

The Evolution of 2010 LEGACIES NOW

A Continuing Legacy of the 2010 Winter Games through Venture Philanthropy

Introduction

This Study provides an update on the document compiled in 2008-2009 by Mr. Joseph Weiler and Mr. Arun Mohan entitled “Catalyst, Collaborator, Connector: The Social Innovation Model of 2010 Legacies Now.” This document refers, briefly, to the work conducted by the 2010 Legacies Now organization prior to the 2010 Winter Games, along with its Games-time activities, and offers details on how 2010 Legacies Now transitioned in the post post-Games period to a new business model to continue its work as an important and enduring Games legacy.

Pre-Games: A Decade of Creating Legacies (2000-2010)

2010 Legacies Now started with an ambitious vision to leverage the 2010 Olympic and Paralympic Winter Games to bring significant lasting benefits, not just to athletes and the Host City, but also for the entire Host Province of British Columbia (BC). In the period leading up to the Games, 2010 Legacies Now approached its mandate to create Games legacies through three main strategies:

- (1) To create mutually-beneficial partnerships;
- (2) To be a highly-engaged funding organization; and
- (3) To use innovative methods to broaden its reach.

A summary of the impacts of the work of 2010 Legacies Now to date is included in Appendix A - 2010 Legacies Now Impact. The summary captures the accomplishments of 2010 Legacies Now and serves as an analysis of the organization’s body of work.

Games-Time: Transfer-of-Knowledge and Sharing of Best Practices

During the Vancouver 2010 Winter Games, 2010 Legacies Now shifted its focus from program delivery and legacy creation, to information sharing about its delivery model, best practices in program delivery, and its achievements in these areas.

As an example of this, 2010 Legacies Now hosted an ‘Olympic and Paralympic Legacies Symposium’ to share the value of legacy planning and development with international delegates from Games candidature cities, future Olympic Games Organizing Committees (OCOGs), and other participants within mega-event management. The Symposium featured a panel of experts from 2010 Legacies Now, the Province of BC, the International Olympic Committee (IOC), and the Vancouver Organising Committee for the Olympic Games (VANOC).

Building on the momentum of its accessibility programs, 2010 Legacies Now partnered on an Accessibility Showcase to promote BC and Canada as leaders in accessibility and inclusion in community activities and infrastructure. In addition, 2010 Legacies Now hosted several stakeholder events and receptions, and conducted presentations to numerous international delegates attending the Games.

2010 Legacies Now set a new standard for social legacy development in the context of the Olympic and Paralympic Games. It demonstrated how a not-for-profit organization can successfully leverage the power and inspiration of the Games, by working closely with an OCOG, to create lasting social impact across a host region.

“We as an organizing committee knew we could never do this alone. 2010 Legacies Now has allowed us to do things we never would have been able to do from a legacies standpoint,” said Andrea Shaw, Vice President, VANOC Sponsorship, Sales and Marketing. “The partnership has been a tremendous one; they are living our vision of sustainable legacies and executing at a far greater depth and scope than we could have ever imagined.”

Post-Games: Narrowing Focus, Broadening Reach and Diversifying Funding

In the post-Games period, 2010 Legacies Now has changed its focus in three critical ways:

- 1.) Trimming its investment model to include a narrower focus of work;
- 2.) Broadening its geographic scope in which the investment approach will take place; and
- 3.) Diversifying its investment targets to better ensure financial sustainability and continued legacy development.

2010 Legacies Now began to develop its post-Games plan for operations in 2008 by using the experience and knowledge it acquired during the previous eight years of its operation, during which it successfully drove social change in BC by creating capacity at the community level. In order to continue to be a leader in creating more socially sustainable communities, and in the absence of the magic of an upcoming Games to act as a catalyst and accelerant, the board of directors and senior management team at 2010 Legacies Now realized the organization needed a new business model that would be relevant to the current and future social climate in Canada. 2010 Legacies Now looked across the globe at existing trends in the not-for-profit sector to identify where it could best add value to communities.

While not-for-profit organizations play an integral role in advancing social change, many of these organizations face significant challenges of growth, capacity, capital and expertise, which make it difficult to achieve success as impactful national leaders in creating socially sustainable communities. Typically, these kinds of organizations receive one-time or annual funding for specific programs. However, this funding model has the unfortunate effect of preventing the organizations from investing in their organizational infrastructure, which impedes their sustainable growth trajectory and ability to deliver much-needed community programming.

