

**CATALYST, COLLABORATOR,
CONNECTOR: THE SOCIAL
INNOVATION MODEL OF 2010
LEGACIES NOW - CASE STUDY**

Introduction

“2010 Legacies Now is the first of its kind to use the Olympic and Paralympic Games as a catalyst for change.”

Dr. Jacques Rogge, President, International Olympic Committee

One usually reads about the economic and social impact of the Olympics in reports months after the Olympic Flame is extinguished. Yet, we see something very unique in the 2010 Vancouver Olympic and Paralympic Winter Games. A new and bold understanding was born during the Bid Stage for the 2010 Winter Games: what if tangible legacies were identified and developed *before* the Games even took place, legacies that would benefit not only the host community, but also the host country?

This case study examines the entity designed to nurture legacies before, during and after the 2010 Olympics and Paralympic Winter Games: the 2010 Legacies Now Society. Our broad aim is to describe its creation, organization and track record to date. After examining the background of 2010 Legacies Now, we review its present status, unique approach, future plans and impact. We also highlight some preliminary lessons from 2010 Legacies Now’s experience to date. The learning achieved thus far will hopefully prove a useful platform for discussion of novel approaches to legacies development amongst current and future Bid Committees and Host Organizations and regions.

Chapter 1: Background

1.1 Origins

“The Olympics can make us better in British Columbia. The Olympics can help make us reach out beyond the mundane to something that is bigger than all of us, something that is stronger than we can imagine, something that is more inspiring than we normally think about.”

The Honourable Gordon Campbell, Premier, Province of British Columbia,
July 2, 2002 speech to the Vancouver Board of Trade

2010 Legacies Now was created as an innovative response to the legacy development challenge faced by Games hosts. The organization has been recognized for its ability to forge partnerships, to create compelling programs and to achieve social goals with entrepreneurial creativity and energy.

How did this happen?

Our story begins at the national bid stage, with Vancouver, British Columbia (B.C.); Quebec City, Quebec; and Calgary, Alberta, all vying to be Canada’s candidate city for the Games.

The Vancouver-Whistler Bid Committee and the B.C. government made a strategic decision to leverage the Olympics to create sport legacies for athletes in the pre-Games period as means of attracting the support of the sport community in Canada for the Vancouver-Whistler Bid. Accordingly, the Vancouver-Whistler Bid committed up to \$5 million for what it called the “LegaciesNow – Sport Program.” This commitment was integral to marketing Vancouver-Whistler’s domestic candidacy and, many feel, resulted in the Canadian Olympic Committee’s decision (in December 1999) to select Vancouver-Whistler as the Canadian bid for the 2010 Olympic Winter Games and Paralympic Games.

The LegaciesNow concept was then carried forward to the Vancouver Whistler 2010 Bid Corporation and became a key component of the international Bid. Officially launched in June 2000, the LegaciesNow initiative was intended to ensure that the bid for the 2010 Olympic and Paralympic Winter Games invested money and built capacity in the sport system. LegaciesNow was also created to recognize the importance of sport and physical activity programs in Canada. This concept of developing a sport and recreation legacy in the years prior to an Olympic and Paralympic Games, especially during the Bid phase, is believed to be a world first. Regardless of the outcome of the Bid, its goal was to ensure that the Bid resulted in a strengthening of the provincial and national sport systems through targeted programming and maximizing activities by provincial and national sport organizations and athletes.

1.2 2010 Legacies Now

The evolution of LegaciesNow continued in June 2001 when a separate society – the LegaciesNow Society and later the 2010 Legacies Now Society (2010LN) — was created to allow it to capitalize on additional opportunities outside the Bid, further its mandate to build support for the Vancouver Bid, and ensure a strong and lasting sport system for the province.

As a society, 2010LN directed its attention to three areas: sport development, community capacity building and a province-wide community outreach program. From the early stages of the Bid, it was important to all the partners that community engagement across the province took place, to ensure that British Columbians were supportive of the Games and to show that the Games could benefit all areas of the province, not only in the host communities. 2010LN engaged with British Columbians by going to many communities around B.C. to discuss how hosting the Games would benefit the province. This approach was the start of the positive reputation 2010LN has earned for engaging the grassroots and being an organization that people can identify with. This dialogue between 2010LN and the communities throughout the province allowed citizens to understand that the Games could have a positive impact on the entire province, and not only on the host city, if a proactive approach was adopted.

The goals of the newly created Society were:

- To assist with increasing the number of British Columbian athletes on the Olympic and Paralympic teams;
- To provide incentives for provincial and community sport outreach programs;
- To increase the capacity building / sustainability of sport; and
- To increase the positive awareness / impact of B.C. hosting the 2010 Olympic and Paralympic Winter Games.

2010LN was an important factor in generating the support of the B.C. sport community in the Bid to host the 2010 Winter Games. 2010LN received 42 motions of support for the Vancouver 2010 Bid from the Boards of Directors of provincial and national sport associations. In addition, 2010LN commissioned a study of sport's impact on the provincial economy and developed a tool kit in partnership with SportHost Victoria and the B.C. Games Society, designed to help communities host major sport events.

On the province-wide community engagement side, 2010LN launched the “It’s Our Time to Shine Tour” - a six-month mall tour that visited 28 communities across the province and incorporated interactive displays designed to inform British Columbians about the opportunities that would come with hosting the Games. The Tour coincided with the “2010 Winter Games and Planning for Gold” workshop sessions, which provided information about the 2010 Bid and advised and guided communities in developing an economic strategy for 2010. Communities were encouraged to establish working groups that would help communities and regions prepare to benefit from the 2010 Winter Games. As of July 2, 2003, there were 80 “Spirit of 2010 Community Committees”, representing more than 140 communities across British Columbia.

1.3 Early Achievements: 1999 - 2003

By the time the Bid for the 2010 Winter Games was won, 2010LN had achieved many accomplishments, including:

- The Province of B.C. investing \$5 million in new funding for the sport system through 2010LN. These funds, leveraged by 2010LN, would put over \$8 million of new money over the next three to five years, into sport to ensure province-wide sport development that will put athletes on the podium and leave a lasting legacy for all of B.C. These funds helped create a stronger, more coordinated approach to sport development, with over 60 sport (summer and winter) organizations benefiting from 2010LN funding and support.
- Reaching close to 500,000 British Columbians through outreach efforts at 192 events around the province.
- The establishment of over 80 Spirit of 2010 community and regional committees that link sport, tourism, culture, and business throughout the province to identify opportunities for their community from hosting the 2010 Winter Games.
- The 2010LN and Tourism British Columbia WorldHost program supported over 30 different international sport competitions and conferences, and provided communities with opportunities to update their event-hosting, technical and administrative skills, as well as a tourism hosting strategy for future events.
- Over 2000 athletes participated in a winter sport development clinic – in many cases, these opportunities exposed young British Columbians to their first winter sport activity and some of them (in luge and bobsleigh, for example) went on to become members of national development teams.
- Playing a key role in working on the Vancouver 2010 Sport Plan, an Olympic Youth Legacy Fund was designed to provide enduring benefits for youth in Vancouver.
- Increasing corporate interest and corporate partnerships for sport development that has meant more public private partnerships that are a direct result of the initiatives of both the Bid and the provincial government.
- Creating the first-ever B.C. partnership between Health, Sport and Education to develop sport, physical activity, health, and education programs that positively impact the health and physical activity, and sport involvement, of Canada's youth. Examples of these programs include Action Schools! BC, www.SportFitCanada.com, Education2010.ca and Energy Blasts.

1.4 Reference to Legacies in the Vancouver 2010 Bid Book

With respect to the Vancouver 2010 Bid Book, legacies and the role of 2010LN was mentioned throughout. For instance, in Volume 1, arts and sports legacies were touted as enduring benefits to the host communities flowing from the Games, with 2010LN having a major role in the delivery system or programs in these areas. The Bid Book makes specific mention of 2010LN in this space: as the conduit of sports legacies to flow to the host community leading up to the Games; and, as a delivery mechanism to manage a system with community partners to develop elite athletes from British Columbia that could challenge for medals in 2010:

“In addition, the LegaciesNow initiative is a first for a Canadian bid. It is a \$3 m program, available during the bid process, to ensure province-wide sports development from the playground to the podium. By providing athletes with world-class programs, services and training, as well as helping community capacity in hosting international sports events, we are committed to ensuring we have podium performances in 2010.”¹

¹ Vol. 1, at 18.

In Volume 2 of the Bid Book, the contribution that 2010LN and the Games could give to the national Canadian sports system was mentioned in the following terms: “ongoing LegaciesNow programs [were] contributing to the nation’s sport’s legacy.”²

In Volume 3 of the Bid Book, 2010LN is described in terms of public awareness achievements, in that it “[fostered] the spirit of Olympism in youth by encouraging athletes, including Olympians and Paralympians, to support and promote the bid and participate in the bid.”³

1.5 Expanded mandate

Canada’s victory on July 2, 2003 marked the successful culmination of years of planning, hard work, commitment and cooperation on the part of all Vancouver 2010 Bid stakeholders.

By the time the Bid was won, 2010LN was recognized both locally and nationally, as playing an integral role in creating positive changes in sport development in communities across B.C. The Society had also proven its ability to mobilize communities, NGOs and government partners while leveraging the resources needed to create excitement about the Games in communities all around the province.

