim Budget 1987/1988. (2 folders)

Fiscal Budget 1987-1988 General, March 1987.

Box 20 (cont'd)

Olympic Games Plan, 1986-1988.

[1987-1988 Budget Protocol.] (1st of 2 folders)

Box 21

[1987-1988 Budget Protocol.] (2nd of 2 folders)

Protocol [1987-1988 Budget], 1987.

Milestones 1987/88.

Facilities Budget Presentation, 1985.

Operations Budget Presentation, 1985. (Includes budgets for Sports)

Marketing Budget Presentation, 1985.

Communications Budget Presentation, 1985.

Goals and Activities Budget Presentation, 1985.

Gen[eral] Admin[istration] Budget Presentation, 1985.

[Canada Olympic Park], 1984-1986. (1st of 3 folders)

Box 22

[Canada Olympic Park], 1984-1986. (2nd and 3rd of 3 folders)

Mt. Allan, 1984. (Includes Mt. Allan Master Plan Summary and a photo print)

Progress Report, Mt. Allan, 1983-1985. (2 folders)

Progress Report, University of Calgary, 1984-1985.

University of Calgary, 1984-1985.

Box 23

Progress Report, Other, Canmore, 1984-1985.

1985 OGP Manpower Summaries, Mark Tomlin.

Facilities [Program Working File], 1985.

Services [Program Working File], 1985. (2 folders)

Sports [Program Working File], 1985.

Marketing [Program Working File], 1985.

Systems [Program Working File], 1985.

Admin[istration Program Working File], 1985.

Human Resources [Program Working File], 1985.

Procurement [Program Working File], 1985.

Planning [Program Working File], 1985.

Box 24

Activity Lists, 1986.

[OGP Facilities], 1985-1986.

[Canadian Pacific], 1985.

[Facilities, AFEs], 1986.

[Canmore Nordic Centre], 1986.

[Olympic Capital Improvement Program], 1985-1986.

[Nakiska], 1986.

[McMahon Stadium and Olympic Oval], 1986.

Box 24 (cont'd)

[Facilities], 1986.

[Athletes' Village], 1986.

[Federal Funding], 1986.

[Olympic Venue Operations Manual], 1986.

[Test Events], 1985-1986.

[Arts Festival], 1986.

[Youth Education], 1986.

[Communications Personnel], 1986.

[Budget, August 1986].

CSC Proj[ect] Management 1986. (2 folders)

[Planning], 1986.

Originals, Code of Accounts 1985-[1986].

Telecomm[unications], 1985-1986.

[Systems], 1984-1986.

Box 25

Cable, Control, 1985.

Telecomm[unications], 1986.

[CTV Agreement], 1983-1986.

[Marketing, Ticketing], 1986.

[Security], 1983-1986.

Box 25 (cont'd)

[IOC Abbreviations], 1986.

[Human Resources Personnel Summary], 1985-1986.

[Manpower], 1986.

Engineering Budget Revision, 86/02/12.

Manpower, 1986.

Reconciliation, Jan. 1986, FGB 1986 Budget, M. Tomlin, 1986.

Box 26

Procurement [Program Working File], F/B [Fiscal Budget], 1987-1988.

Volunteers [Program Working File], F/B, 1987-1988.

Oly[mpic] Vol[unteer] Center [Program Working File], F/B, 1987-1988.

PCMS Data, 1987-1988. (Summaries of Program Costs, Fiscal Budget 87/88).

Special Projects [Program Working File], F/B, 1987-1988.

1986/87 Fiscal Budget.

Government Correspondence, April-June 1986.

OGP 1986, Revision 2, General, 1986. (Includes computer diskette)

WBS [Work Breakdown Structure], [1987-1988]. (Six oversize plans have been placed

in Map Cabinet 1/13)

Box 27

Fixed/Variable OGP, October, 1986. (Fixed/Variable and Committed/Uncommitted

      Costs Analysis)

INFO, 3-day Retreat, EMT, October 1986.

F[inance] & B[udget] Review, Exec[utive] Group, December 1986.

F/S [Financial Statements], March 31, Coopersbrand, 1984-1987.

Project Analysis, General, 1986-1987. (Memos, minutes, etc.)

Manpower Analysis, June-September 1987. (3 folders)

OGP 1984 Support Info[rmation].

SUB SERIES: PROGRAM COORDINATOR SUE WILLIAMS

Box 28

OCO'88, Olympic Games Plan, 1985. (3 folders; the inside page of the original binder

      indicated that this copy belonged to Gordon Coates, not to Sue Williams as was

      indicated on the outside of the OCO box; includes marginal notations)

1986/87 Fiscal Budget, Susan Williams, 1986.

1986/87 Fiscal Budget, Sue Williams, Rev. 1, March 1986. (1st of 3 folders)

Box 29

1986/87 Fiscal Budget, Sue Williams, Rev. 1, March 1986. (2nd and 3rd of 3 folders)

1986/87 Fiscal Budget, Revision 2, Sue Williams, July 1986. (2 folders)

Box 29 (cont'd)

1986/87 Fiscal Budget, Final, Sue Williams, 1985-1986. (Note: this budget information

is different from M. Tomlin's budget binders in Box 7 above)

Fiscal Budget, Final, 1986-1987.

Box 30

Fiscal Budget by Cost Code, 1986-1987.

OGP, Rev. 1, Fall, 1986.

Olympic Games Plan, Nov./86 Draft. (3 folders)

Communications 1984 OGP.

Production & Advertising, 1985-1986.

Box 31

Arts Festival, 1985-1986.

Art's [sic] Festival, Short Version, Sue Williams, 1985-1986.

[Arts Festival], 1986.

Arts Festival, 1986.

Language Services, 1986.

Marketing, 1985-1986.

World Satellite [Concert Feasibility Study], 1986.

