



FINA 2016 World Swimming Championships (25m)

Project Charter

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February 1, 2015

Table of contents

1.....	INTR
INTRODUCTION	
1.1 INTRODUCTION.....	3
1.2 HIGH LEVEL OBJECTIVE	3
1.3 HIGH LEVEL SCOPE.....	3
2.....	
PROJECT OBJECTIVES AND SUCCESS FACTORS	3
3.....	PROJ
PROJECT SCOPE	
3.1 IN SCOPE	5
3.2 OUT OF SCOPE	5
3.3 ASSUMPTIONS	6
3.4 CONSTRAINTS.....	6
4.....	
ROLES AND RESPONSIBILITIES	7
5.....	PROJ
PROJECT BUDGET AND SCOPE CHANGES	
5.1 PROJECT BUDGET	10
5.2 RULES FOR SPENDING AND SCOPE CHANGES	11
5.3 SCOPE CHANGE SUMMARY	11
5.4 ESTIMATED TIMELINES	12
6.....	PROJ
PROJECT RISKS.....	12
7.....	PROJ
PROJECT APPROVALS.....	13
APPENDIX A – PROJECT PLAN.....	14
APPENDIX B – PROJECT RISK MATRIX.....	18
APPENDIX C – PROJECT STRUCTURE.....	21

1. Introduction

1.1 INTRODUCTION

This document defines the scope and establishes the framework and overall approach for the FINA 2016 World Swimming Championship (25m) (WSC). This Charter includes an overview of project objectives and anticipated project risks and mitigating measures. This document also provides the deliverables, describes the project team structure, outlines roles and responsibilities, and defines the project environment.

The contents of this document must be reviewed and signed by the Project Sponsor and Project Manager to ensure parties have a clear understanding of the goals of the implementation. The Charter allows all project participants to work towards a common goal and clarify expectations while becoming the standard against which changes to project scope and duration are identified and evaluated.

1.2 HIGH LEVEL OBJECTIVE

The high level objective of this project is to ensure that the City of Windsor successfully plans for and hosts a world class event that enhances the image and reputation of the City both nationally and internationally, meets the expectations of all stakeholders, and is in accordance with all the requirements of the Host City Agreement (HCA). This will be facilitated by the Steering Committee / Local Organizing Committee (LOC), Chaired by the Mayor of the City of Windsor and the Executive Committee, Chaired by the Project Sponsor.

1.3 HIGH LEVEL SCOPE

This Project Charter has been developed to outline project scope and guiding principles. **Appendix A** illustrates the Project Schedule.

2. Project objectives & success factors

Objectives:

The LOC and Executive Committee, along with the Project Manager, will delivering the following functions:

1. **Operations:** this includes Sport Venues, Sport Management, Sport Presentation & Medal Ceremonies, Medical & Anti-Doping, and Media & Broadcast
2. **Event Services:** this includes Information Technology & Communications, Flights & Local Transportation, Accommodation and Per Diems, Security, and the Volunteer program
3. **Marketing:** this includes Public Relations & Communications, Commercial, and Protocol, Ceremonies & Events,
4. **Administration and Finance:** this includes Financial Budget Preparation & Variance Reporting, Purchasing & Procurement, and Legal & Risk Management.

Success Factors:

1. **Adherence to Project Timelines:** Regular project milestone evaluation will be completed. Notification of any possible delays to Executive and Steering Committees on a timely basis.

2. **Timely Resolution of Issues:** Procedure for issue resolution and scope change defined in the Project Charter.

3. **Adherence to Budget:** Ongoing monitoring of budget to actual amounts spent will be reported to the Executive and Steering Committees. Action taken when needed if forecasted amounts indicate problems. Use of contingency funds will be used in accordance to the rules contained within the Project Charter.

4. **Adherence to HCA:** Ongoing monitoring of project timelines and key milestones as defined in the HCA will be reported to the Executive and Steering Committees. Action taken when needed if projected timelines indicate problems.

