

The Governance of the Olympic Games in Canada

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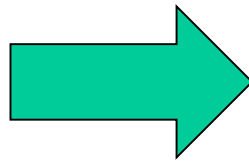
“I look at our situation and think we are a very good model of how to do these events. This is, to me, very good for the Canada brand of being reliable, being trustworthy, keeping your promises, being on time and on budget, being responsible about the things that really matter to the public.”



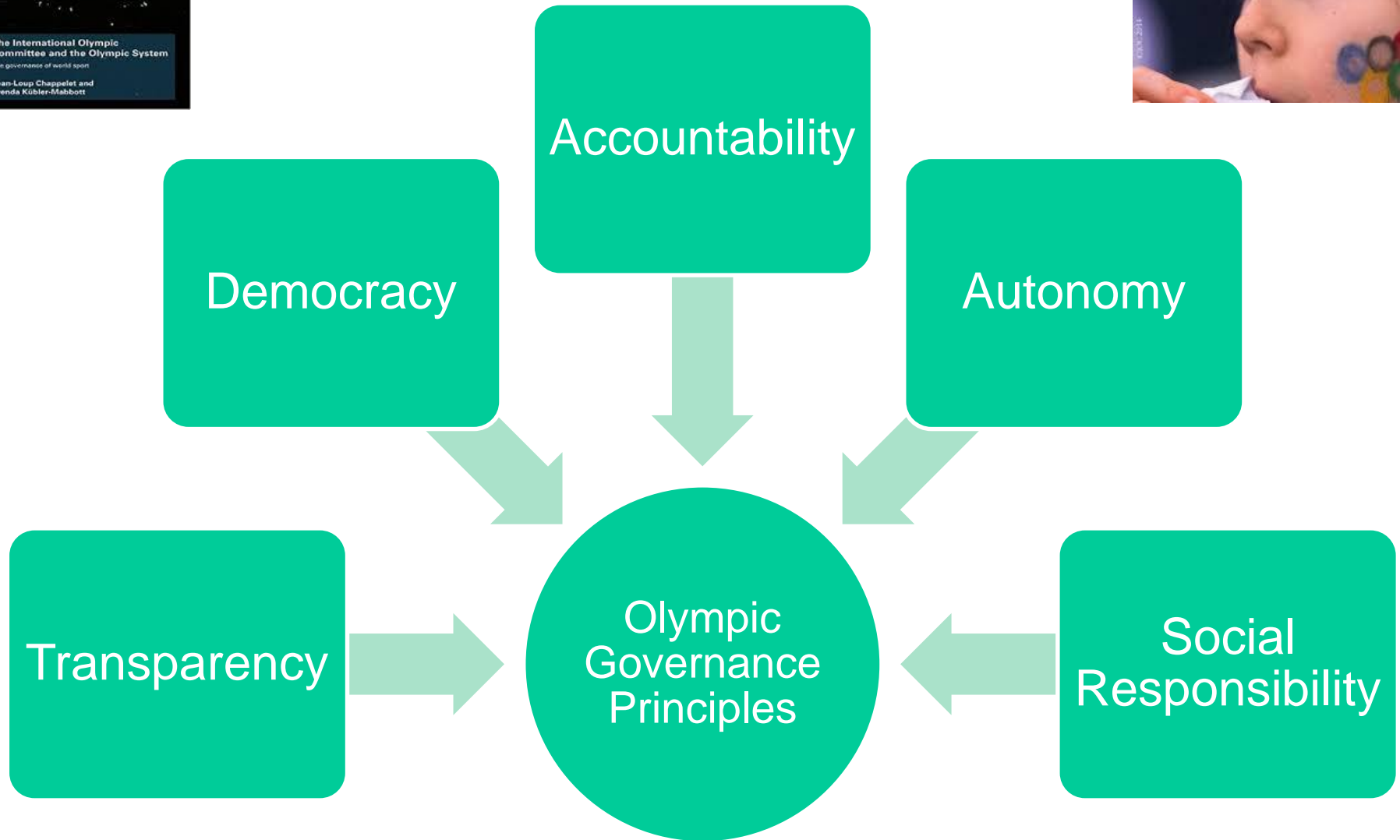
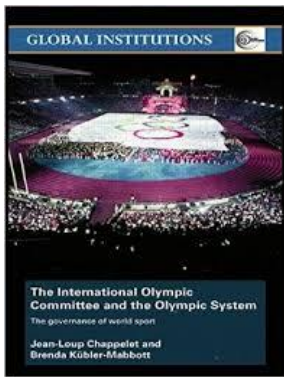
(Source: <http://bobmackin.ca/?p=1880>)