Language Ser[vices], 1986-1987.

Media Man[agement], 1986-1987.

Box 31 (cont'd)

Info[rmation] Ser[vices], 1986-1987.

Cuts to OGP, January 1987, 1986-1987.

Media S[ervices], 1986.

Arts [Festival], 1986.

Culture M[anagement], 1986.

Box 32

P[roduction] & A[dvertising], 1985-1986.

Torch [Relay], 1986.

Mascots, 1986.

COC [Calgary Olympic Centre], 1986.

Youth & Ed[ucation], 1986.

Community Relations, 1986.

Public Relations M[anagement], 1986.

Pageantry, 1986-1987.

Suppliers, 1986-1987.

Licensing, 1986.

Corporate Rel[ations], 1986.

Sponsors, 1986.

Manpower, 1985-1986.

OGP Working Papers, September 1986.

Box 32 (cont'd)

Communications, 1986.

Ticketing, 1986.

Budget 1986/87 General.

Materials Management Budget Numbers, 1986.

Buyer Justification, 1986.

[Materials Management, Department of National Defence], 1986.

Box 33

M2 Program Review, 1986.

[Materials Management], 1985-1986.

Materials Management Volumes Study, April 1986.

Media Services, 1987. (The original folder was marked "Drafts" and this may also refer

to the following folders in this sub series)

Sponsor Relations, 1986.

Ticketing, 1986.

Community Relations, 1985-1986.

Torch [Relay], 1985-1986.

Youth & Education, 1986.

Box 33 (cont'd)

SUB SERIES: PROGRAM COORDINATOR KEN MELNYK

OGP Analysis, K. Melnyk, June-July 1985.

Sports OGP, 1985. (2 folders)

Box 34

[Program Services Objectives and Manpower], 1985.

Volunteers, [OGP], 1984-1985.

[Telecom Budget], 1985.

Torch Relay, 1984-1986.

Sports, M. Tomlin, 03 April 1985. (Report)

Services, OGP, 1985.

Figure Skating, Peter Bradbury, 1985.

Olympic Games Plan, Sports, 1985.

[Communications], 1985.

Public Affairs, 1985.

Youth, 1985.

Information Services, [1985].

OGP Manpower, 1985.

[OGP Marketing], 1985.

Culture, 1985.

Box 35

Communications, 1985-1986.

Ceremonies, n.d.

Planning, Systems Req[uiremen]ts, 1986.

Torch Relay, 1985.

Canada Olympic Park, Venue Planning, 1985.

Agreements, CE&S [Calgary Exhibition & Stampede], 1985-1986. (Includes draft

copies of agreement)

CE&S [Calgary Exhibition & Stampede], Agreement, 1985. (Includes draft copies of

agreement, reports, forms, budgets, pamphlet)

Arts Festival, 1985. (Includes forms, reports and budgets)

Arts Festival, 1985. (Reports and correspondence)

OVERSIZE MATERIAL placed in **Map Cabinet 1/13**

WBS [Work Breakdown Structure], [1987-1988]. (Plans: XVOWG, Olympic Games

Plan, Sports Volunteers, n.d.; XV Olympic Winter Games, Facilities, n.d.;

Gen[eral] Admin[istration] inc[luding] M[arket]ing, Systems, Fin[ance] &

Admin[istration], Contr. to Sport, n.d.; Communications, n.d.; Services inc[luding]

OPS HQ, n.d.; Olympic Games Plan, Work Breakdown Structure, 1983 January

3 (with notations))

VIII.   Finance Group, Planning Division, Scheduling Program, Working Files, Correspondence and Reference Material. -- 1983-1988. -- 1.25 m of text and other material.

Archival Description: The records of the Scheduling Supervisor (John V. Rickards) illustrate the process of scheduling of activities within OCO and provide a variety of information on the activities within specific programs.

Scope and Content: These files were not maintained in any rigid order by the individual who originated and used them. As they are described here, sub series have been identified reflecting particular assignments carried out at particular times, or ongoing long-term scheduling projects. The sub series included here are:

Scheduling Program Working Files 1983-1987: The program working files reflect the scheduling done for each "Program" defined in the OGP. They generally contain a variety of record types, including information on Program goals; schedule printouts from the Project\2 database identifying activities, start and completion dates; schedule progress\performance reports; and related correspondence. Program working files were retained only selectively. Selection was done with two aims in mind: to document the scheduling process and to retain files particularly illustrative of a specific Program. Information in scheduling records not retained may be sought in the records of individual Programs within the various functional groups.

Scheduling Reference Binders 1986-1987: These records were maintained in binders, one for each Program listed. The records were created in the fall of 1986, probably in preparation for the final Milestones document that was presented to the Board of Directors in 1987 February. The type of material included in these binders is similar to that included in Program working files.

Project Breakdown Structure (PBS) Records 1983-1984: Included in this sub series are draft and final versions of the PBS Manual as well as the alphabetically coded files (A-P) containing greater detail than that included in the actual manual on each area of activity. Also included are some large charts illustrating the Project Breakdown Structure.

Correspondence 1983-1987

Games Master Plan Schedule (GMPS) Reports 1983-1984

Sports Events Scheduling 1987-1988

The other material consists of 109 plans, approximately 24 charts and one transparency.

The title is based on the contents of the series.

A file listing follows.

File Listing:

SUB SERIES: SCHEDULING PROGRAM WORKING FILES 1983-1987

Box 1

Host Broadcaster, 1983-1985. (Two oversize plans (schedules) have been placed in

Map Cabinet 1/13)

Systems, 1983-1986. (Oversize plan (schedule) has been placed in Map Cabinet 1/13)

Medical, 1986. (Oversize plan (schedule) has been placed in Map Cabinet 1/13)

Cross Country Skiing, 1983-1987.