2010LN saw this recognition and early success as an opportunity to build on the work it created, with a vision to foster healthier, active and creative communities beyond just sport. Additionally, with such a large investment in the 2010 Winter Games, it was critical to the Provincial Government that stakeholder groups outside venue communities benefited from the legacies which had been promised in the Bid. The Provincial Government made a new strategic investment of \$32.5M in 2010LN, which resulted in the expansion of the Society’s mandate to include the Arts, Literacy, Volunteers and Community, in addition to Sport and Recreation and later, Accessibility and Inclusion.

2010LN was partly given this role as it was well-positioned outside of government and recognized for its ability in collaborating with multiple and diverse partners. With this new mandate, 2010LN set forth to create programs and initiatives, developed and delivered in partnership with communities, that communities and others needed, but also added value to investments by the Provincial Government.

With this expanded role, 2010LN developed a new mission and vision statement:

Vision

To create sustainable legacies that will benefit all British Columbians as a result of hosting the 2010 Olympic and Paralympic Winter Games.

Mission

To work in partnership with community organizations, non-government organizations, the private sector and all levels of government to develop sustainable legacies in sport and recreation, physical activity, arts, literacy, accessibility and volunteerism.

To actively assist communities to discover and create unique and inclusive social and economic opportunities leading up to and beyond the 2010 Olympic and Paralympic Winter Games.

² Vol. 2, at 5.

³ Vol. 3, at 115.

The experience from the formative days of 2010LN allowed management to bring the strategic goals of the organization into focus:

- **Increased Participation:** 2010LN, together with its partners, will create opportunities to increase participation in sport & recreation, the arts, literacy, volunteer and community activities.
- **Increased Sustainability:** Sustainability is an important aspect of the outcome 2010LN wants to achieve. Communities and NGOs need to build their own capabilities for providing sport & recreation, arts, literacy, and volunteer opportunities for British Columbians. Communities can do this through building networks with other communities and organizations, leveraging existing resources, and sharing information and technology infrastructure. The areas of 2010LN (Sports and Recreation Now, Arts Now, Literacy Now, Volunteers Now) all have components intended to build capacity in communities through NGOs. These initiatives will provide communities with the resources to build sustainable approaches to enhance capacity for sport & recreation, arts, literacy and volunteers suitable to their local conditions and the sector overall.
- **Enhanced Performance:** Whether it be podium performance by our athletes or helping to strengthen a community's ability to achieve artistic excellence, enhanced performance instils national pride and inspires and motivates those around it to achieve their goals. Enhanced performance is a critical component of 2010LN, in order to help identify opportunities, bring together the technical expertise, and form key strategic partnerships that provide all the "Now" areas with the ability to maximize their potential around the Games.

The early investments by the Provincial Government and the coordinated community and sector outreach efforts by 2010LN elevated the excitement in communities and organizations about the possibilities the Games could provide. A poll conducted in January 2005 by Ipsos-Reid revealed that support for the 2010 Olympic and Paralympic Winter Games in the Lower Mainland stood at 71%, an increase of 9% from when the Games were awarded in 2003. And even more surprising was that overall support for the Games had increased substantially outside of the Vancouver-Whistler corridor. In rural British Columbia, support for the 2010 Games was at 63%, an increase of 10% from 2003.

In the 2005 *Throne Speech*⁴, 2010LN was mentioned in a complimentary manner no less than 15 times, because by that point the organization had demonstrated that it was indeed delivering on its promise of leveraging the Games for B.C. communities.

1.6 Program Areas

The initial \$32.5 m that was directed at 2010LN under its enlarged mandate was divided between the various legacy programs that featured the message that these substantive program areas would be addressed "NOW". In 2004, 2010LN had four core business areas: Sport and Recreation Now, Arts Now, Literacy Now, and Volunteers Now.

⁴ The *Throne Speech* refers to the statement made by the Queen's representative at the opening of a new parliamentary session, of either Parliament in Ottawa or any of the legislative assemblies in the provinces and territories. The speech sets out the broad goals of the government and how it intends to accomplish these goals. Canada is a constitutional monarchy and Queen Elizabeth is Canada's head of state. Federally, the Queen's representative is the Governor General, while the Queen's representatives in the provinces are lieutenant-governors and the territories have commissioners.

For further information concerning the topic, please see: CBC News, "Delivering the government's blueprint" (19 Nov. 2008), online: <<http://www.cbc.ca/canada/story/2008/11/12/f-throne-speech-faq.html>>.

Why provide these detailed distinctions among program areas? The idea was to ensure that the funding received by 2010LN to be directed to these areas was actually spent in these areas, yet allowing for potential partnerships with other areas. This responded to the concern amongst targeted groups in the expanded mandate spheres of 2010LN that funding that should, for example, go to arts and culture would end up being spent on sport and recreation because the latter was 2010LN's initial focus and area of expertise.

In the longer term, once these various sectors became comfortable with the new funding management through the mechanism of 2010LN, it was hoped a confidence level and maturing working relationship with these sectors would actually create distinct learning curves about program design and delivery among these diverse spheres of activity that could be shared with other program areas for mutual advantage. This in fact has occurred in a number of program areas, all of which have contributed to the credibility of 2010LN as an innovative and effective new delivery system of community development programs. The following details how these specific legacy areas came under the umbrella of 2010LN and how they have evolved into their current status.

1.6.a Sport and Recreation Now – “From Playground to Podium”

The Sport and Recreation Now initiatives were designed to introduce youth and communities to the joy of sport and physical activity and provide promising young athletes with the tools and services they need to develop. Sport and Recreation Now's goal was to build a strong and lasting sport system in the Province that increases participation from “playground to podium” while supporting healthy and vibrant communities.

Key elements of Sport & Recreation Now include:

- Building a strong and lasting sport system in the Province that increases participation from “Playground to Podium”, while supporting healthy and vibrant communities.
- Increasing participation in organized sport.
- Increasing physical activity in the province by 20% by 2010 (*20% Challenge*⁵).
- Ensuring investment in sustainable programs that will increase the long-term social and economic viability of sport and recreation throughout B.C.
- Creating a system in British Columbia that develops provincial high performance athletes that will reach the podium and win medals for B.C. and Canada.
- Providing funding to organizations interested in staging international and national sport events in B.C., leading up to the 2010 Games.
- Developing a Pre-Training Guide to assist National, Olympic and Paralympic Committees with information on possible pre-Games training sites which could include facility and community information in and around the province.
- Supporting and assisting in securing financial investment needed for sport and recreation projects.

In April 2004, the Provincial Government transferred under agreement, management of its annual \$8 million sport program from the Sport Branch in the Ministry of Small Business and Economic Development to 2010LN.

⁵ In 2004, the Canadian Medical Association challenged Canadian provinces to increase physical activity by 10%. The Province of BC took up this challenge and doubled the target to increase physical activity in BC by 20% by 2010, and this goal was termed the 20% Challenge. Furthermore, 2010 Legacies Now has asked communities throughout the province to resolve to meet this goal.

The Organization took over this responsibility with the objective of providing uninterrupted service to sport organizations receiving financial assistance within the program, while at the same time maintaining accountability and control over the program funds. It is important to understand that the annual \$8 million is separate and over and above the \$10 million dollar investment by the Provincial Government for Sport and Recreation Now. The majority of this funding is distributed to Multi-Sport Organizations (MSOs) and Provincial Sport Organizations (PSOs). This funding will continue to support the Provincial Government's stated goals of increasing participation by 20% and placing athletes on the podium in 2010.

2010LN's involvement in the sport field had several goals and benefits:

- Simplifying the funding system;
- Maximizing economies of scale and increasing efficiency of delivery across the B.C.;
- Better communicating sport and physical activity messages to the public along with the benefits of healthy, active communities;
- Bolstering corporate funding support to sport and physical activity;
- Increasing multi-sectorial partnerships; and
- Capitalizing on Olympic and Paralympic opportunities.

As part of the Sport and Recreation Now program, 2010LN engaged over 150 community organizations to work together on the above goals. For example, the BC Sport Participation Program (BCSP Program) helps provincial and multi-sport organizations extend their community reach and improve the quality of sport delivery. The program invests in resource development, training of coaches and leaders, and attracting new participants. Funded equally by Sport Canada and the Province of BC through 2010LN, the BCSP Program is in its second three-year funding phase. Since inception in 2004, it has invested more than \$2 million and captured more than 100,000 new sport participants in over 100 communities province-wide, creating new opportunities for children and youth, people with disabilities, seniors, aboriginal youth, and girls and women.

1.6.b Arts Now - "Celebrating Creativity"

Arts Now was added to 2010LN's mandate in 2004, with initial funding of \$13.5M. The goal of this program was to build capacity in the B.C. arts sector and to make the arts system within the province operate more efficiently. Arts Now was established to improve British Columbians' access to and participation in the arts and music while strengthening community-based arts organizations throughout B.C. Arts Now was designed to increase youth and community involvement in creative activities, strengthen the sector's economic base and organizational capacity and enhance its ability to achieve artistic excellence. Arts Now programs also focus on community celebrations, arts in education and the exchange of best practices in creative production and business skills. Arts Now is working with the arts and education sectors, community partners and municipalities to ensure every region of the province benefits from the cultural opportunities that will result from British Columbia hosting the Games.