3. Project scope

The scope of this project includes and excludes the following items:

3.1 In scope

All requirements of the FINA HCA and FINA Practices and Procedures for the FINA 2016 WSC. Key items include the following:

- Registration and accreditation of teams
- Provision for the required facilities including a training pool (WIATC) and warm up and competition pools (WFCU)
- Provision of accommodations and food / per diems for teams, technical officials, FINA Bureau Members and VIPs
- Provision of flights for teams and VIPs
- Provision of transportation to and from events for teams and VIPs
- Provision of transportation to and from point of entry (i.e. airport/bus terminal) to and from accommodations on day of arrival and day of departure for teams and VIPs
- Provision of dedicated FINA vehicles with drivers
- Planning and execution of opening/closing ceremonies and medal & trophy presentations
- Planning and execution of all swimming events
- Planning and execution of all hospitality services and events
- Provision of facilities and sports presentation with required audio & visual equipment
- Provision of host broadcast operations and media press centre
- Provision of on-site security, medical services, and anti-doping at the event venue
- Provision of sport management including lifeguards, competition equipment and timing, scoring & results
- Through use of volunteers, provision of assistance to teams during events
- Providing appropriate media coverage, advertising and signage
- Securing alternative fundraising and in-kind sponsorships through sponsorship agency
- Provision of public relations & marketing (ex. logo & mascot, advertising & promotion, city dressing)
- Provision of administration and finance functions to support the event
- Securing of funding from senior levels of government

3.2 Out of scope

- Funding for tours/excursion for teams outside of the events
- Accommodations or events for relatives/families of athletes

3.3 Assumptions

- That senior level funding will be received (as per HCA budget) and resources will be provided to successfully achieve the project deliverables within the scope defined in this Charter, by the expected completion date;
- Decisions and recommendations made are based on information available at a point in time and are subject to modification during the project due to factors such as new information, which was not available or disclosed during the initial process, or other such factors.
- Those involved in decision-making and issue resolution on the project will do so in a timely manner to prevent delays in the project timelines.
- Competent committee members with required expertise will be available.
- Purchases and contracts will be executed in compliance with the project procurements methodology
- The Corporation will accept potential managed disruptions in normal business activity during the life of this project.
- Facilities (including those owned by the City) will be made available to support the Event.

3.4 Constraints

- Resource Constraints – with the exception of the Event Executive Director, who is wholly dedicated to the oversight and management of this project, all other Steering Committee & Executive Committee members are working on this project in addition to their regular jobs. Some of the Steering Committee members are not City of Windsor employees and therefore, are not familiar with policies and practices which must be complied with for a City sponsored project.
- Time constraint – The games are scheduled to take place the first week of December 2016. All arrangements must be in place prior to this date.
- Budget constraints – Limited funding is available for this project
- The Steering Committee, Executive Committee and Project Manager are required to comply with the HCA.

4. Roles & Responsibilities

Roles and responsibilities in a project clarify decision-making responsibilities, sources of authority, communication to appropriate individuals, accountability for project deliverables and objectives, as well as commitment to the project.

The project organization for the FINA 2016 WSC is composed of a Steering Committee, Executive Committee (including working group supporting roles), Project Sponsor, Arbitrator and Project Manager. It is expected that all team members will be identified and available for the duration of the project. All team members are expected to be involved for the duration of the project. It is imperative that each individual is available to the project as required to ensure the project's success. Necessary replacement of individual team members is to be done promptly.

Appendix C provides a pictorial view of the project's organizational structure and includes all levels of participation from the Corporation.

Role	Name & Title	Responsibilities
Project Sponsor	Tony Ardovini, Deputy Treasurer, Financial Planning	<p>The Project Sponsor oversees the business management and project management issues that arise outside the formal business of the Steering Committee. The Sponsor also provides support and ensures that the necessary resources, both financial and human, are available to the project. Specific responsibilities include:</p> <ul style="list-style-type: none"> • Call and chair Executive Committee meetings. • Demonstrate corporation's overall commitment to the project. • Secure project funding/ financing. • Remove major barriers to progress. • Approve all reports to Steering Committee and City Council. • Co-sign all approved change orders and all contracts to contractors / consultants / vendors with Project Manager. • Review on an ongoing basis the project budget analysis prepared by finance staff. <p>Ensure monthly reports on progress and budget are reported out to the Steering Committee.</p>
Steering Committee (LOC)	<p>Mayor Dilkens (Chair)</p> <p>Peter Knowles (Event Executive Director)</p> <p>Lisa Schott (Aquatics Canada)</p> <p>Gordon Orr (Tourism Windsor Essex Pelee Island)</p> <p>Ahmed El Awadi (Swimming Natation Canada)</p> <p>Tony Ardovini (City of Windsor)</p>	<ul style="list-style-type: none"> • Provide guidance throughout the project and ensure requirements of the HCA are achieved. • Remove constraints or mitigate risks that affect the project. • Receive and approve monthly project progress/budget reports. • Review and recommend changes to City Council, if needed, in respect of the total project budget. • Approve significant decisions valued over \$150,000 based on the recommendation of the