Speed Skating, 1983.

Volunteers, 1985-1986. (Oversize plan (schedule) has been placed in Map Cabinet

1/13)

Marketing, 1985-1987. (2 folders)

Venue Planning, 1984-1986. (Two oversize plans (schedules) have been placed in

Map Cabinet 1/13)

Communications, 1983-1986. (1st of 2 folders; includes "Report on The Sarajevo

Mission;" one oversize chart has been placed in Map Cabinet 1/13)

Box 2

Communications, 1983-1986. (2nd of 2 folders)

Ceremonies, 1985-1986. (Includes "OCO'88 Ceremonies Financial Plan, April 1987;"

one oversize plan (schedule) has been placed in Map Cabinet 1/13)

[Arches], 1987.

Box 2 (cont'd)

Services, 1983-1984. (Includes "Games Operations: A Departmental Plan," and draft

   report on Divisional/Departmental mandates)

Services, Accommodation, 1985-1986. (One oversize chart and two oversize plans

   (schedules) have been placed in Map Cabinet 1/13)

Culture (Native), 1985-1986.

Pageantry Committee, 1985-1987. (Oversize plan (schedule) has been placed in Map

   Cabinet 1/13)

Olympic Torch Relay Communications Project List, November 1986. (2 folders)

Box 3

[Milestones], 1985. (Schedules for each program; one oversize plan has been placed in

   Map Cabinet 1/13; 25 oversize plans (schedules) are in Oversize Box 11)

Community Relations/Pageantry, 1987. (Includes "Design Theme for the Calgary'88

   Olympic Winer Games; one oversize plan has been placed in Map Cabinet 1/13;

   four oversize plans (schedules) have been placed in Oversize Box 11)

"Milestones" Schedule Printouts and Related Information, August 1984-September

   1986.

Broadcast Hill Media Village, 1987.

Lincoln Park Media Village, 1987.

Athlete's Villages, 1986-1988. (One oversize plan (schedule) placed in Oversize Box

   11, and three oversize plans (schedules) have been placed in Map Cabinet 1/13)

Box 3 (cont'd)

Ceremonies, Back-up #1, 1987. (14 oversize plans (schedules) have been placed into two map folders in Map Cabinet 1/13; 20 oversize plans (schedules) have been placed into Oversize Box 11)

Canada Olympic Park, 1986. (Oversize plan has been placed in Map Cabinet 1/13)

SUB SERIES: SCHEDULING REFERENCE BINDERS 1986-1987

Box 4

Sports, July-October, 1986.

Transportation, May-June 1986.

Medals, August-September 1984.

Bobsleigh/Luge, Event/Track Schedule, August 1986.

Figure Skating, August 1986.

Speed Skating, 1985-1986.

Ski Jumping, October 1986. (Two oversize plans and one oversize schedule have been placed in Map Cabinet 1/13)

Venues Division Master Checklist, May-October 1986.

Language Services, June 1986. (Oversize plan (schedule) has been placed in Map Cabinet 1/13)

McMahon Stadium, September 1986.

Hockey, June 1986.

Venue Planning, October 1986.

Box 4 (cont'd)

Youth & Education, May 1986-January 1987.

Torch Relay, October 1986.

Telecommunications, May-October 1986.

Olympic Family Services, January-September 1986. (Oversize plan (schedule) has

been placed in Map Cabinet 1/13)

Media Villages, July-September 1986.

Canada Olympic Park, June-November 1986. (1st of 2 folders)

Box 5

Canada Olympic Park, June-November 1986. (2nd of 2 folders)

Speed Skating Oval, June-September 1986.

Father David Bauer, June-November 1986.

Accommodation, September-October 1986.

Budget Report, 1985-1986.

Test Events Budget, 1986.

NOC Services, 1986.

World Satellite Concert Study, 1986. ("World Satellite Concert Feasibility Study,

Olympic Arts Festival, Calgary 1988, Final Report, March 1986")

OCO'88 Milestones, November 1986.

Olympic Villages, n.d.

Medical, 1986-1987.

Box 5 (cont'd)

Venue Engineering, 1984-1986.

Box 6

Noram [Competition], 1986.

Arts Festival, 1986.

OCO Contract Schedules, April 1987. (Agreement Milestone Report)

Venue Operations AFEs, 1987.

[Scheduling Manpower], ca. 1987-1988. (One transparency has been placed in

      Oversize Box 11)

Volunteers, 1986.

Clothing, September 1986.

Athletes Villages, 1986. (Accommodation)

Accreditation, May-October 1986.

OCO'88 Milestones Display, March-November 1987.

Ceremonies, 1987. (Five oversize plans (schedules) have been placed in Map Cabinet

      1/13)

Media Villages, October 1986-April 1987.

Food, October 1986-April 1987.

SUB SERIES: PROJECT BREAKDOWN STRUCTURE MANUAL RECORDS 1983-1984

Box 7

PBS Manual, 1986. (2 folders; Frank King's copy)

Project Breakdown Structure Manual, n.d. (2 folders; these two copies of the PBS

> Manual are slightly different. One was perhaps an earlier draft of the presumably

> final version which was presented to Frank King as Chairman of the OCO'88

> Board of Directors, sometime before 1986 December)

A, Alpine, 1983. (2 folders)

B, Nordic, 1983-1984. (1st of 2 folders)

Box 8

B, Nordic, 1983-1984. (2nd of 2 folders)

C, Skating & Hockey, 1983. (2 folders)

E, Support Facilities, 1983. (2 folders)

F, Facility and Technical Services, n.d.

G, Sports, n.d.

H, Games Operations, 1983.

J, Communications, 1984.

Box 9

K, Community Relations, n.d.

Box 9 (cont'd)

M, Marketing, n.d.

N, Finance & Administration, n.d.