Key elements of Arts Now include:

- Strengthening and enhancing the creative capacity of individuals, organizations and communities throughout the province.
- Increasing community engagement in creative activities.
- Strengthening the arts and culture sector's economic base and organizational capacity.
- Strengthening the arts and culture sector's ability to achieve artistic excellence.
- Focusing on regional outreach activities throughout the province.
- Ensuring that local creative resources will be Games-ready as we host the best artists from around the world during the Cultural Olympiad and the Olympic and Paralympic Games.

The BC Arts Council is the primary funder of arts programs in the province and 2010LN did not want to duplicate what is being done by this body. Consequently, Arts Now needed to establish its identity in the provincial arts community. How would this 2010LN program interface with the Cultural Olympiad of the Vancouver Olympic Organising Committee (VANOC)? What is its relationship with existing arts sector funders in the province?

The first step was to engage the arts community through a province-wide consultation with the sector for the purpose of creating a strategy that was not focused simply on showcasing the B.C. arts sector to a global audience during the 2010 Cultural Olympiad. 2010LN wanted to make this showcasing opportunity a catalyst to infuse additional dollars and expertise to this sector before 2010 that would make it stronger for the longer term.

One of the results of the broad consultation exercise with the arts community was two user-friendly, but process-driven, granting programs called Innovations and Catalyst, designed to deliver arts sector capacity building money to areas that were not funded already. These consultations also revealed that in many municipalities there was a poor understanding of cultural development planning which was an obstacle to receiving arts funding for local community arts groups. As a result, 2010LN decided to fund municipal-level cultural planning processes called Creative Communities, with 35 communities now having cultural planning systems in place.

1.6.c Literacy Now - “Creating the Future”

Literacy Now was established with an early investment of \$5M to help children, youth and adults in communities throughout B.C. meet their literacy challenges by increasing local community access to literacy learning and working closely with key stakeholders to build a cohesive provincial network to share best practices and effect change. Literacy Now is intended to be a bold initiative aimed at making British Columbia the most literate Province in the country, and a global leader in literacy learning.

Key elements of Literacy Now include:

- Increasing literacy levels across the lifespan and to positively impact British Columbians socially, educationally, economically and culturally.
- Sustaining literacy initiatives leading to greater success for members of the community and to build community capacity.
- Increasing access to and equity of literacy initiatives throughout the province to create a culture in British Columbia where lifelong learning for all is valued and practiced.
- Establishing provincial pilots that reflect B.C.’s diverse communities.
- Providing communities with resources to support community planning in literacy.
- Providing opportunities for all communities in B.C. to participate in Literacy Now.
- Building broad based community involvement and celebration of literacy learning.
- Increasing participation of students in remote, rural, urban and international communities who do not currently have access to a full-scope, high quality B.C. curriculum.
- Providing support and training for community facilitators.
- Developing strong provincial, federal and international partnerships that support B.C.’s literacy goals.
- Building broad based relationships with government and other organizations to promote joint planning and address issues of misalignment that affect communities.
- Solidifying and enhancing literacy initiatives in communities.
- Increasing integration of technology, curriculum, and learning networks in B.C. secondary school education.
- Providing communities with leading research and best practices in literacy learning.
- Developing an evaluation framework for the provincial Literacy Now initiative.

- Showcasing breakthrough strategies and programs that are making a difference.
- Improving the literacy performance of Aboriginal learners.

2010LN's approach in this area reflects its core values and plays to its competencies in crafting collaborative programming. Literacy solutions were not top-down, with the province and 2010LN telling communities what their programs should be. Instead of standardized solutions, programs were customized to each community, depending on their needs.

The beginning of the process was the creation of a blueprint in December 2004 around the community development approach to literacy. Thus, in early 2005, the Community Literacy Planning Guide was published. In May 2005, there were 6 pilot communities that employed the Planning Guide and provided feedback. The program now has 90 task groups—termed Community Tables—that represent 400 communities.

These Community Tables enable dialogue of different programs, and their respective strengths and weaknesses so that a program can be tailor-made for a particular community. For instance, 2010LN has extended programming reach to remote and rural *First Nations*⁶ communities in the province over the course of the last 6 months (of 2008).

By using the power of the Games, 2010LN was able to assist the provincial literacy drive by raising the profile of the issue through the catalyst of 2010. This association attracted people and groups who were not interested or willing to converse or work together before.

Further, in many regions of the province, particularly rural areas, the connection with literacy helped increase the perceived significance of the Games. Communities of all sizes saw that they could benefit from the Games in the form of increased literacy and other social legacies, an area not necessarily expected to benefit from the Games.

These Community Tables enable respectful dialogue about different program options, and their respective strengths and weaknesses so that a program can be tailored to each community. Some communities have developed literacy plans in six months, others took three years. The key lesson is that by connecting literacy to the Olympics, 2010LN was able to draw people and groups together who were not interested or willing to converse before. In fact, the '2010' in the name of 2010LN influenced the business community to become engaged with literacy, and it came to view the issue as a productivity enhancement as well as a quality of life issue.

1.6.d Volunteers Now - "Making a Difference"

Volunteers Now initially was designed to be a comprehensive program of training volunteers around the 2010 Olympic and Paralympic Winter Games. Volunteers Now was established to allow volunteer-based organizations throughout B.C. establish common priorities and training certification. Volunteers Now's initial goal was to work with the volunteer sector, community partners and municipalities to ensure an increase in volunteer capacity in every region of the province, as it was preparing to host the world in 2010.

⁶ *First Nations* is the term used to describe Canada's Aboriginal or indigenous peoples to respect their status as founders of Canada, along side England and France. The term is not used by Aboriginal peoples outside Canada.

Key elements of Volunteers Now include:

- Increasing and engaging existing and incoming volunteers to benefit volunteer dependent and not-for-profit organizations.
- Strengthening the vibrant culture of giving, service and citizenship that lends to healthier communities, active citizens and inspired youth.
- Fostering partnerships to build or improve volunteer sector relationships and best practices, critical for excellence in volunteerism and collaborative models of engagement.
- Increasing the engagement and involvement of the Aboriginal and diverse cultural communities.
- Facilitating the development of tools, data systems and online training.
- Linking to VANOC where appropriate and provide value to their volunteer needs.
- Ensuring that volunteers and the volunteer sector in British Columbia are ready to support VANOC.

In order to focus attention on increasing volunteer involvement across B.C. and strengthening the volunteer sector's ability to achieve excellence, 2010LN narrowed its goal for Volunteers Now and focused its attention on two new technological tools:

- **VolWeb.ca**, an online registration tool to connect volunteers with event organizations across B.C. This online tool helps event organizers, from major sporting events to local festivals throughout B.C., to recruit and communicate with volunteers. Access to VolWeb.ca is free for both volunteers and event organizers, and registration is very simple.

VolWeb.ca has been a major success because it has already led to a Games-related legacy. It was created after discussions concerning the lack of tools to ensure that the volunteer base from major events did not disappear when the event ended. For instance, the Professional Golf Association (PGA) event “The Greater Vancouver Open” attracted thousands of well-trained and enthusiastic volunteers. However, when the event was dropped from the PGA tour schedule in 2004, the volunteer list disappeared and the collective know-how of this committed group of people was not passed on to other potential user groups in the sports, cultural and community event system. 2010LN filled this gap with the creation of a registered volunteer base that could be recruited for any event held in the Province. In addition, VolWeb.ca will be made accessible to communities across Canada to recruit volunteers for Games-related celebrations, such as the Torch Relay and other events. Post-2010, the 25,000 volunteers used by VANOC, will be provided the opportunity to be transferred to VolWeb.ca, creating a Canada-wide legacy of experienced volunteers.

- **Volunteer Centre Opportunity Listings Tool (VCOLT)** helps volunteer centres and their members manage their volunteer positions online. To help build capacity within B.C.’s volunteer sector, 2010LN collaborated with volunteer centres across B.C. to create an online tool that nurtures access to volunteer opportunities. Specifically, VCOLT gives a volunteer centre’s member organizations the ability to manage all aspects of a volunteer position, including creating a position, changing information on a posting and removing positions that have been filled.

Currently, VCOLT is being used in nine communities throughout B.C., and 2010LN is partnering with the organization ‘Volunteer BC’ to promote and implement this module throughout the province.

In summary, technological tools are being developed as part of a province-wide system to identify skilled volunteers that can be used across many platforms of community events.

The fact that 2010LN has a mandate that includes sport, recreation, healthy living, literacy and the arts provides the opportunity for each of these sectors to learn from each other and to engage in sharing best practices at the community and province-wide level.

1.6.e Spirit of BC Community Committees

The Spirit of 2010 Community Committees that were set up during the Bid, were rebranded in 2004 to become the Spirit of BC Community Committees. This distinct Spirit of BC identity allowed the committees to focus on events and opportunities for their communities that were both related and not related to the 2010 Olympic and Paralympic Winter Games

Supported by 2010LN and the Province of B.C., Spirit of BC is a province-wide initiative that promotes community innovation, pride and excellence, and involves British Columbians in the opportunities arising from the 2010 Olympic and Paralympic Winter Games. The Spirit of BC Program is designed to inspire local citizens and engage current and future community leaders in the economic, cultural, and social success of their communities and celebrate the ambitions and achievements of individuals and the community as a whole. The core of the Spirit of BC program is a network of more than 90 Spirit of BC Community Committees representing over 200 communities across the province. The committees are made up of community representatives from a variety of organizations and sectors such as: non-government organizations, sport and recreation sector, municipal governments, chambers of commerce, arts community, tourism industry, literacy groups and First Nations.