2010 Legacies Now researched and analyzed community investment organization models, globally, to identify effective and relevant options for its new post-Games business model. After much deliberation and development, 2010 Legacies Now concluded that the emerging field of ‘venture philanthropy’ demonstrated the best potential model for creating sustainable social change and impact. As a natural evolution of this work, 2010 Legacies Now decided it would apply this venture philanthropy approach to invest in a select number of not-for-profit organizations that were considered best positioned to benefit from this type of investment.

In developing its venture philanthropy model, 2010 Legacies Now decided to expand its scope to include not-for-profit organizations not just in BC, but also across Canada, thereby bringing the legacy benefits of the 2010 Winter Games to communities throughout the nation. The organization also decided to narrow its focus to two areas: (1) sport and healthy living; and (2) literacy and lifelong learning since these areas represented a significant level of investment and acquired experience by 2010 Legacies Now during its 10-year existence.

In addition, 2010 Legacies Now believes that these two areas are essential to helping people realize their full potential as contributing members of society, and thereby advancing the social well-being and economic prosperity of communities throughout Canada.

In preparing for this more specialized approach, 2010 Legacies Now strategically began transferring the responsibility for operating many of its established programs to partner organizations that had proven their ability to continue advancing the work already in place. 2010 Legacies Now believed that its sector partners would ensure that the programs continued to operate as legacies of the Games, while continuing to increase their outreach and impact. By transferring the ownership of its programs to partner organizations, 2010 Legacies Now was able to focus its efforts on applying its venture philanthropy model to improve the effectiveness, impact and accountability of not-for-profit organizations working in the areas of sport and healthy living, and literacy and lifelong learning.

Additional information on the impact of these programs, and to where they have transitioned, is provided in Appendix A - 2010 Legacies Now Impact.

A New Legacy of the Games: Venture Philanthropy

In order to transition to its next phase of post-Games development under the new venture philanthropy model, 2010 Legacies Now understood that it needed to rebrand the organization with a new name and logo in order to effectively deliver on its evolved function in Canadian society, while continuing to carry on its work as an important social legacy of the Games. In February 2011, on the one-year anniversary of the Opening of the 2010 Winter Games, 2010 Legacies Now officially launched its new organization as ‘A legacy of the 2010 Winter Games.’

The new name of the organization is LIFT Philanthropy Partners. LIFT’s mission is to advance the impact, accountability and effectiveness of social not-for-profit organizations throughout Canada in order to create measurable and scalable social change on a national scale.



LIFT Philanthropy Partners logo

“LIFT’ speaks to what we do in many senses of the word,” explained Bruce Dewar, CEO of LIFT Philanthropy Partners. “LIFT is the expertise and results we bring an organization; LIFT is the social return on investment we give our investors; and LIFT is the lasting impact our work brings to communities.”

LIFT’s venture philanthropy approach is a highly-engaged, effective investment model, which applies the concepts from venture capital finance and business management to its philanthropic investments, to create more socially sustainable communities. The model combines the power of funding with the additional provision of high-calibre professional skills to assist not-for-profit organizations take their operations to the next level. As part of its venture philanthropy model, LIFT will develop collaborations with like-minded people, organizations and companies that also support not-for-profits in order to bring the best possible benefits to the sector.

This new business model will enable LIFT to partner with not-for-profit organizations in Canada that have proven track records in their areas of activity, and who are capable of scaling up their business operations in order to create greater positive impacts in their particular areas of focus. In order to be qualified to partner with LIFT, not-for-profit organizations must demonstrate a track record of success in creating tangible social benefits. In addition, potential partner organizations must demonstrate that they will benefit from the kind of knowledge, services and networks that LIFT can provide, and that this combined expertise will enable the prospective partner to take their efforts to the next level of success.

LIFT will provide support in the form of growth strategies, business and financial planning, reporting and measurement strategies, and management support in order to build additional capacity within these organizations to increase their ability to function and to help create new

momentum in the delivery of their services to communities. These efforts will, thereby, contribute to enhanced scope and more lasting social change in the communities in which they operate. Under its venture philanthropy model, LIFT will leave the program delivery to the not-for-profit organizations and will provide the latter with proven management expertise in planning and operations that is tailored to the needs of the organization.