P, Executive, n.d.

PBS Index, 1983-1984.

[PBS, October 4, 1983; updated May 29, 1984.] (Two charts, approximately, have been

placed into rolled storage)

SUB SERIES: GENERAL CORRESPONDENCE, 1983-1987

Box 9 (cont'd)

Planning & Project Control, No. 1, 1983-1984. (3 folders; includes Games Master Plan

Status reports; one oversize plan (schedule) has been placed into Map Cabinet

1/13)

Planning & Project Control, No. 2, 1984-1986. (2 folders; includes Games Master Plan

Status reports)

Box 10

Project Control, No. 3, July 1986-January 1987. (2 folders; includes information from

the Lake Placid Olympic Organizing Committee, 1979-1980, and notes from

Planning meetings)

Planning/Scheduling/Project Control, Lecture Notes, n.d.

SUB SERIES: GAMES MASTER PLAN SCHEDULE REPORTS

Box 10 (cont'd)

Reports: GMP Schedule Report, November 1983-November 1984. (Games Master

     Plan Status Reports)

GMP Schedule Charts, 1983. (Originals; approximately five charts have been placed

     into rolled storage)

GMP Schedule Updates, 1983-1984. (Six charts have been placed into rolled storage)

SUB SERIES: SPORTS EVENTS SCHEDULING

Box 10 (cont'd)

OCO'88 Sports Events Schedules Book, 1987. (2 folders)

Sport by Venue, 1988. (Events Schedule, Sort by Venue, 1988 February 5)

Sport by Sport, 1988. (Events Schedule, Sort by Sport, 1988 February 5)

[Events/Practice Schedules During XVOWG by Venue, Day 1-16], February 1988. (17

     plans (schedules) have been placed into map folder in Map Cabinet 1/14)

[Events Schedules/Comparative Scheduling Charts], 1983. (Nine charts have been

     placed into map folder in Map Cabinet 1/14)

ROLLED STORAGE

[PBS, October 4, 1983; updated May 29, 1984.] (Two charts, approximately)

GMP Schedule Charts, 1983. (Five charts, approximately)

Rolled Storage (cont'd)

GMP Schedule Updates, 1983-1984. (Six charts: March 3, 1983; April 15, 1983; June

01, 1983; July 01, 1983; January 01, 1984; July 31, 1984; placed into two rolls)

OVERSIZE MATERIAL

Oversize Box 11

[Milestones], 1985. (Schedules: Venue Planning, 1985-1988 (2 pp., with notations);

Government Services, 1985-1988 (2 pp., with notations); Accreditation, 1985-

1988 (2 pp., with notations); Nakiska, 1985-1988 (6 pp., with notations); Hosting

Program, 1985-1988 (3 pp., with notations); Services, Administration, 1985-1988

(with notations); Medical, 1985-1988 (with notations); Short Track Speed Skating,

1985-1988 (2 pp.); Ski Jumping, 1985-1988 (2 pp.); Curling, 1985-1988; Sports

Administration, 1985-1988; Hockey, 1985-1988 (2 pp.); Biathlon, 1985-1988 (2

pp.); Figure Skating, 1985-1988 (2 pp.); Cross Country and Nordic Combined,

1985-1988 (2 pp.); Bobsleigh, COP, 1985-1988; Luge, 1985-1988; Speed

Skating, 1985-1988 (2 pp.); Freestyle, 1985-1988 (2 pp.); Public Affairs, 1985-

1988 (3 pp., with notations); Venue Planning Schedule, 1985-1988 (with

notations); Transportation, 1985-1988 (2 pp., with notations); Transporation

Schedule, Nakiska, 1985; Transportation Schedule, COP, 1985; Transportation

Schedule, Canmore, 1985)

Oversize Box 11 (cont'd)

Community Relations/Pageantry, 1987. (Plans: Canada Olympic Park Pageantry,

      Erection Detail, 1987 March 30 (2 copies, one with notations); Canmore

      Pageantry, Erection Detail, 1987 March 29 (2 copies); Nakiska Pageantry,

      Erection Detail, 1987 March 29 (2 copies); Overall Schedule & Program, October

      20, 1986 (3 pp.))

Athlete's Villages, 1986-1988. (Plan: Const. & Facilities Management 1986-1988, n.d.

      (5 pp.))

Ceremonies, Back-up #1, 1987. (Plans: [Draft Schedules 1987-1988], n.d. (17 pp.);

      Opening Ceremonies, Costume Critical Path, Costumes, Opening Ceremonies,

      Feb. 23, 1987; General Set and Athlete Seating, n.d.; [Untitled], 9 Feb. 1987)

[Scheduling Manpower], ca. 1987-1988. (Transparency: Scheduling Manpower,

      Required vs. Available, ca. 1987-1988)

Oversize material in **Map Cabinet 1/13**

Host Broadcaster, 1983-1985. (Plans: [Untitled schedule], n.d. (Covering 1984-1988);

      CTV Olympic Host Broadcaster, Work Breakdown Structure, 1985)

Systems, 1983-1986. (Plan: [Untitled schedule], n.d. (Includes "Design," "Prototype

      Pilot," "Results System," "Staff Planning," from 1984-1985))

Medical, 1986. (Plan: XV Olympic Winter Games Organizing Committee, OCO'88

      Medical Committee Schedule, Planning Schedule, 25 September 1986 (3pp.;

      includes notations))

Oversize material in Map Cabinet 1/13 (cont'd)

Volunteers, 1985-1986. (Plan: XV Olympic Winter Games Organizing Committee,

     Volunteer Training, Planning Schedule, 24 June 1986)

Venue Planning, 1984-1986. (Plans: [Untitled venue schedules], n.d. (with notations);

     [Untitled, blank Venue/Program schedule], n.d.)