Since 2005, Spirit of BC Community Committees have been celebrating, Spirit of BC Week, a celebration of British Columbia and its unique communities and the countdown to the 2010 Olympic and Paralympic Winter Games. Held annually in February, it's a week of events and activities showcasing B.C. and profiling local programs and services that strengthen sport and recreation, healthy living, arts and culture, literacy and volunteerism. Spirit of BC Week events and activities are organized by Spirit of BC community committees, in partnership with local government, business, educators, First Nations, and community-based organizations. In 2008, over 100 communities throughout British Columbia celebrated the fourth annual Spirit of BC Week with 375 events throughout the province.

1.6.f Accessibility and Inclusion

With social sustainability and inclusiveness as key guiding principles of the Games and its Member Partners, 2010LN programs were designed to ensure that they celebrated diversity among 2010LN priority groups such as: women, youth, aboriginal people, inner-city residents, people living with a disability and British Columbians of all cultures. As 2010LN grew, so the accessibility and inclusion area was developed with various programs, including:

- Measuring Up helps B.C. communities assess and improve how accessible and inclusive they are for people with disabilities and others with accessibility needs. The program also offers grants to assist communities in completing a variety of accessibility-related projects.
- The Accessible Tourism program aims to make B.C. a premier travel destination for people with disabilities. The program includes rating tourism businesses on their accessibility for people with mobility, hearing and visual impairments, and marketing this information to travellers worldwide.
- The Aboriginal Youth Sport Legacy Fund has three grant programs to support B.C.'s Aboriginal youth who are pursuing a future in sport and recreation. These grants include post-secondary scholarships, high-performance athlete grants, and community grants to support sport and recreation programs. The fund was established by the Province of British Columbia, Squamish Nation, Lil'wat Nation and the Vancouver 2010 Bid Corporation, and is administered by 2010LN.

- Located at the B.C. Sports Hall of Fame in Vancouver, the Aboriginal Sport Gallery celebrates athletic achievement, showcases sport artefacts, and honours the history of Aboriginal sport in B.C.
- The Vancouver 2010 Aboriginal Youth Legacy Fund will support education, sport, culture and sustainability initiatives for Aboriginal youth across Canada beyond the 2010 Winter Games. The fund was created by the *Four Host First Nations*⁷ Society and VANOC, and is administered by 2010LN.
- The Aboriginal Youth Sports Challenge brings Aboriginal youth together for a day of inspiration, competition and fun. The Challenge consists of two parts: Aboriginal Talent ID where high-performance athletes can learn what it takes to be a top athlete, and SportFit which matches a youth's personal preferences and physical abilities with suitable summer and winter sports.
- 2010LN supports the First Nations Snowboard Team which aims to improve the quality of life for First Nations youth by enabling them to participate and excel in snowboarding. The team includes a high-performance team, a recreational program and an outreach program.

1.7 2010 Legacies Now Organization and Structure

2010LN was incorporated as a provincial non-profit society in 2001. The Board of Directors has ultimate responsibility for stewardship of the affairs of 2010LN. The Board delegates to the CEO responsibility for the day-to-day leadership and management of the organization.

The first Directors of 2010LN Society, at the time known as the LegaciesNow Society included a number of representatives affiliated with the Bid. The important point to note is that the Board Members and Directors were not appointed by government as it ensured 2010LN was independent from government.

As the mandate of 2010LN expanded, the Board has attracted and recruited other individuals that strengthen its overall skill set. Directors are recruited for their skills and experience to effectively monitor the performance of 2010LN, while adding value and providing support for management in establishing the long-term strategy, reviewing risks and identifying opportunities. The recruitment profile for Board members is a combination of many factors: personal attributes and traits; specific skills and experience; community standing and expertise; how these factors fit together; and the diversity of viewpoints that are brought to the table.

1.8 The Working Relationship between VANOC and 2010 Legacies Now

From the very outset, there has been a trustful working relationship between 2010LN, the Bid Corporation, and subsequently VANOC. The fact that 2010LN was initially a program of the Bid Corporation certainly helped to form this trusting, respectful relationship, and this was maintained when 2010LN became an independent non-profit Society. 2010LN was also able to help to maintain critical momentum for the 2010 Winter Games during VANOC's start-up period of 2003-2004, by continuing the important community building work it had been performing in the Bid Phase.

⁷ *Four Host First Nations* is the term used to describe the Lil'wat, Musqueam, Squamish and Tsleil-Waututh First Nations, on whose traditional territories the 2010 Games will be held. They played a significant role in the Vancouver/Whistler's successful Bid for the 2010 Games. Indeed, in its 2003 Report, the IOC Evaluation Commission stated that "one of the most significant legacies is the involvement of the First Nations in the planning process and post-Games legacies." (IOC, *Report of the IOC Evaluation Commission – Full Report* (2 May 2003) at 42, online: <http://multimedia.olympic.org/pdf/en_report_702.pdf>)

This respectful working relationship between 2010LN and the Bid Corporation was reaffirmed when VANOC was established. The new management team at VANOC consisted of many senior managers of the Bid Corporation, and they successfully advocated within their new management team at VANOC for a continuing partnering role between VANOC and 2010LN. VANOC realized that 2010LN was an essential link into the communities of the Province, and for the same reasons as 2010LN was separated from the Bid Corporation, it was better equipped to create sustainable social legacies in the province.

2010LN is not an ‘official partner’ of VANOC, unlike the ‘official partners’ including the Canadian Olympic and Paralympic Committees, host cities of Vancouver and Whistler, the governments of British Columbia and Canada, and the Four Host First Nations on whose traditional territory the Games will be held. However, for all practical purposes 2010LN actually functions as a partner of VANOC. 2010LN management participates in the meetings of the official partners, who are well aware of the role that 2010LN plays in the overall Games project including the consistent delivery of benefits to the 2010 partners’ respective communities of interest. 2010LN staff are members of other committees within VANOC, including those focussed on communications and community relations, education programs, sustainability and the Cultural Olympiad.

This working relationship is evident in the way that the two organizations have worked out the protocols relating to the use of the protected trademarks of VANOC. VANOC has no fear that 2010LN will engage in any ambush marketing of the Games. 2010LN has adopted a policy of not working in any visible way with any non-Olympic sponsor. Accordingly, 2010LN does not use the ‘2010’ mark in any composite with a non-VANOC sponsor. 2010LN is able to use the ‘2010’ trademark and the Olympic colours, but for its community legacies building role it had no need to use the five rings or other Games-marks. In its earlier phase of development, 2010LN relied on the ‘2010’ brand and its clear referencing to the 2010 Games for its ‘Spirit of 2010’ campaigns in mobilizing communities across the Province to get involved in the Games project. 2010LN has also used the ‘2010’ as a way to gain interest in their programs and bring partners to the table. However, as 2010LN is focusing on community development and social legacies, not the Games, the references to 2010 become less important and less used by the organization in its on-the-ground work in the community.

1.9. Budget

The majority of funding for 2010LN comes from the Provincial Government. As noted earlier, the original amount earmarked for sports and recreation that was contributed by the Provincial Government to the Bid Corporation was \$5M. When the Society was formed separate from the Bid Corporation, \$1.5M was transferred from the Bid Corporation to the Society and the original business plan for the Society was based on this amount of funding, all of which came from the Provincial Government.

After the Games were awarded by the IOC to Vancouver in July 2003, the Society entered another budget phase with funding contributed by the Provincial Government of \$32.5M in 2003-4 to fund the expanded mandates of 2010LN.

With respect to funding support from the Government of Canada, the original strategy was that once the Provincial Government delivered its portion of the required financial support for the programs, an approach would be made to the federal government for funding support. At this point in time, the amount of federal government funding has not been as forthcoming as originally imagined, as provincial-based community development programs do not always align with national priorities and policies.

With respect to the private corporate funding stream, 2010LN made an important strategic decision in 2005 that it would seek corporate contributions from only Games sponsors for any of its significant visible community building work. This is advantageous in the sense that many Games sponsors (IOC TOP sponsors and VANOC sponsors) have already self-identified as being members of the Olympic Family, and thus committed to the sustainability goals of the Olympic Movement. However, many companies may be experiencing a form of ‘sponsorship fatigue’ syndrome, in the sense that they have already committed significant funds to VANOC for their Games program, and may have exhausted all available funding for what, in another time and place, would have been available for community enhancement corporate giving. Conversely, the decision to work only with 2010 sponsor corporations means that 2010LN is not working in any significant or visible way with non-Games sponsors who might otherwise be perfect corporate partners for many of the program areas that 2010LN has been developing and operating. This corporate exclusivity challenge presumably will no longer be so significant in the post-Games Era. At the moment, however, it has taken a toll on the amount of corporate funding that 2010LN has been able to attract to support its building better communities programs.