		<p>Executive Committee.</p> <ul style="list-style-type: none"> • Approve changes to budget allocations (within overall approved budget) over \$150,000 based on the recommendation of the Executive Committee. • Address any issue that has major implications to the success of the project.
<p>Arbitrator</p>	<p>Helga Reidel – Chief Administrative Officer, City of Windsor</p>	<ul style="list-style-type: none"> • Settle disputes and acts as final arbitrator should the Executive Committee not reach a resolution. • Approval of reports, at her discretion, to Steering Committee and City Council (largely for significant reports where policy or budget changes are being contemplated). • Provide guidance to Project Sponsor.
<p>Project Manager</p>	<p>Peter Knowles (Event Executive Director)</p>	<p>The Project Manager is responsible for organizing the project into one or more sub-projects, managing the day-to-day aspects of the project, developing the detailed work plan, responding to media requests for information, resolving planning and implementation issues, and monitoring progress and budget. Various functional controls need to be reviewed and monitored on a regular basis. This includes cost, time, conflict and quality controls. Specific responsibilities include:</p> <ul style="list-style-type: none"> • Prepare reports on progress for the Steering Committee and Council. • Call and chair Project Team meetings. • Present detailed work plan/ timeline for all elements of the project to the Executive Committee for approval. • Responsibility for the overall execution of the project and co-ordination of all activities. • Ensure all project components (except for approved partial waiver) are in compliance with the City of Windsor’s Purchasing By-law. • Coordinate work on legal agreements. • Plan each phase to ensure project team members work effectively. • Monitor progress to ensure successful completion of each phase and milestone. • Identify and manage project risks, scope and escalate to the Executive Committee as required. • Ensure proper communication with Project Team and external communications. • Liaise with agencies, contractors and consultants. • Responsible for day to day activities. • Co-approval of any change orders with Project Sponsor.

		<ul style="list-style-type: none"> • Approval of all project invoices • Approve procurements of \$25,000 or less as per the waiver of the purchasing bylaw for this Event • Recommend procurements greater than \$25,000, but not greater than \$100,000 to the Executive Committee as per the waiver of the purchasing bylaw for this Event • Primary communication point of contact for all deliverables. • Defines and tracks Project Plan and Work Breakdown Structure. • Manages timelines, budgets, project staff, risks, and issues; and brings forward any major impact items to Project Sponsor &/or Executive committee for discussion / resolution <p>Where Project Manager has an issue of a time sensitive or emergency nature before the next scheduled Executive Committee Meeting, the Project Sponsor, at their discretion, will attempt to schedule an Executive Committee meeting if feasible or if not feasible; will conduct an email poll of the Committee with the results of the poll being ratified at the next Executive Committee meeting.</p>
<p>Executive Committee</p>	<p>Tony Ardovini – Deputy Treasurer, Financial Planning (Chair)</p> <p>Jan Wilson – Executive Director Recreation & Culture</p> <p>Harry Turnbull – Executive Director Information Technology</p> <p>Valerie Critchley – City Clerk</p> <p>Shelby Askin-Hager – City Solicitor</p> <p>Pat Delmore – Executive Director Transit Windsor</p> <p>Tom Graziano – Senior Manager Facility Operations</p> <p>Inspector David Cassidy - Windsor Police Services</p>	<ul style="list-style-type: none"> • Receive and approve monthly project progress/budget reports. • Review, approve and oversee implementation of detailed work plan for project. • Review and approve detailed monthly financial report (budget versus actual). • Ensure project direction is consistent with departmental and end users’ needs. • Review and resolve business issues. • Oversee implementation of detailed work plan. • Approve changes to budget allocations (within overall approved budget) up to \$150,000. • Recommend changes to budget allocation (within overall approved budget) over \$150,000 to the Steering Committee for approval. • Approve procurements larger than \$25,000 and not greater \$100,000 as per the waiver of the purchasing bylaw for this Event, <p>Through support staff, maintain minutes of all meetings, general records and other resources.</p>