Communications, 1983-1986. (Chart: XV Olympic Winter Games Organizing

     Committee, Communications, Work Breakdown Structure, September 1984

     (organizational chart))

Ceremonies, 1985-1986. (Plan: [Untitled Ceremonies schedule], n.d. (4 pp., covers

     1987-1988))

Services, Accommodation, 1985-1986. (Chart: Olympic Games Accomodation [sic]

     Count, n.d. (2 pp.); Plans: Planning Schedule, Accom[modation], 28 January

     1986 (with notations); [Untitled schedule, 1984-1987], November 28, 1985 (with

     notations))

Pageantry Committee, 1985-1987. (Plan: [Untitled Venue Decoration schedule], n.d.

     (with attached label "Minutes of Meeting No. 15, EXHIBIT II" and notations))

[Milestones], 1985. (Plan: XV Olympic Winter Games Organizing Committee,

     Preliminary Critical Path, Accommodation/Food Services, July 1, 1985 (with

     notations))

Community Relations/Pageantry, 1987. (Plan: Master Resource Schedule, Justason &

     Tavender, 1987 January 9 (2 pp.))

Oversize material in Map Cabinet 1/13 (cont'd)

Athlete's Villages, 1986-1988. (Plans: Planning Schedule, Accommodation Division, Detail Schedule, Athletes Villages, 31 October 1986 (Athletes Villages); Planning Schedule, Accommodation Division, Detail Schedule, Athletes Villages, 31 October 1986 (Physical Education Bldg); Planning Schedule, Accommodation Division, Detail Schedule, Athletes Villages, 31 October 1986 (Village Housing Physical Plant, etc.))

Ceremonies, Back-up #1, 1987. (Plans: XV Olympic Winter Games Organizing Committee, Ceremony Schedule, Planning Schedule, 26 February 1987 (Audio to Admin, with notations); XV Olympic Winter Games Organizing Committee, Ceremony Schedule, Planning Schedule, 26 February 1987 (Field Covering to South End Set, with notations); Project No. 3, Aboriginal Peoples Fashion Show, [1987] (rough copy, with notations); XV Olympic Winter Games Organizing Committee, Ceremony Schedule, Planning Schedule, 26 February 1987 (from Set Dressing and Props to Lighting, with notations); XV Olympic Winter Games Organizing Committee, Ceremony Schedule, Planning Schedule, 6 February 1987 (9 pp., most with notations, some duplicate pages without notations); XV Olympic Winter Games Organizing Committee, Ceremony Schedule, Planning Schedule, 9 February 1987)

Canada Olympic Park, 1986. (Plan: Design & Construction Schedule for Track Alignment, Geometry, & Foundation Construction, for Dept. of Public Works, Bob Sled [sic] & Luge, Phase I, Schedule, n.d.)

Oversize material in Map Cabinet 1/13 (cont'd)

Ski Jumping, October 1986. (Plans: Canada Olympic Park, Ski Jump Test Event Site

Plan, September 4, 1986; [Untitled, schedule for October and November 1986];

Canada Olympic Park, Test Event Site Plan, September 2, 1986)

Language Services, June 1986. (Plan: XV Olympic Winter Games Organizing

Committee, OCO'88 Language Services Schedule, 17 June 1986)

Olympic Family Services, January-September 1986. (Plan: [Untitled, Schedule August

1985-February 1988], n.d. (with notations))

Ceremonies, 1987. (Plans: [Admin to Costumes], 1987-1988 (with notations); [Design

to Choreography], 1987-1988 (with notations); XV Olympic Winter Games

Organizing Committee, McMahon Stadium Eng. Schedule, Planning Schedule,

17 July 1986 (3 pp.; with notations))

Planning & Project Control No. 1, 1983-1984. (Plan: Games Master Plan Schedule,

1983 (draft version, with notations))

Oversize material in **Map Cabinet 1/14**

[Events/Practice Schedules During XVOWG by Venue, Day 1-16], February 1988.

(Plans: Planning Schedule, Command Centre Plan, February 13-February 28,

(16 pp. with notations); Calgary 1988 Olympic Winter Games Schedule, Final

Schedule, Calgary Time, n.d. (draft version with notations))

Oversize material in Map Cabinet 1/14 (cont'd)

[Events Schedules/Comparative Scheduling Charts], 1983. (Charts: [untitled], 1983

      (nine charts by Sport, comparing schedules of Innsbruck 1976, Lake Placid 1980,

      Sarajevo 1984, OCO'88 and Proposed TV, all reverse images))

IX.   Finance Group, Planning Division, Graphics Unit, Graphics. -- 1983-1988. -- 385 plans, and other material.

   Archival Description: These are drafts and originals of a wide variety of design projects undertaken by the Graphics unit for different programs within OCO which required its assistance. Included are maps, plans of sites and facilities, prototypes of OCO forms, logos, posters, seating plans, overhead transparencies for presentations, charts, slides, etc. Many of the maps and plans were those used by different OCO programs to record their own specific information.

   Scope and Content: These graphic design productions were initially stored in envelopes labelled with the name as indicated in the file list.

   The other material consists of approximately 167 charts, 101 schedules (plans), 49 overhead transparencies, 44 forms, 30 slides, 22 maps, one artwork negative, and .06 m of text.

   The title is based on the contents of the series and box labels.

   A file listing follows.

File listing:

Box 1

Winter Sports Logos Designs/Official Supplier and Licensee Stamp Designs, n.d.