The working relationships with VANOC sponsors however have proved add value to 2010LN in its community building work. 2010LN built relationships with potential Tier 1 sponsors in 2002 before they received their rights from VANOC in 2004-2005. For instance, 2010LN worked with Bell Canada and TELUS, the two leading telecommunication providers in Canada, before the telecommunications partner was selected by VANOC and with three major Canadian banks – Royal Bank of Canada (RBC), CIBC and Scotiabank - before the financial services partner was selected. By building a strong relationship and seeding the market with ideas for activation, 2010LN was able to quickly gain Bell and RBC as sponsors.

To provide a snap shot of the scope, focus and the growth of 2010LN since inception, the 2007-2008 budget describes in sufficient detail its various areas of revenue and expenditures. With respect to the 2007/2008 fiscal year, 2010LN received \$33.2M in revenue for 2007/08, compared to \$36.7M in the prior year.⁸ The funding was generated from various levels of government and the private sector, and investment income earned on surplus fund balances and contributions in-kind. In terms of expenditures, \$43.6M was spent in 2007/2008, which represents an increase of 34.6% from the prior year.⁹ The majority of the increase is attributable to grant payments of \$26.2 m that provide ongoing funding for program commitments.¹⁰ The balance sheet for 2007/2008 is as follows:

<u>Balance Sheet as of June 30, 2008¹¹</u>	
Current Assets	\$68,773,000
Notes Receivable	\$100,000
Property and Equipment	\$948,000
Website Development	\$338,000
Current Liabilities	\$8,653,000
Net Assets	\$61,506,000

⁸ 2010 Legacies Now, *2007/2008 Annual Review: 2010 and Beyond*, at 16. Online: [http://www.2010legaciesnow.com/fileadmin/user_upload/About Us/Annual Reports/2010LegaciesNow AnnualReview2008.pdf](http://www.2010legaciesnow.com/fileadmin/user_upload/About_Us/Annual_Reports/2010LegaciesNow_AnnualReview2008.pdf). Please see pie chart on page 16 for program

⁹ *Ibid.*

¹⁰ *Ibid.*

¹¹ *Ibid.*

<u>Net Assets Represented by Fund Balances</u> ¹²	
General	\$17,780,000
Sport and Recreation	\$16,901,000
Arts	\$7,154,000
Literacy	\$18,336,000
Other Programs	\$1,335,000
Total Fund Balances	\$61,506,000

<u>Program Expenditures for 2007/2008</u> ¹³	
Volunteers 0.4%	Literacy 10.9%
Sport Tourism 1.8%	Arts 12.3%
Spirit of BC 4.5%	Physical Activity and Healthy Living 27.8%
Inclusion 5.9%	Sport and Recreation 36.4%

¹² *Ibid.*

¹³ *Ibid.*

Chapter 2: Approach and Process

“Vancouver’s bid to host the 2010 Winter Games was inspired by the belief that the Olympic and Paralympic Games could build strong partnerships that benefit communities long after the Games are over. 2010 Legacies Now is a proven leader in creating lasting legacies for British Columbia, which will inspire future Games hosts for years to come.”

John Furlong, CEO, VANOC

Central Role of Adding Value

The approach and process adopted by 2010LN reflects its original mandate to pursue legacy development in innovative ways, before, during, and beyond the Games. This approach and process are also remarkably aligned with major trends and practices of high impact NGOS. As one leading study of highly performing non-profit organizations observed:

“The secret to success lies in how great organizations mobilize every sector of society -- government, business, nonprofits, and the public -- to be a force for good. In other words, greatness has more to do with how nonprofits work outside the boundaries of their organizations than how they manage their own internal operations. Great organizations work with and through others to create more impact than they could ever achieve alone. [High impact non-profits] nurture larger networks of nonprofits and collaborate rather than compete with their peers. These high-impact nonprofits are not focused only on themselves but also on the relentless pursuit of results.”

Leslie Crutchfield, *The Six Practices of High-Impact Nonprofits*

2010LN embodies many of these high performance characteristics. Indeed, the very hallmark of the 2010LN approach is the many ways the organization adds value to the programs and groups it works with. Unlike an organization whose focus is the day-to-day operation of programming, the distinctive competence of 2010LN is elevating the impact of the wide range of programs it engages with.

2010LN adds value to many groups in many ways, but the shared objective is an effort to lift programming impact up to another level. Organizations and programs working with this unique entity often reach more lives, create new benefits and ignite new capabilities in the communities they touch.

2010LN adds value in three main streams – through creating collaborations, by acting as a high engagement funder and working as an entrepreneurial catalyst.

2.1 Value Added Through Collaborations

Growing global interconnectedness has increased the complexity of societies and the challenges they face. As a consequence, a growing realization that new solutions and approaches are needed has emerged in the non-profit sector. Part of this transformation has been an increase in collaborations between groups that realize effective solutions and responses in a complex, globalized, environment require alliances. There is a significant increase as well in the number of hybrid and multi-sector organizations that combine private and public sector elements in their structure or operation.

A guiding principle is the need to respond to global connection and social complexity with the more effective and broader solutions that emerge from collaborative mechanisms. Tangible manifestations of this trend include the increased use of joint ventures, more information sharing, and more cross sectoral alliances. Partners are linked through common information systems, allowing them to share resources and learning.

The value added approach of 2010LN is aligned very closely with this overarching collaborative trend in the non-profit environment. The creation of collaborations is thus a key feature of the 2010LN model.

Placing emphasis on a collaborative approach and the creation of collaborations was expected to yield several benefits to 2010LN:

- Collaborative partners would provide funding, expertise, advice, credibility and resources to 2010LN projects and programs;
- Collaborations would extend 2010LN's reach to the global social legacies community;
- Collaborations would open doors to new knowledge and practices that could be used in B.C.; and
- Working with partners in most activities would help leverage resources.

2010LN has pursued collaborations in several ways:

- In some cases the 2010LN role is to introduce new partners or combine partners who do not ordinarily work together;
- In other situations, the 2010LN contribution is to create a productive and trusting environment for partnering, focused on a single agenda – heightened program impact. 2010LN plays many roles in creating this productive setting, acting as a mediator or arbitrator, finding common ground and purpose amongst many different views;
- Faced with the need to create collaborative solutions to social challenges, governments are seeking ways to work outside of conventional, siloed, departmentally anchored structures. 2010LN is uniquely positioned to act as a catalyst for collaborative solutions that can cut across silos. The 2010LN track record features several such interagency solutions, such as the Sport Tourism Network and Hosting BC cases discussed below.

2010LN management remarked on several occasions that the scope and effectiveness of the collaborations created to date was only possible if their organization was regarded as a trusted partner. 2010LN's status separate from government, business and VANOC, has allowed this to happen, enabling the group to forge alliances that have resulted in higher impact programming.

2.2 Value Added as a High Engagement Funder

High engagement funding is an approach in which the funders are directly engaged and involved with the groups they fund beyond providing financial support. Often this engagement takes the form of strategic assistance, which can include long-term planning, board and executive recruitment, coaching, help in raising capital, assuming board roles, accessing networks, and leveraging relationships to identify additional resources and facilitate partnerships.

High engagement funders share a goal of helping nonprofits improve performance so as to eventually scale up their programs or become self-sustainable. This type of funder also undertakes extensive due diligence of an organization's potential for elevated impacts prior to committing any funds. Grantees are often held accountable for achieving specific results in given time frames; 2010LN's mandate creates the opportunity to fund very innovative programs and approaches. Accordingly, 2010LN often provides the vital initial funding piece that allows a program to attract other funding sources.

As a high engagement funder, however, value added goes beyond the money invested by 2010LN. Coaching, strategy formulation, and networking are some of the manifestations of 2010LN's distinctive brand of engagement. 2010LN has focused its support of programming by developing a clear set of priorities for support. Generally, the organization seeks to identify the following characteristics in a group or program before providing financial support:

- Programming has the potential to elevate its impact, so the program can achieve scale and become self-sustaining and self-managing after a three to five year period;
- An organization that can act as a program champion is in place prior to 2010LN involvement;
- The program in question needs one or more of the 2010LN streams of value added;
- 2010LN participates as a lead or initial funder in a group of funding sources; and
- 2010LN involvement furthers a public policy objective(s).

2.3 Value Added Through Entrepreneurial Methods

As 2010LN has evolved, the organization has increasingly embraced the use of entrepreneurial methods and approaches in the pursuit of the organization's mandate. 2010LN has deployed a wide range of entrepreneurial tools to elevate program impact to a higher level including:

- Connecting programs to the 2010LN network and helping them obtain credible media attention;
- Acting as an advisor and coach on strategy, planning and other operational matters;
- Identifying new revenue streams for programs; and
- Guiding groups through the institutional landscape and helping to design 'cross silo' solutions that eliminate barriers to elevated impacts.

Chapter 3: Preliminary Impact/Observations

“I think 2010 Legacies Now has really provided a new starting point for change...it was like being told that you were allowed to live in this one room with no windows and doors, and then suddenly there were all these windows and doors opening.”

Roberta Thompson, co-chair, Campbell River Literacy Now Community Task Force

2010LN’s efforts since inception have been directed at creating sustainable legacies throughout the province. This novel organization has had remarkable success in sparking community involvement and engagement in sport and recreation, arts, literacy, volunteers and inclusion and accessibility. What is evident at this stage is that 2010LN, is well-positioned to be an ambassador and a catalyst for change to foster organizational collaboration and to promote long-term thinking with its client and partner sponsors, communities, NGOs and governments.