5. Project Budget & Scope Changes

5.1 Project Budget

FINA World Swimming Championships (25m) Windsor 2016 Budget			
EXPENDITURES		US / CDN DOLLARS	
Operations			
	Sport Venues	\$	1,950,000
	Sport Management	\$	600,000
	Sport presentation & Medal Ceremonies	\$	425,000
	Medical & Anti-Doping	\$	150,000
	Media & Broadcast	\$	1,400,000
			\$ 4,525,000
Event Services			
	IT & Communications	\$	325,000
	Flights & Local Transportation	\$	1,575,000
	Accomodations and Per Diems	\$	1,503,000
	Security	\$	160,000
	Volunteer Programs	\$	185,000
			\$ 3,748,000
Marketing			
	Public Relations & Communications	\$	366,000
	Commercial	\$	160,000
	Ceremonies & Events	\$	595,000
			\$ 1,121,000
Administration & Finance			\$ 869,000
Contingency			\$ 1,002,000
TOTAL EXPENDITURES			\$ 11,265,000
REVENUE			
	National Marketing Programme (including sponsorship and budget relieving VIK)		\$ 1,000,000
	FINA VIK Products & Services		\$ 1,550,000
	Media & Broadcast Rate Card		\$ 10,000
	Ticket & Hospitality Sales		\$ 350,000
	Accomodation Commissions		\$ 15,000
	Publications (Sales & Advertising)		\$ 40,000
	Government Subsidies		\$ 8,300,000
TOTAL REVENUE			\$ 11,265,000

5.2 RULES FOR SPENDING/SCOPE CHANGES

The scope change process is used to clearly define requests for project and work plan changes. An issue may trigger the scope change control process if it causes an impact to the project's critical path (affecting project deadlines); it requires a change to deliverables (content, cost); or it requires a change in project resources. Changes in project scope are documented on a case-by-case basis in the minutes of the Executive Committee and Steering Committee. Appropriate scope change approvals will be sought as expeditiously as possible in order to maintain the Project Schedule.

By way of M284-2012, City Council approved the resolution that approved entering into agreements with FINA and Aquatics Natation Canada. As per the HCA and City policies, the following is being recommended.

- The Project Manager, as per the partial waiver of the Purchasing Bylaw, can approve procurements of \$25,000 or less and recommend procurements greater than \$25,000, but not greater than \$100,000 to the Executive Committee. All procurements greater than \$100,000 must follow the Purchasing Bylaw.
- The Executive Committee can approve changes to budget allocations up to \$150,000 per budget line including the approval of contingency funds up to \$150,000 for individual items to a maximum total use of up to \$500,000 of the total project contingency, based on recommendations of the Project Manager.
- The Steering Committee (LOC) can approve changes to budget allocations within total project budget for values in excess of \$150,000 including the approval of contingency funds for items greater than \$150,000 or above the cumulative \$500,000 limit of the Executive Committee, based on recommendations of the Steering Committee.
- Only Council can approve expenditures above and beyond the total net project cost of \$11,265,000 USD.

5.3 SCOPE CHANGE PROCESS SUMMARY

Activity	Responsibility	Activity Description
Changes to overall project budget	City Council	All requests for increases to the project budget will be brought before City Council
Draws from Project Contingency	Steering Committee (LOC)	The Steering Committee will approve contingency funds for all items greater than \$150,000 and above the cumulative \$500,000 limit of the Executive Committee.
	Executive Committee	The Executive Committee can approve contingency funds up to \$150,000 for individual items to a maximum total use of up to \$500,000 of the total project contingency.
Changes within the budget allocation greater than \$150,000	Steering Committee (LOC)	All requests for budget changes valued greater than \$150,000 will be approved by the Steering Committee
Changes within the budget allocation less than \$150,000	Executive Committee	All requests for budget changes valued less than \$150,000 will be approved by the Executive Committee
Request for change in scope	Executive Committee	All change requests will be brought before the Executive Committee for deliberation or referral to the Steering Committee

5.4 ESTIMATED TIMELINES

Milestone	Target Date
Execution of Host City Agreement	December, 2012
Start of Project	March, 2014
FINA 2016 WSC Event	December 6-11, 2016
End of project – Final Report	March, 2017

A Project Plan, attached as Appendix A to the Project Charter, provides a detailed listing of all FINA milestones and project tasks.

6. Project risks

Risks are inherent in any project. Staging a large and complex event such as the FINA 2016 WSC inherently carries a degree of risk. Administration has undertaken prudent measures where applicable in order to reduce the noted risks. A listing of the main risks as well as the mitigating measures can be found in **Appendix B**.