Investment Process

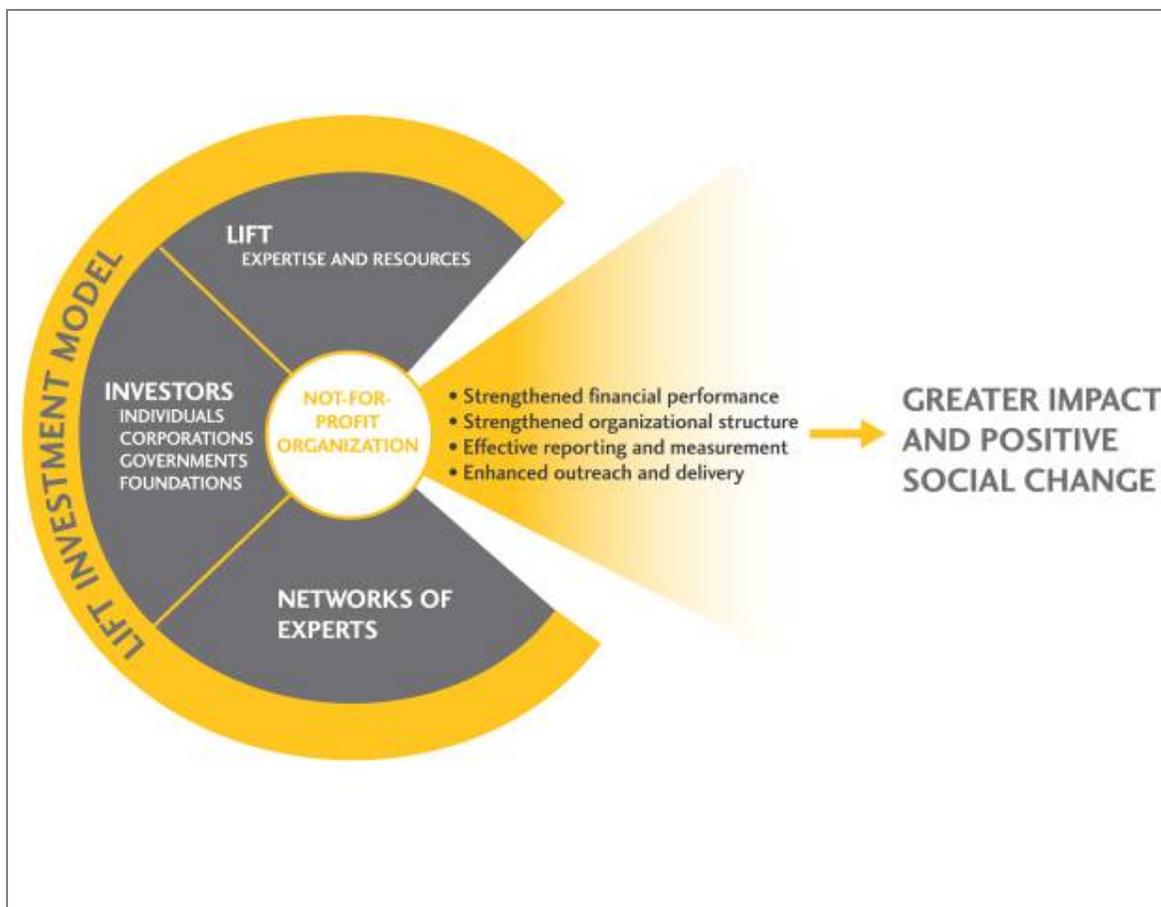
LIFT's investment process enables it to select and advance only those not-for-profit organizations that are best suited to its investment model thanks to its staged approach. Upon selection of a suitable not-for-profit organization, LIFT will invest in them for a finite period (typically in the range of three to five years), providing them with long-term funding, business expertise and management support so they can grow their operations and scale their impact.

LIFT's staged due diligence in its investment process will begin with an informal scan of the market for not-for-profit organizations with a proven record of success and a reputation for delivering social change. This scan will be followed by an informal review of identified organizations to determine their potential alignment with LIFT's investment model. LIFT will conduct a more thorough screening of the shortlisted organizations, including an involved due diligence process to evaluate the viability of a partnership between the organizations.

Once a not-for-profit organization is selected, LIFT will enter into a formal partnership with the organization, and will collaborate with the organization to develop a multi-year strategic plan for growth, which must include measurable targets and reporting. The two organizations will work together to implement the plan, with LIFT providing the requisite management and planning expertise, resources and networks, along with the amount of funding required to deliver on the targets. Once the not-for-profit organization 'graduates' from its partnership with LIFT, that organization will be capable of sustaining and growing its work. In some cases, it is anticipated that other philanthropy investors that have become associated with a partner not-for-profit organization may choose to continue funding the organization beyond the life of the partnership with LIFT.

Investment Model

The venture philanthropy investment model that LIFT has developed is based on a matrix of collaborations.