Media Services, n.d. (Graphics samples)

Floor Plans, (Convention Center, Palliser Hotel), n.d. (6 plans)

IOC Seating, 1987. (Consists of 16 colour, 35 mm slides hand labelled of seating for
the Hockey and Figure Skating at the Saddledome and Corral, 1987 April 10; and
nine 35 mm, colour slides for seating at the Olympic Oval, Max Bell Arena,
Father David Bauer Arena, McMahon Stadium, Saddledome and Corral, 1987
February)

City Maps, (Calgary, Banff, Canmore), n.d. (Includes a print of XV Olympic Winter
Games, Sport Venue Locations; an 8 x 10 artwork negative of a map of the
world; 18 maps--five placed into Oversize Box 2; two charts have also been
placed into Oversize Box 2)

University Maps, (Olympic Oval, Father David Bauer, McMahon Stadium), n.d. (Seating
plans and site plans; 73 plans--27 placed into Oversize Box 2; plus a page of
colour codes)

Financial Graphs, Miscellaneous COC Material, Human Resources, ca. 1986. (2nd
folder, containing four 35 mm colour slides; 1st folder is in Oversize Box 3)

OVERSIZE MATERIAL

Oversize Box 2

OGP Presentations Overhead Transparencies, ca. 1984. (4 folders; 49 colour,

overhead transparencies on the OCO'88 workforce, finance and budgets,

facilities, maps and graphs)

City Maps, (Calgary, Banff, Canmore), n.d. (Five oversize maps; two oversize charts)

University Maps, (Olympic Oval, Father David Bauer, McMahon Stadium), n.d. (27

oversize plans)

Sports Technical Brochure Originals, n.d. (25 venue site plans)

Oversize Box 3

Organizational Charts, ca. 1984-1988. (2 folders; 120 charts)

Schedules, Sports Events, ca. 1983-1988. (2 folders; 101 schedules)

Stampede Park Maps, n.d. (Includes tables, legends, site plans and seating plans; 54

plans)

Canmore Maps, ca. 1987. (Four maps; five plans; one page of legend)

Canada Olympic Park Maps, ca. 1987. (Nine plans)

Nakiska Maps, ca. 1987. (88 plans)

Arts, n.d. (16 charts plus logo graphics)

Telecom Scoreboards, ca. 1986-1987. (2 folders; 74 plans and other graphics)

Accreditation Forms, n.d. (40 forms)

Marketing Poster, n.d. (Samples of graphics artwork)

Oversize Box 3 (cont'd)

Team Petroleum Design Logos, n.d. (Includes samples of graphics artwork)

Materials Management, ca. 1986. (Includes one flowchart)

Financial Graphs, Miscellaneous COC Material, Human Resources, ca. 1986. (1st of 2

folders; includes approximately 23 charts; 2nd folder containing slides is in Box

1)

Medical Forms, n.d. (Includes 37 plans, approximately five charts, four forms and one

35 mm colour slide)

Max Bell Arena, n.d. (14 plans)

X.   Finance Group, Procurement Division, Purchasing Department, Manager, Purchasing, General Correspondence and Bid Records. -- 1983-1988. -- .75 m of text and other material.

Archival Description: The Procurement Division was responsible for the planning, organization, direction and control of the purchasing function of OCO'88. The first Purchasing Manager (also referred to as the Manager, Procurement), Harry Bullen, was hired in the fall of 1985. He initially reported to the Vice President of Finance (1985 September to 1986 May), then to the General Manager, Planning and Procurement, Gordon Coates (1986 June to 1987 March), and finally to Coates as the General Manager of Planning (until 1988 April).

Scope and Content: This series has been divided into two sub series:

General Correspondence - these records do not deal with specific purchases, but rather with general administrative issues within OCO, including purchasing policies and procedures. These records were maintained in subject files arranged alphabetically by subject. "Subjects" often correspond to administrative units within OCO.

Bid Records - the files in this sub series contain Requests for Quotations (RFQs), tenders, bid analyses, etc. for sundry goods and services, arranged by tender or quotation number.

Selective Retention: The Manager, Purchasing, maintained both general administrative correspondence and correspondence with suppliers in a single alphabetical series. Files on individual suppliers have been destroyed, leaving only more general material which forms the General Correspondence sub series. The documents in the Bid Records sub series were not deemed to be of permanent value. These records were retained as a sample only, to illustrate the bidding process at OCO. Selection of the group of files described in this sub series was entirely arbitrary.

The other material consists of 12 blueprints, three transparencies, three photo prints and two cultural historic items (samples for room dividers).

The title is based on the contents of the series and box labels.

A list of file titles follows.

File listing:

SUB SERIES: GENERAL CORRESPONDENCE

Box 1

Accounting/Administration, 1986-1988. (Includes "General Budgeting, Authorization

and Expenditure Policy)

Accreditation, 1986-1988.

Asset Disposal, 1987-1988. (2 folders)

Audit, 1987-1988.

Bernie Trahan Report, 1987. (Regarding purchasing procedures)

Budget, 1985-1987. (2 folders)

Contract Forms & Procedures, 1987.

Box 2

Contributor [Program], 1987-1988.

Communications, 1986-1988. (Includes pamphlet, "Come Together in Calgary")

Department of National Defence, 1983-1986.

Finance Group Meetings, 1987-1988. (Includes notes on meetings and copy of 1987

meeting schedule)

Final Report, 1987-1988. (Includes draft reports from the Procurement Division)

Food & Accommodation, 1986-1988.

Human Resources, 1986-1988. (Includes organizational chart)

Box 2 (cont'd)

Information Services, 1986-1987. (Includes summary of "Olympulse #5A: Survey of

Calgarians Towards the XV Olympic Winter Games," April 1985)

Insurance, 1987-1988.

Legal, 1985-1988.

Box 3

Monthly Financial Reports, 1986-1988.

Marketing, Sponsorship/Licensee, 1986-1988.

Materials Management, 1986.

Materials Management Computer System, 1986-1988.

MRP Process (Material Requirements Planning), 1987.

OCO Managers [Meetings], 1987. (Includes agenda and minutes)

Operations/Games Time, 1987.