Purpose

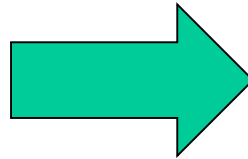
- To understand the governance of the Olympic Games in Canada







Theoretical framework



Borgason and Musso (2006):



(Source: iStock photo 17799746)

(Source: iStock photo 45675064)



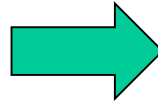
(Source:
<http://www.canada.com/olympics/commentary/cam-cole-russia-canada-closer-than-you-think-86833>)

(Source: <http://www.olympic.org/content/olympic-athletes/athletes-space/entourage/coaches/?tab=coaches-qualifications>)

(Source:
<http://www.theteamkennedy.com/blog/the-positives-and-negatives-of-going-to-a-sporting-event-in-person/>)



Methodology



- 3040 document pages analyzed
- Network analyses for network governance structure and process



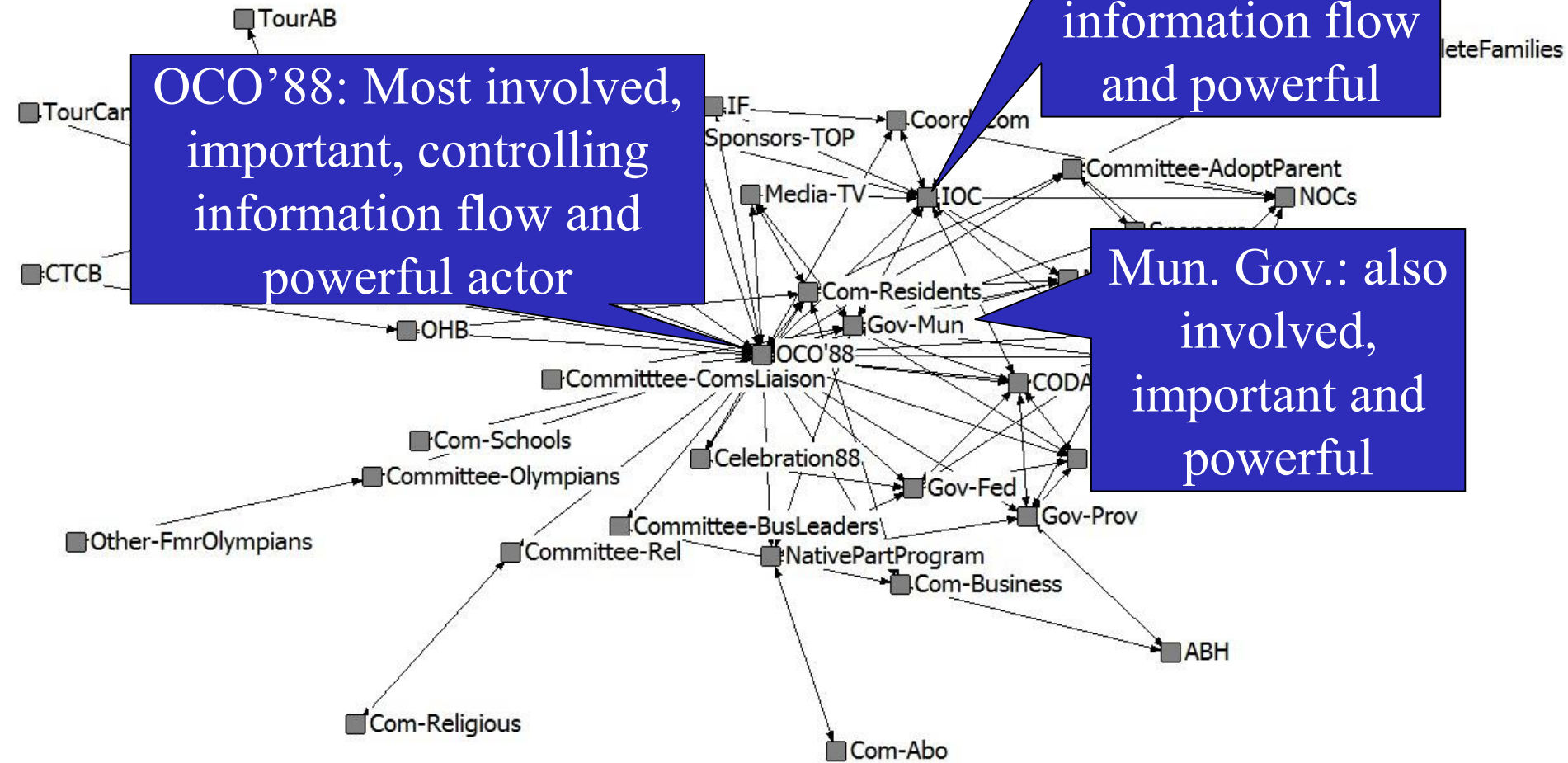
UCINET Software



NetDraw

- Content analysis for coordination mechanisms

Network Analyses

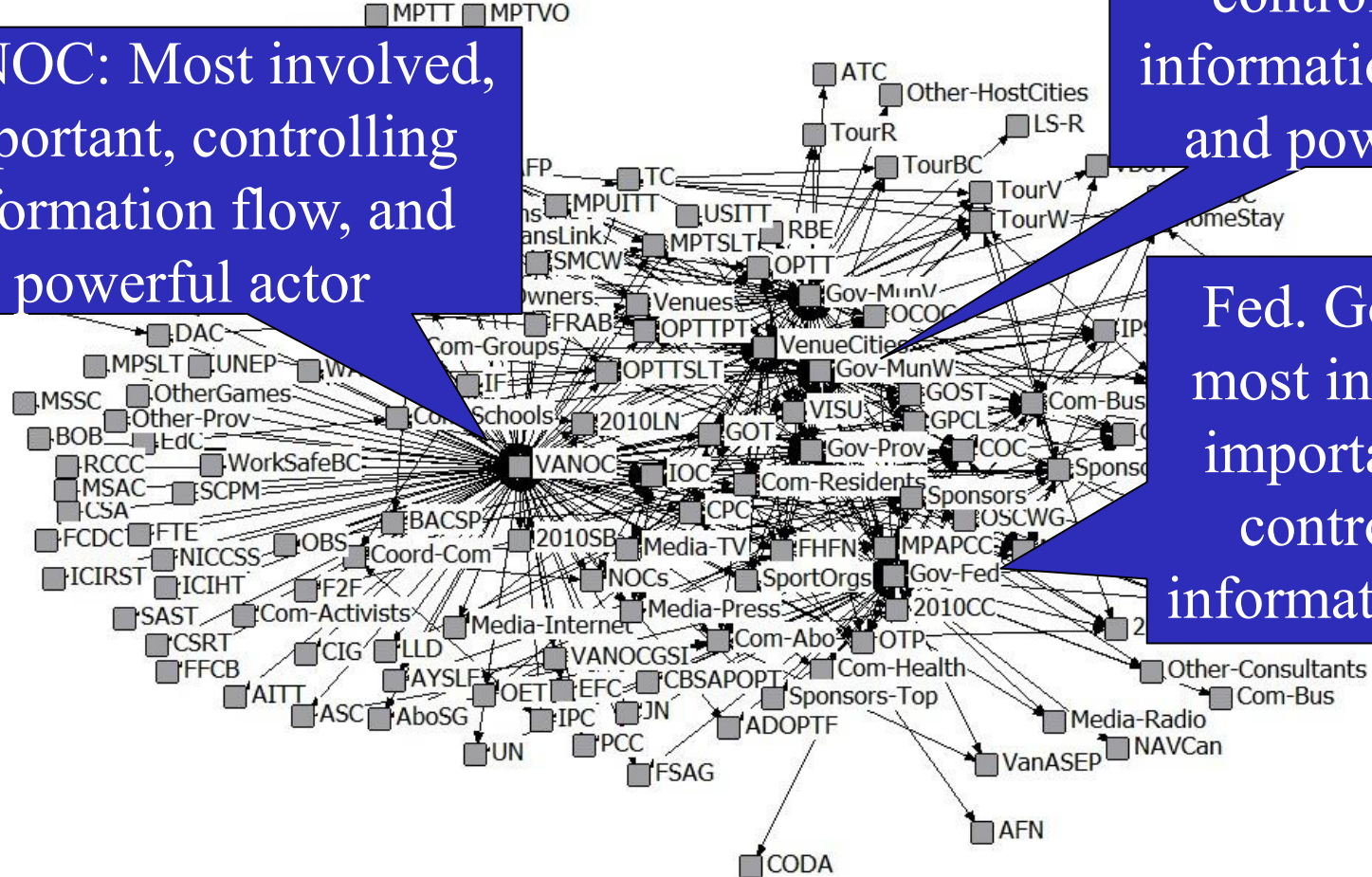


Network Analyses

VANOC: Most involved,
important, controlling
information flow, and
powerful actor