As an international legacy program specialist, Peter Mann, Executive Chairman of PMP Legacy noted, *“2010 Legacies Now is regarded as being one of, if not the exemplar of how to plan and deliver legacy programs and benefits, well before, during and long after the event.”*

One of the many compelling anecdotes to be found is the difference 2010LN made to the small community of Princeton, B.C.

Princeton, B.C.

“We are on our way to breathing new life into our arts community and giving hope to many talented people who have come forward to provide input.”

Dawn Johnson, Chair, Princeton Arts Now Committee

The town of Princeton is a community of 2,677 people, located approximately 300 kilometres from the City of Vancouver. Princeton, assisted by 2010LN funding and a facilitator, undertook the first comprehensive scan of the assets and gaps in the arts and culture of their community. What emerged was the knowledge that there was enough interest and skill in Princeton to establish a performing arts company. The community began to mobilize resources and engage volunteers.

The Princeton Performing Arts Society is a lasting legacy from 2010LN’s involvement. In November 2008, the Society undertook two productions for family audiences at their home in Riverside Centre.

At this preliminary stage, definitive conclusions about the extent to which 2010LN will meet its goals and objectives will not be attempted. Further study in future is needed to examine this innovative experiment in legacy development unfolding in B.C. However, initial observations regarding impact can be made and may prove useful to groups reviewing new approaches and models.

The achievements of 2010LN in its three main value added streams are testimony to the innovative, effective, “legacies now” strategy put into place by the provincial government in 2004.

3.1 Impact of Collaborative Activity

2010LN’s present value added activity is aligned with two major non-profit environment trends – increased use of collaborations and a growing recognition that social programming impacts can be elevated by high engagement funders adding value beyond financial contribution.

A strikingly broad range of high impact collaborations have been initiated by 2010LN. Vignettes drawn from the 2010LN track record display the many types of collaborative activity that 2010LN has fostered.

3.1.a Collaborations that Brought Together Partners who had not Worked Together

Action Schools! BC

"I would never go back to being a non-Action School! This has changed so much in the youngsters. This is a lifelong skill that is absolutely vital in promoting better learning, better physical fitness and better health."

Carla Smith, Principal of Westwind Elementary, Richmond, B.C

Led by Dr. Heather McKay of the University of British Columbia., 2010LN created an innovative, award-winning partnership consisting of the B.C. Ministry of Health, the B.C. Ministry of Education, the B.C. Ministry of Tourism, Sport and the Arts, the B.C. School Trustees Association, the Principals & Vice Principals Association of B.C., the B.C. Confederation of Parent Advisory Councils, the Dieticians of Canada, B.C. Region, the University of British Columbia and the University of Victoria.

The Action Schools! BC program is a best practices model promoting physical activity and healthy eating for students in elementary and middle schools. Action Schools! BC assists schools in creating individual action plans to promote healthy living using practical, easy-to-follow resources and workshops. Results from a 17-month physical activity pilot study of Grade 4 to 7 participants showed students were more active, contributing positively to their overall health.

Action Schools! BC is now in every school district across B.C., with over 400,000 students participating. It has been named the national award winner of The Speaking of Food and Healthy Living Award sponsored by the Dieticians of Canada and Kraft Canada.

Carla Smith, principal of Westwind Elementary in Richmond, B.C: "I would never go back to being a non-Action School! This has changed so much in the youngsters. This is a lifelong skill that is absolutely vital in promoting better learning, better physical fitness and better health."

3.1.b Acting as a Trusted Partner/Creating a Sharing Environment for Collaborations

This form of value added is evident in 2010LN's work with the Literacy Now Communities Program.

Literacy Now Communities Program

"2010 Legacies Now's literacy program was the catalystbefore we came together to talk as a community, literacy was happening in bits and pieces – some literacy service providers were talking to each other, but not really working together, not really collaborating"

Debbie Schiller, Executive Director, Junction Literacy Hub, Vernon B.C.

An example of the power of collaborative partners to provide benefits to B.C. is the Literacy Now Communities Program. 2010LN brought together community groups interested in the promotion of all forms of literacy in a series of planning workshops. The aim was to encourage and assist these groups to work together to craft flexible, innovative solutions to local literacy needs. There are currently 90 participating literacy task groups around the province, representing more than 407 communities and 1,100 community partners.

3.1.c Acting as a Catalyst for Horizontal Integration and Collaboration between Agencies

2010LN is uniquely positioned to act as a catalyst for collaborative solutions that can cut across silos. The 2010LN track record features several initiatives where the groups have crafted interagency solutions.

Two examples are BC Sport Tourism Network and Hosting BC:

“Hosting BC’s assistance is critical in enabling us to host major events on the ski jumps in the Callaghan Valley. These events help us build a legacy so that the surrounding communities can enjoy top level international competition for many years to come.”

Brent Morrice, Chairman of Ski Jumping Canada

Hosting BC

Hosting BC is a provincial strategy in partnership of the Province of British Columbia (through the Ministry of Healthy Living and Sport), 2010 Legacies Now and Tourism BC, designed to build B.C.’s reputation as a premier sport event destination and maximize sport hosting opportunities leading up to, and beyond the 2010 Winter Games. Hosting BC has many components, one being a funding program through a partnership of the Province of British Columbia, 2010LN and the City of Vancouver. Since its launch in 2004, Hosting BC has invested \$2.2 million in 34 communities, enabling them to attract and host 162 national and international scale events.

BC Sport Tourism Network

The BC Sport Tourism Network, created in partnership by 2010LN and Tourism BC, brought together for the first time, more than 90 members in over 40 communities across B.C. who share information and ideas, and work cooperatively to support sport tourism in the province.

The benefits provided by 2010LN are best captured in an excerpt from the City of Vancouver report endorsing renewal of the city’s participation in the Hosting BC partnership:

“The City of Vancouver has participated in a coordinated approach and been successful in leveraging our support for sport hosting and sport tourism to realize significant benefits for Vancouver athletes, coaches, organizers, volunteers and spectators. Sport groups and event organizers have also benefited from a streamlined application process for public support, avoiding the difficult task of trying to source out and qualify for different kinds of support and eligibility requirements among the various agencies and levels of government. Their satisfaction, and the evidence of money well spent, has demonstrated that this partnership approach is an efficient and effective method to satisfy our goals for achieving the benefits of a comprehensive sport hosting strategy.”

Other prominent successes include the PALS and LEAP programs.

Parents as Literacy Supporters

“At PALS we learn by playing. You are there with your child to learn and to help them in their learning process.”

Narinder Gill, PALS Participant.

The Parents as Literacy Supporters (**PALS**) program was created with the understanding that when families become comfortable with schools, then parents/guardians are more involved in childrens’ education. 2010LN is now working with aboriginal communities to adapt the program, and this has had huge uptake from community leaders. It also received a three-year grant through the province’s Ministry of Attorney General and the federal Ministry of Immigration to work with six pilot sites to look at adapting PALS for immigrant families. PALS has been so successful across B.C., that results have been presented in Europe and studied by Professor Jim Anderson at the University of British Columbia in a five-year study. There are now more than 120 PALS programs in communities across B.C.

Literacy, Education, Activity and Play

“Leap activities involve songs, rhymes or stories that tie early literacy and physical development together with interactive play – a winning combination for both parent and child.”

Anne Boyd, Chair, Campbell River Literacy Now Committee

2010LN’s focus on physical literacy—young children being able to develop their physical potential—led to the creation of Literacy, Education, Activity and Play (**LEAP**), which was designed as a resource for families to help their children learn the physical skills and abilities to be active their whole life. LEAP does not require people to take a course or buy materials; instead, they can use things found around the house. There is also an eating literacy component called Food Flair, with ideas and activities to help create environments that support healthy eating for young children. LEAP has had a strong impact across the province, with 1,000 child care providers who take these materials to families. LEAP is also being adapted for immigrant communities, with activities and materials being translated into Punjabi, Farsi, Mandarin, Karen and Vietnamese. Furthermore, the materials have been field tested to ensure language interpretation and cultural interpretation has been successful.

3.2 Impact of High Engagement Funding Approach

The high engagement approach adopted by 2010LN – providing more than money to the programs it supports – has been a powerful means of adding value.

An example of adding value in this manner is Arts Partners in Creative Development, where 2010LN provided initial funding and then assembled a group of funders who had not worked together to move this program forward.

Arts Partners in Creative Development (APCD)

“Arts Partners in Creative Development gives arts and cultural organizations the ability to focus on creating instead of fundraising.”

Wayne Specht, Artistic Director, Axis Theatre Company

Funded by the Province of British Columbia, City of Vancouver, Canada Council for the Arts, Vancouver Foundation, VANOC and 2010LN, APCD supports B.C. organizations in creating and developing original works in the performing and studio (visual, media and literary) arts. These projects represent the many cultures of B.C. and some will reach audiences locally, while others will be presented across Canada and abroad. Since launching in March 2007, APCD has invested \$4.2 million in 48 B.C.-based organizations and APCD will invest a total of \$6.5 million over three years (2007-2010).