Planning/Scheduling, 1987.

Policy, OCO'88, 1985-1988. (Includes food policy, travel policy, smoking policy,

purchasing policy, designated holidays, giveaways policy, stationery policy,

administration policies and procedures, evacuation procedures, identification

standards, management policies; The Olympic Charter 1982, and an

organizational chart from 1986 February 1)

Post Games Manpower, 1987-1988.

Preview'88, 1986-1987.

Box 4

Protocol, 1986-1987.

Purchasing, General, 1986-1987.

Purchasing/Buyers Meetings, 1987-1988. (Notes on meetings)

Security, 1986-1988. (Includes Security Profile Report on three transparencies)

Sponsor/Supplier Terms & Conditions, 1987.

Spectator Services, 1987. (Draft of "Spectators Guide to the Olympics")

Ticketing Plan, 1986.

Venues Planning, 1986-1988.

Venue Administration, 1987. (Includes "Purchasing User Policies and Procedures," and

"Venue Administration Policies")

Venue Close Out Plan, 1987-1988. (One oversize blueprint has been placed in Map

Cabinet 1/14)

Villages, Athletes, 1987-1988. (Includes Operations Workshop manuals)

Volunteers, 1985-1988. (Includes information package on the Volunteer Development

Program 1985)

SUB SERIES: BID RECORDS

Box 5

Main Accreditation Center, Cleaning, 1987.

Village Signage, 1987. (One oversize blueprint has been placed into Map Cabinet 1/14)

Data Analyzers, 1987.

Box 5 (cont'd)

Baggage Handling, 1987.

TV Roof Mounts, 1987. (One oversize blueprint has been placed into Map Cabinet

      1/14)

Food Services, 1987.

Vacuum Cleaners, Heaters, 1987.

Household Supplies & Toiletries, 1987.

Hockey Tape, 1987.

Food Equipment, 1987.

Portable Pass-throughs, 1987.

Room Dividers, 1987. (Includes panel fabric samples)

Olympic Clothing, Coveralls, 1987.

Room Dividers, 1987.

Glazing for Hockey Rinks, 1987. (Three oversize blueprints have been placed into Map

      Cabinet 1/14)

Electrical Work, Nakiska, 1987. (1st of 2 folders)

Box 6

Electrical Work, Nakiska, 1987. (2nd of 2 folders)

Electrical Work, Father David Bauer Arena, 1987.

Humidifiers for Swiss Olympic Committee, 1987.

Box 6 (cont'd)

Prince's Island Olympic Arch, 1987. (2 folders; includes "Olympic Arch, Barry John's, Architect Ltd., Prince's Island, Calgary, Alberta, October, 1987," and five oversize blueprints which have been placed into Map Cabinet 1/14)

Portable Stadium Fencing for C[anmore] N[ordic] C[entre], 1987.

McMahon Stadium Upfilling, 1987-1988.

Temporary Instant Fabric Structures, Heating Units, 1987. (2 folders; includes three 4 x 6 colour photo prints (damaged), and one oversize blueprint has been placed into Map Cabinet 1/14)

Oversize Material in **Map Cabinet 1/14**

Venue Close Out Plan, 1987-1988. (Blueprint: XV Olympic Winter Games Organizing Committee, Recovery Schedule, Planning Schedule, 4 January 1988 (Draft version))

Village Signage, 1987. (Blueprint: Lincoln Park Village/[Olympic Media Housing Village], 4838 Richard Road, S.W., Calgary, Alberta, Proposed Signage (Phase I), 25 March 1986)

TV Roof Mounts, 1987. (Blueprint: Canada Olympic Park, Pageantry Exhibit, Hill Array, October 1987 (#PA-15))

Glazing for Hockey Rinks, 1987. (Blueprints: OCO'88, Corral & Saddledome, Glazing for Ice Hockey Rinks, June 25, 1987 - three blueprints: Corral & Saddledome: Glazing, #A-1; Corral: Glazing, #A-2; Saddledome: Glazing, #A-3)

Oversize material in Map Cabinet 1/14 (cont'd)

Prince's Island Olympic Arch, 1987. (Blueprints: Olympic Arch by Barry Johns Architect

Ltd., Prince's Island, Calgary, Alberta, August 17, 1987 (2 pp., #A-1, #A-2);

Olympic Arch by Barry Johns Architect Ltd., Prince's Island, Calgary, Site Plan &

Plan Details, October 7, 1987 (#S1); Olympic Arch by Barry Johns Architect Ltd.,

Prince's Island, Calgary, True Elevations & Details, October 7, 1987 (#S2);

Olympic Arch by Barry Johns Architect Ltd., Prince's Island, Calgary, Alberta,

Electrical Plans and Details, September 1987 (#E1))

Temporary Instant Fabric Structures, Heating Units, 1987. (Blueprint: Temporary Tent

Units, Roof Plans & Sections, July 20, 1987)

## XI.	Finance Group, Procurement Division, Purchasing Section, Co-ordinator, Purchasing, Venue Equipment Summary Information and Miscellaneous. -- 1985-1988. -- .31 m of text.

Archival Description: The responsibility of the Purchasing Section was to "[b]uy materials and/or services identified by a user at the lowest cost considering: quality, service, delivery, reliability, safety." The Purchasing Co-ordinators reported to the Manager, Procurement, Harry Bullen. As at 1987 February, there were six Purchasing Co-ordinators: Dick Roach, Ken Hornby, Mary Jenkins, David Hebenton, Ray Roth and Donna Mattson.