Mun. Gov'ts:
also involved,
controlling
information flow
and powerful

Fed. Gov.: 2nd
most involved,
important and
controlling
information flow



Network Analyses

- Both Games: efficient and effective network
 - Low transitivity
 - Weak ties = opportunity and less redundancy
 - Small number of core actors
 - Low density
- Canadian OCOG and governments are now central actors in terms of:
 - Overall importance
 - Degree of involvement (number of linkages)
 - Controlling the flow of information
 - Power

Coordination Mechanisms

Structure

- Continuity between bid & organizing committee
- Appropriate leadership (business, sport & event skills)
- Formal partnership agreements
- Flexible organizational structure
- Coordination structures (e.g., working groups)
- Information gathering & dissemination structures
- Partner structures
- Co-location*

Process

- Relationship building
- Open communication & transparency efforts
- Informal discussions
- Seeking information from experts
- Targeted programming for stakeholders
- Test events
- Other: national/provincial approach & legacies/sustainability

Canada's Approach to Olympic Games Governance



1. Canada-wide planned & coordinated stakeholder engagement



(Source: iStock photo 41166734)



(Source: <http://www.ndr.org.ng/need-to-deepen-nigeria-democratic-governance/>)



(Source:
<http://www.volico.com/services/colocation/>)



(Source: iStock photo 19449925)

2. Appropriate leadership



(Source: iStock photo 18491641)



(Source: iStock photo 50637868)

3. OCOG structure



(Source: iStock photo 12115855)



(Source: <http://www.cfheh.org.uk/the-v-team/>)



4. Knowledge



(Source: iStock photo 39026194)



(Source: iStock photo 40497372)

5. A willingness to innovate



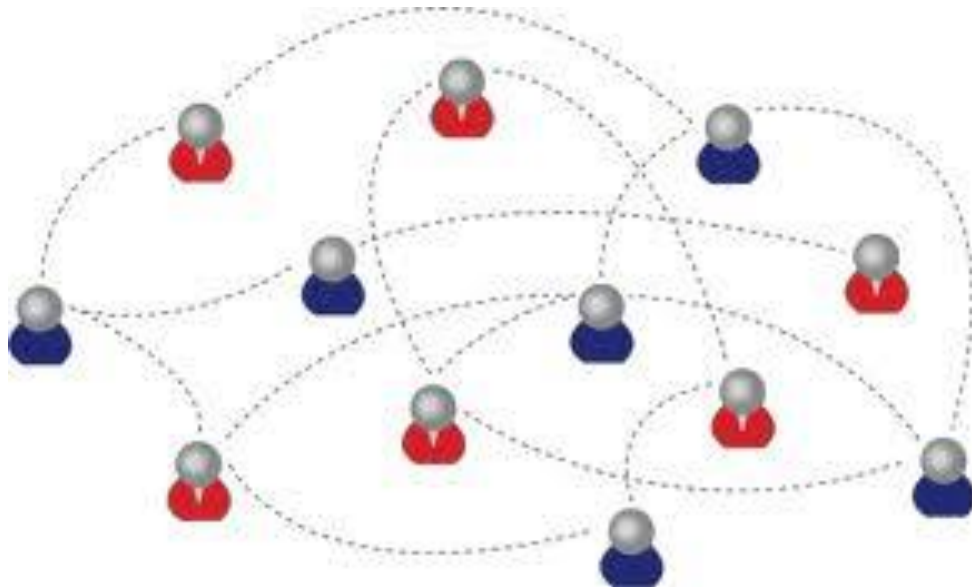
(Source: iStock photo 37902970)

Discussion & Implications

- Meets calls by Chappelet & Kübler-Mabbott (2008) and others regarding **good governance practices**, such as:
 - Formalized partnerships/agreements
 - Transparency, performance, accountability, trust, and direct stakeholder participation
 - Establishment of independent organization (OCOG)
- Not an entirely unique approach (cf. London 2012)
- Interestingly, no Olympic delivery authority
 - Requires further examination
- Elements of model found in 2015 Pan Ams and Women's World Cup, Canada 2015

Delimitations

- Delimitations:
 - Network is relative & based on data obtained
 - Inter-organizational focus instead of intra-organizational (corporate governance)



Summary

- **5-part Canadian approach to governing major sports events**
 - Canada-wide stakeholder engagement
 - Leadership
 - Structure
 - Knowledge
 - Innovation



Merci / Thank you



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