Another example of acting as an engaged funder is 2010LN’s role in the creation of the Accessible Tourism Strategy, where the organization is adding value by contributing ‘more than money’. This project also showcases 2010LN’s ability to provide benefits to the provincial government by acting as a catalyst for horizontal integration between departments.

Accessible Tourism Strategy

“Through the Accessible Tourism Strategy process, businesses will see that often making simple, inexpensive improvements can make them accessible for thousands more travelers from all around the world.”

Dave Petryk, President and CEO, Tourism Vancouver Island.

2010LN brought together Tourism BC, Tourism Vancouver, Tourism Whistler, Tourism Richmond, B.C. Hotel Association, City of Vancouver, Resort Municipality of Whistler, City of Vancouver, the Province of British Columbia and other partners. The parties agreed to work together to implement the accessible tourism strategy.

The agreement is aimed at establishing B.C. as a premier travel destination for people with a disability. The strategy will help the tourism industry enhance product offerings. 2010LN will manage and coordinate the development and implementation of the strategy, develop the business model, author the plan, provide financial management, assist with 2010 Games leverage opportunities, create infrastructure that will ensure sustainable initiatives, and measure and communicate results.

2010LN’s high engagement approach helped a provincial non profit group undertake an important initiative devoted to building athletic excellence in B.C.

Game Plan BC

Funding of the newly established Integrated Performance System has been of unprecedented benefit to British Columbia. For our targeted sports, over 25% of the national team members are now from B.C.
Roger Skillings, CEO, PacificSport

Created in 2003, Game Plan BC aims to increase the number of B.C. athletes on national and Olympic teams, and on the podium at the 2010 Winter Games. 2010LN, in partnership with the Province of B.C., the Canadian Sport Centre Pacific and the PacificSport Centres and 17 Olympic and Paralympic sports, is investing in the development of athletes capable of competing at the international level in 2010 and beyond.

2010LN engaged with Canadian Sport Centre Pacific, a non profit organization. The 2010LN role is to provide financial support to the program, monitor results and progress, stipulate required program reporting and evaluation timelines, and assist with the promotion of the program to the government and the general public. 2010LN staff also provide ongoing advice. A recent independent review indicated that the program is succeeding in building future success for B.C. athletes.

3.3 Entrepreneurial Value Added impact

The third main stream of value added has occurred by applying entrepreneurial methods to the challenges presented by elevating the impact of legacy development programming.

2010LN opened its entrepreneurial toolkit to help an international program named Chill. 2010LN found resources and partners to support the program, acted as a facilitator and helped get the program off the ground in B.C.

Chill

“When young people are active in their communities, they help build stronger communities.”

Bob Killops, Bell Western Canada

Chill is a unique intervention program which helps inner-city youth, aged 12-24, develop self-esteem and other life skills, while learning to snowboard. Each week of the six-week program has a theme – patience, persistence, respect, courage, responsibility and pride. The Chill organization approached 2010LN to create a Vancouver version of its successful international initiative. In just under six weeks, 2010LN mobilized various business, government, and community partners such as Bell Canada, Cypress Mountain, Schenker, the Vancouver Agreement, and others, to create a pilot program in the Lower Mainland, bringing together financial and donation in-kind sponsors to provide a unique experience. 2010LN used the power of the Games to bring these partners together and later expanded the program to Prince George, B.C.

Between 2004-2008, more than 650 inner-city youth in Vancouver and Prince George have participated in Chill.

2010LN also provides an entrepreneurial capacity or tool that can assist governments who are seeking to create or elevate programming impact. For example, the provincial Ministry of Education contacted 2010LN seeking a solution to a programming challenge regarding summer activity for young children. The 2010LN team envisioned a responsive program and implemented the Explorations Camps initiative in six weeks.

Explorations Camps

“We are an isolated rural community and are limited in the opportunities that we can provide for our students. Camps of this calibre would not be possible for our small community if it were not for the support from Explorations.”

Rose Falk, Tatla Lake Community School Association Coordinator

Explorations summer camps offer arts, sport and recreation activities, and provide quality summer programs for more than 3,500 children in kindergarten through Grade 7 who normally cannot access or participate in these unique summer activities. The camps allow children to experience a range of programs, such as Aboriginal arts and culture, theatre, gymnastics and mountain biking.

Through community partnerships, Explorations Camp coordinators are able to offer a greater range of summer programs. For example, the Slocan Electronic Arts Centre is continuing to work with W.E. Graham Community School by lending equipment and offering expertise to students in the field of media arts throughout the school year. 2010LN continues to work closely with the Ministry of Education in developing this successful program with close to 13,000 students attending Explorations summer camps between 2005 and 2008.

2010LN has drawn on the diverse talents and entrepreneurial experience of its team to craft and facilitate several sponsorship opportunities:

- 2010LN collaborated with Bell Canada, to enhance the 2010 Legacies Now Connecting Communities Tour, an engagement initiative that spreads the message and the benefits of the 2010 Olympic and Paralympic Winter Games to all corners of the province.
- Royal Bank of Canada (RBC) became a partner with 2010LN through a collaboration with a program called Zero Ceiling, giving Chill participants the opportunity to apply to train and work at a local ski hill as snowboard instructors. 2010LN went to the RBC Foundation to leverage the resources needed for this program.
- 3M Canada partnered with 2010 Legacies Now to support Virtual Voices, an online program that helps children with disabilities report on events and become journalists. In collaboration with 2010LN, 3M was able to link with Set BC, which provides equipment to disabled youth to gain an education. In turn, an online journalism program was created for grade 11 and 12 children with disabilities to report on 2010 events and test events. They will be mentored by B.C. media figures and some of the media outlets will use the young peoples' reports on the 2010 Games.

Other corporate partners have been involved through participation in creative collaborations crafted by 2010LN:

- 2010LN will create accessible playgrounds in partnership with McDonalds, Ronald McDonald House Charities, the provincial government and the Rick Hansen Foundation. 2010LN has partnered with Shane's Inspiration, a not-for-profit organization, which has initiated a new standard of playgrounds. Once these playgrounds are built and showcased, the know-how gained will be transferred to communities across the province and nation, leading to a new standard for playgrounds to be built.
- The law firm of Bull, Housser and Tupper (BHT) decided to sponsor Skate Canada in B.C. as there is no "legal services" supplier category for VANOC. 2010LN helped BHT identify its overall sponsorship objectives and then helped them identify possible opportunities for meeting these objectives. 2010LN then assisted in negotiating the sponsorship deal, thereby building capacity in the sport system, outside of VANOC.

"As the Premier National Banking Partner for the 2010 Winter Games, RBC is pleased to be working with organizations like 2010 Legacies Now, to leverage opportunities arising from the Games through collaboration and partnerships that will benefit communities and businesses across B.C."

Betty MacLeod, Vice-President, Olympic Business Development, RBC

These examples illustrate the many ways 2010LN adds value which forms the core competence of this unique organization.

3.4 Challenges

While 2010LN has made great strides in a short period of time, there have been some challenges for the organization along the way. As a new organization, 2010LN had to develop a feeling of mutual trust and respect with business, NGOs, and communities, and show them 2010LN could add value to these partners. In addition, there was no roadmap to follow as the 2010LN concept is believed to be a world first.

Other challenges also include:

- Managing the expectation of stakeholders and partners in what the Games could provide;
- Ensuring people understand the concept of “social legacies” not just bricks and mortar legacies such as venues and infrastructure;
- The fear from other organizations that 2010LN would be duplicating their mandate, making them redundant or diverting funds away from them; and
- Games related sponsorship rules, limiting both the range of sources available and the type of proposal that can be presented to potential partners.

3.5 Future Outlook / Direction

2010LN management is composing a five-year strategy to guide the next step in its evolution and expansion of its value added activity to larger scale programs and projects post-2010. The ‘longer reach, larger stage’ strategy emphasizes the creation of collaborations with national and international organizations who share the 2010LN vision and mission. These alliances will bring knowledge, resources, expertise, and networks that can be applied to complement and strengthen 2010LN’s work in B.C. Powered by these partnerships, 2010LN’s legacy development activities will centre on literacy, sport, First Nations and people with disabilities.

2010LN will assist three main groups:

- ‘Breakthrough’ NGOs that have the potential to significantly elevate the impact of their programming.
- Government agencies seeking solutions to challenges that require horizontal integration and collaborative approaches
- Programs within the present 2010LN portfolio that can move to national or international scale.

Chapter 4: Early Lessons

“2010 Legacies Now provides a unique model of good practise in this increasingly important subject area. The work of the team in Vancouver is truly inspirational as is their commitment to sharing it with others around the world.”

Paul Bush OBE, Chief Operating Officer, EventScotland

The decision to develop a legacy development organization as an arms length non-profit organization introduced several significant strengths for 2010LN. The group can move rapidly and work across programming silos, without being constrained by a departmental structure. The main benefit is the trusted partner status that the arms length relationship instills. A major reason for 2010LN’s success in initiating collaborations is the trust the organization has across sectors.

2010LN continues to evolve and change in a manner befitting an organization firmly positioned at the leading edge of social entrepreneurship in the legacy development field. We can, however, examine the organization in snapshot as it exists now and delineate some of the early lessons that flow from its experience thus far:

1. Start early;
2. Be a trustworthy, consistent partner;
3. Be a solution provider;
4. Dream big, start small;
5. Fill gaps – don’t duplicate;
6. Be willing to let go and share;
7. Determine measures and monitor regularly;
8. Create partnerships and strong relationships;
9. A high engagement approach offers the potential for heightened programming outcomes;
10. Plan for the future, not the immediate present; and,
11. Forge a development instrument for the future, not for the past or present. By their nature, legacies are about the future, not the past or the present.