Scope and Content: This series consists of two sub series:

Venue Equipment Summary Information - These records include information on equipment required at each venue for each sport, general requirements lists, and purchase order summary information. They consist of printouts of equipment requirements at venues during the Games. The printouts are in various sorts, including different combinations of information. There are various "levels" of lists. Level 1 lists general classes of commodity such as "sports equipment" and "medical equipment" and "furniture & furnishings". Level 2 lists classes of items within the class designated--item types such as "headgear" and "trousers" appear within the commodity "sports equipment". Level X identifies individual items such as "hardhat" and "stetson". The software package used by the Procurement Division provided for identification of items by a six character alpha-numeric item code (ICODE). These item codes are prominent features of the lists included here.

Miscellaneous - These records include policy and summary information regarding purchasing. The files were maintained by the Purchasing Co-ordinators without any apparent order.

Selective Retention: The files in the Venue Equipment Summary Information sub series were originally created along with files on individual suppliers. The supplier files have been destroyed, with the result that relatively few files on policy and summary information remain. In the Miscellaneous sub series, only lists with the most complete and latest information were retained.

The title is based on the contents of the series and box labels.

A list of file titles follows.

File listing:

SUB SERIES: VENUE EQUIPMENT SUMMARY INFORMATION

Box 1

Games Requirements Lists, January 15, 1988.

Games Requirements Lists, December 7, 1987.

Games Material Requirements Lists, Commodity Summary Level 1, Item Class

Summary Level 2, December 7, 1987.

Games Requirements Lists, Sports Equipment, October 27, 1987.

Total Games Requirements, Level X, November 12, 1987.

Equipment Requirements for Figure Skating Test Events (Skate Canada), September

11, 1987.

Corporate Item List, (by item ICODE), February 10, 1987.

Catalogue List, (by item ICODE), February 19, 1988.

Purchase Order Log, March 8, 1988. (2 folders; sorted by vendor number, then by

purchase order number)

Equipment Requirements, Global Book 1, 1987. (1st of 2 folders; the "Global Book"

consists of lists of items required at each venue for each sport and program)

Box 2

Equipment Requirements, Global Book 1, 1987. (2nd of 2 folders)

Equipment Requirements, Global Book 2, 1987. (2 folders)

SUB SERIES: MISCELLANEOUS

Box 2 (cont'd)

Purchasing Forms, n.d. (Samples)

Purchasing Section Responsibility, 1985.

Purchase Order Summary to Dec. 22 1987. (Listed alphabetically by name of vendor)

Box 3

Purchase Order Summary to July 25, 1987. (Listed by purchase order number)

Purchasing Section Staff Meeting Minutes, January-August 1987.

Purchasing Meetings, December 1986-January 1988. (Includes minutes)

XII.   Finance Group, Procurement Division, Materials Management Department, Miscellaneous. -- 1987-1988. -- .125 m of text.

Archival Description: Few records from the Materials Management Department were passed on to the Archives. Presumably they remain with the Department of National Defence (DND) who handled the Materials Management function.

Scope and Content: These records had no apparent order.

The title is based on the contents of the series and box labels.

A list of file titles follows.

File listing:

Box 1

Materials Management Policies and Procedures Manual, 1986-1988. (3 folders)

OCO'88, Corporate Item List, 1988. (2 folders; alphabetical listing)

XIII.   Finance Group, Procurement Division, Assets Disposal Department, General Manager, Correspondence and Reference Files. -- 1986-1988. -- .19 m of text.

Archival Description: The majority of these records were created during late 1987 and the first half of 1988, when OCO was planning and carrying out the disposal of its assets. They include records pertaining to the policy and procedures of assets disposal and minutes and correspondence of committees involved in asset disposal. In early 1988, David Thompson moved from his position as General Manager of Public Relations in the Communications Group to become General Manager responsible for post-Games Assets Marketing.

Scope and Content: Records were maintained in files identified by subject or correspondent, arranged alphabetically.

Selective Retention: Records reflecting policy and procedures of asset disposal were retained. Correspondence regarding disposal of individual assets was destroyed.

The title is based on the contents of the series and box labels.

A list of file titles follows.

File listing:

Box 1

Asset Disposal Committee, 1988. (Includes minutes)

Bill Pratt, 1988. (Regarding requests for legacy items and other assets)

D. Thompson's Filing, 1988.

Asset Donation Requests, 1988. (List)

CODA, 1988. (2 folders; regarding assets allocated to CODA and various Olympic

> facilities; includes a copy of the Disposal Plan)

Danbury Sales (1971) Ltd., 1988. (Auctioneer; includes auction catalogue)

Management Reports, 1988. (Includes agenda and minutes of Executive Management

> meeting, EMT report, Finance Progress Report and correspondence regarding

> the Olympic Archives)

Marketing, 1988. (Includes pamphlet on the Kodak Balloon Festival)

Mascot Committee, 1988. (Includes minutes)

Media, 1988. (Press releases)

Newspaper Auction Ads, 1988.

Olympic Venue Site Restoration, 1987-1988.

OVC [Olympic Volunteer Center], 1986-1988.

Policies and Procedures [Manual], 1988. (Regarding Employee Performance

> Evaluations, Disposal of Assets and Accommodation Revenue Collection)

Recovery Procedures (All Departments), 1988.

Dave Thompson, Personal, 1988.

Box 1 (cont'd)

Venue Equipment, For Sale, 1988.

Donations, 1988. (Includes Press Releases and lists of donation requests)

Danbury Sales, 1988. (Includes auction catalogues)

General Information, 1988. (Includes copy of the Disposal Plan)

Budget/Termination Dates, 1988.

ADAC [Asset Disposal Advisory Committee], 1988. (Includes agenda and minutes)

Box 2

CODA, AFEs Legacy, Legacy Bills of Sale, 1988.

CODA, 1988. (Regarding legacy transfers and purchases)

Material Distribution Record, 1988.

Purchasing Policies & Procedures Manual, 1987.

Assets Disposal Sales Summaries, 1988.

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