Project approvals

Project sponsor

Date

Project manager

Date

PROJECT RISK MATRIX

APPENDIX B

Risk Category	Risk	Probability & Impact	Overall Risk	Mitigation	Owner
Resource Risk	FINA 2016 WSC with Budget of \$11.265M USD is largest international sporting event ever held in the City of Windsor. Will require significant resources from within and outside the City to meet requirements of the HCA	Likely/High	Significant	Early planning and detailed review of what tasks can be completed by City staff and what will require external entities to complete. The risk mitigation strategy has already started with the hiring of Peter Knowles, the Event Executive Director (Project Manager) who has significant experience with hosting FINA events, and the external Project Manager to build the permanent pool at the WFCU Centre. Resource allocation and availability will be monitored regularly to ensure the risk is mitigated.	Project Manager, Executive Committee & Steering Committee
Timing Risk	The FINA 2016 WSC will be held the first week of December 2016. All preparations, including the building of the permanent and temporary pools will need to be complete prior to this date.	Unlikely / High	Significant	<p>Key experienced positions have already been engaged and a detailed project plan has been developed that will include key milestone dates. This plan will be reviewed regularly by the LOC and Executive Committees to ensure the projects remain on target.</p> <p>The partial waiving of the Purchasing Bylaw will not require the Project Manager / Executive Committee to conduct competitive purchasing processes for purchases of \$100,000 or less. Given the deadline in which the LOC has to deliver the Event, this waiver allows the team to capitalize on sponsorship and donor opportunities while also remaining flexible enough to effectively deal with the unforeseen needs and requirements that will arise before and during the Event.</p> <p>The Event Executive Director and the Executive Committee will be responsible to review and approve purchases.</p>	Project Manager, Executive Committee & Steering Committee

Risk Category	Risk	Probability & Impact	Overall Risk	Mitigation	Owner
Cross-Corporate Impact Risk	This event will involve many departments within the City of Windsor to varying degrees based on available resources and expertise.	Likely / Moderate	Moderate	Mitigated by regular meetings with departmental representatives that will receive regular event updates from the Executive Director. This will provide an opportunity for a two way communication with departments to ensure any concerns and/or suggestions are taken into account early on in the process. Initial meetings with City staff have already begun and will be formalized going forward.	Project Manager & ED of Recreation and Culture
Financial Risk	Risk that external funding support from senior levels of government does not materialize. The City is responsible for assuming the entire event cost.	Unlikely / High	Significant	This risk is being mitigated by ensuring all requirements for the grant submission processes are being met and meeting directly with the federal & provincial ministries.	Project Manager, Executive Committee, and Steering Committee
Financial Risk	In-kind sponsorships funding will not be achieved to fund estimated costs	Unlikely / High	Significant	The City has already engaged Sponsorship Canada who will be responsible to pursue sponsorship revenue.	Project Manager, Executive Committee and Steering Committee
Financial Risks	Actual costs are higher than budget.	Unlikely / Moderate	Moderate	Budget variance reports will be reviewed on a regular basis to identify and mitigate any possible cost overruns early in the process.	Project Manager, Executive Committee and Steering Committee
Financial Risk	The budget is that the HCA includes a total event budget of \$11,265,000 USD. When the agreement was executed, the Canadian dollar was close to par with the US dollar. Over the last two years, the Canadian dollar has steadily decreased in value to where the	Possible / High	Significant	This risk will be mitigated by the fact that most of the purchases will be paid in Canadian funds. The City will need to ensure all the HCA requirements are met within the \$11,265,000 CDN budget. The budget will be monitored on a regular basis to mitigate the risk of a deficit.	Project Manager, Executive Committee and Steering Committee

Risk Category	Risk	Probability & Impact	Overall Risk	Mitigation	Owner
	exchange rate is now approximately \$1.25. If the requirement is to spend \$11,265,000 USD, the costs to the City will be significantly more than the current \$11,265,000. Based on the current rate, the budget in Canadian dollars would be approximately \$14.1 M.				
Other - Weather	Inclement weather during the Event in December (winter snow storm / ice storm) .	Possible / High	Moderate	Contingency plan will be developed to mitigate the impact should this scenario occur.	Project Manager and ED of PW Operations
Other - Security	Several thousands of participants, friends and family members expected	Likely/High	Moderate	Heightened security measures will be developed in consultation with Windsor Police Services. All teams, delegates and visitors will be tracked through the accreditation / registration process.	Project Manager / Chief of Police
Other – Liability	Sport Injuries and other Risks to the City of Windsor	Possible / High	Moderate	Additional insurance coverage purchased as per the HCA through Risk Management.	Project Manager and Risk Management Area

APPENDIX C - PROJECT STRUCTURE