The key elements of 2010LN – a high engagement approach, emphasis on value added and aggressive pursuit of collaborations – place the organization on the frontier of social entrepreneurship and ‘future proof’ its mandate and methods. 2010’s unique way of pursuing its mandate has attracted the attention and interest of several other Bid Cities and potential Bid Cities, seeking to incorporate elements of its approach in their efforts. The 2010LN model itself will be a lasting legacy for sport and other non-profit groups.

“2010 Legacies Now and its program will serve as a model for future Games – Summer and Winter.”

Craig Phillips, Secretary General, Australian Olympic Committee

Appendices

Appendix A: A sample of the milestones of 2010 Legacies Now

1999	The 2010 Domestic Bid Society commits \$5 million for the creation of 2010 Legacies Now in its proposal to be the Canadian Bid City for the 2010 Olympic and Paralympic Winter Games.
2000	The Province of British Columbia and the Vancouver 2010 Bid Corporation launch LegaciesNow to ensure the bid for the 2010 Winter Games does not divert resources from B.C.'s sport system. LegaciesNow's first mandate focuses on sport development, community capacity building and province-wide community outreach to encourage support of Vancouver's bid for the 2010 Winter Games.
2002	LegaciesNow becomes an independent not-for-profit society called the 2010 LegaciesNow Society, to maximize its ability to capitalize on Olympic and Paralympic opportunities for B.C. communities and build support for B.C.'s sport sector and athletes.
2002	The B.C. Aboriginal Youth Sport Legacy Fund is established to support B.C. Aboriginal youth who are pursuing a future in sport and recreation. By 2008, this fund will have awarded \$1,000 grants to 43 Aboriginal communities and organizations to assist with the purchase of new sports equipment and to offer sport and recreation programs for youth.
2003	Game Plan BC is established, with a goal to increase the number of B.C. athletes on national and Olympic teams, and on the podium at the 2010 Winter Games.
2003	2010 LegaciesNow celebrates Vancouver winning the bid to host the 2010 Olympic and Paralympic Winter Games.
2003	SportFit, a fun, easy, interactive tool to get children and youth interested in physical activity through the discovery of new sports is launched. By 2008, more than 50,000 children and youth have participated and discovered healthy, active lifestyles and new sports.
2003	Action Schools! BC launches to encourage teachers to incorporate physical activity into daily classroom activities. Since then the program has expanded to 100% of school districts across B.C. and involves over 400,000 students.
2003	The Power Smart 2010 Bid Hockey Tournament involves 151 tournaments and over 31,000 young hockey players in 71 communities.
2004	The mandate of 2010 LegaciesNow expands to sport and recreation, the arts, volunteerism, literacy, and community programs and initiatives.
2004	The Spirit of BC Community Committee brand is launched at the first Spirit of BC Chairs summit in Vancouver. By 2008, there would be 95 Spirit of BC Community Committees, representing 200 communities around B.C.
2004	Hosting BC launches to provide communities with funding and resources to bid for and host national and international sport events. By 2008, the program had invested over \$2 million in 33 communities to host 145 national and international sport events and provided tools to help encourage pre-Games time team acclimatization and ongoing sport tourism development opportunities.
2004	The Catalyst, Innovations and Creative Communities programs are developed to support B.C.'s arts and culture sector. Through these programs, 2010 Legacies Now has invested more than \$3.3 million in 330 arts projects in 77 communities across B.C. by 2008.
2004	The First Annual Countdown to 2010 athlete fundraiser luncheon takes place, supporting five young Olympic and Paralympic hopefuls.
2004	The Spirit of 2010 Hockey Tournament involves 148 tournaments and over 32,000 young hockey players in 71 communities. By 2008, the Spirit of 2010 Hockey Tournament involved 224 tournaments and over 46,000 young hockey players in 94 communities.

2004	The BC Sport Participation Program is established to increase sport participation in community and school-based sports, while also increasing participation by seniors and people with disabilities. The program has invested more than \$2 million and captured more than 100,000 new sport participants in over 100 communities province-wide
2005	2010 Legacies Now unveils its new logo and identity.
2005	Chill launches in Vancouver to encourage positive self esteem in inner-city youth through snowboarding lessons. Between 2005 and 2008, more than 650 inner-city youth in Vancouver and Prince George have participated
2005	The Spirit of BC program launches the first annual Spirit of BC Week, featuring 40 events in B.C. In 2008, over 100 communities throughout British Columbia celebrate the fourth annual Spirit of BC Week with 375 events throughout the province.
2005	Literacy Now Communities program begins with five communities. Currently there are 90 literacy task groups, 300 communities and more than 1,000 community partners across B.C., working to address local literacy needs.
2005	The Explorations summer camp program begins for students in kindergarten to Grade 7. Close to 13,000 students attended Explorations summer camps from 2005 - 2008.
2005	VolWeb.ca launches its website to match volunteer and events. By 2008, VolWeb.ca was hosting more than 8,000 volunteers and 1,600 organizations seeking volunteers for their events.
2005	The 2010 Legacies Now Connecting Communities Tour starts its inaugural tour, visiting nine communities. Close to 200,000 people visited the 2010 Legacies Now Connecting Communities Tour and Express from 2005 - 2008.
2006	The RBC 2010 Legacies Now Speaker Series hosts its first speaker who shares tips on how businesses and communities can capitalize on 2010-related opportunities. The series goes on to host ten international experts.
2006	2010 Legacies Now hosts the first Women in Sport in British Columbia Conference.
2006	Volunteer Victoria pilots the VolWeb.ca™ Volunteer Opportunities Listing Tool. Currently, the tool is being used in nine communities throughout B.C.
2006	The Measuring Up guide is published to assist communities to evaluate and advance accessibility and inclusion. By 2008, more than 107 communities were involved in the Measuring Up process to improve accessibility for people with disabilities and seniors.
2007	2010 Legacies Now partners with Vancouver Community College and Literacy BC to offer Canada's first certificate program in family literacy at the college level.
2007	The Province of B.C. and 2010 Legacies Now offer the Measuring Up Accessibility and Inclusion fund available to B.C. communities. By 2008, over \$1 million has been distributed to 58 communities to support community projects aiming to improve how people with disabilities can actively participate in, and contribute to, their communities.
2007	Arts Partners in Creative Development, an innovative six-partner program, launches to support the creation and development of new artistic works in British Columbia. By 2008, the program has invested \$2.7 million of this \$6 million fund in 32 B.C. arts and cultural projects.
2007	Accessible Tourism launched with a goal to assess businesses across B.C. to help make B.C. a premier travel destination for people with disabilities.

Appendix B: 2010 Legacies Now Values and Principles

2010LN adopted several guiding values that will define the culture in which it will operate (2004):

Value	Guiding Values
Ethical and Respectful Behaviour	We will be ethical, honest and act with integrity, value diversity and differences of opinion, and keep our activities open and transparent.
Innovation and Creativity	We will strive to embrace and encourage new and creative ideas.
Teamwork	We will work collaboratively, respectfully and openly with partners, NGOs, stakeholders and communities throughout the Province.
Develop and Implement Inclusive Strategies	We fully embrace inclusive values that support social commitments and programs ensuring every region of the Province will experience benefits from the Games.
Honour	We will honour the unique values, goals and characteristics of our partners and stakeholders.
Olympic and Paralympic Values	We will embrace and promote the characteristics, values, goals and principles of the Olympic movement.
Celebrate	We will share and celebrate our successes and the successes of our partners.
Excellence	We will strive for excellence in everything we do.
Fiscal Responsibility and Accountability	We will ensure that our activities are fiscally responsible and that we measure and report on performance in a timely manner.

2010LN also developed ten operating principles that will be used as the foundation to implement and achieve its goals (2004):

Principle	Operating Principle
Lever Existing Resources to Create More Opportunities	We respect the knowledge, experience and expertise of our partner organizations and are dedicated to increasing their capacity and developing creative opportunities through targeted investments.
Embrace Creative Innovative Approaches	We are a not-for-profit, non-governmental entrepreneurial organization that will drive change through collaboration and new and innovative approaches.
Develop & Implement Inclusiveness Strategies	We will strive for the broadest representation and opportunity for British Columbians through our initiatives.
Provide Strategic Assistance	We will lever existing funds and identify new opportunities that will provide strategic assistance and investments to existing agencies.
Build Lasting Partnerships	We will build effective, strong and coordinated multi-sectorial partnerships and maximize the synergies of current and future relationships.
Plan for Post-Games Sustainability	We aim to leave sustainable legacies beyond 2010 and will act in the long term interests of the sector, the communities and the Province.
Embrace Technology	We will help to identify opportunities in technology that increase connectivity within and between the sectors and the communities.
Develop & Share Best Practices	We will work to identify best practices in all sectors to share and communicate them throughout B.C. and across sectors.
Foster Relationships	We will work to foster new relationships and build on maintaining and expanding present partnerships.
Focus	We are provincially focused with national linkages and relevance.

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