LIFT Philanthropy Partners investment model

LIFT is further developing its strategic networks of legal, financial, research, measurement and other experts in order to establish a trusted group of experts to act as project advisors to properly inform the work of LIFT at every stage. It is anticipated that these expert networks may, in some cases, offer their services at discounted or pro-bono rates in order to help the not-for-profit organizations reach their targets. This collaborative approach to investment ensures the not-for-profit organizations can access the skills and resources they need to execute their strategic plan for growth.

LIFT will attract corporations, individual donors, foundations and governments from across Canada to financially support its new mission to improve the effectiveness, outreach and accountability of Canadian not-for-profit organizations. It is assumed that LIFT's investors will be committed to social responsibility, and will not invest unless they are confident that their philanthropic investments will actually create measurable results to benefit communities across Canada. Part of the comfort level that these investors are looking for will be provided by the involvement of LIFT. LIFT will magnify its investors' contributions through the value-added services that it will provide, and will leverage the funds with those of other co-investors in order to create greater potential impact.

The investors may also provide important contributions beyond financial or intellectual capital. For example, the investors may provide the expertise and skills of their in-house professionals for specific capacity-building projects, as well as other in-kind contributions and tangible items that are needed to create customized solutions to address the needs of the not-for-profit organizations partnering with LIFT.

This new ‘community of collaboration model’, consisting of LIFT, other philanthropic investors, and engaged networks of experts, will be a new source of support that is badly needed by not-for-profit organizations in order to improve their operations and their ability to deliver services. It is anticipated that once the not-for-profit has received this multi-faceted investment, it will experience strengthened financial performance, enhanced organizational structure, and more effective reporting and measurement systems that will produce broader outreach and delivery capacity. By improving the effectiveness and outreach of not-for-profit organizations in Canada, LIFT aims to advance social well-being and economic prosperity of communities across the country.

The Right Organization at the Right Time

LIFT Philanthropy Partners is a natural evolution of the ground-breaking work that was performed by 2010 Legacies Now in the 10-year period leading up to the 2010 Winter Games. In this sense, LIFT amounts to an important new community building legacy of the 2010 Olympic and Paralympic Winter Games. By assimilating the skills, knowledge and experience of 2010 Legacies Now, LIFT is the mechanism that will further expand legacy development work of the Games in order to create measurable and impactful social change across Canada into the future.

2010 Legacies Now enjoys a well-earned, global recognition as a leader in advancing social change, and has consistently shared the best practices that have contributed to its successes with many cities and events worldwide.

A list of 10 recommendations for delivering social change, which arose from interviews with 2010 Legacies Now staff in the preparation of this Study are provided in Appendix B – 2010 Legacies Now Recommendations for Social Change.

APPENDIX A

2010 LEGACIES NOW IMPACT

1.) SPORT AND HEALTHY LIVING

Beginning during the bid phase, 2010 Legacies Now and its partners recognized that sport is at the heart of the Olympic and Paralympic Winter Games; sport is what makes the Games possible. As such, the biggest legacy and benefactor from hosting the Games needed to be the sport sector of the host region. When 2010 Legacies Now was established in 2000, its mandate was to support provincial and community sport outreach programs, build capacity of sport in British Columbia (BC), and support sport performance programs to see more BC athletes on national teams. 2010 Legacies Now further expanded this work leading up the 2010 Winter Games to include the promotion of sport tourism, supporting Aboriginal participation in sport, and developing a new vision for the sport sector in BC.

Sport Participation and Healthy Living Promotion

2010 Legacies Now investments in sport participation were guided by the vision to ensure opportunities existed for increased participation in sport and recreation. By encouraging participation in sport and introducing more people to new sport activities, 2010 Legacies Now's investments also helped to promote physical activity and healthy living.

2010 Legacies Now developed a program, in collaboration with its partners, called SportFit, which introduces children and youth to new sports that suited their interests. Participating in their schools or at community events, the youth complete the SportFit Challenge, a series of physical activities measuring speed, agility, power, balance and endurance. They then complete an online questionnaire on their sport and activity preferences, which is combined with their Challenge results to determine sports that match their interests and abilities. The SportFit website, at sportfitcanada.com also offers more than 70 multi-media lessons on Olympic and Paralympic sports, as well as contact information for local clubs and recreation centres featuring those sports.

SportFit demonstrated such early success that two additional Canadian provinces, Alberta and Saskatchewan, licensed the program for use in their schools and community events. Also, several communities used SportFit in their community celebrations that coincided with the 2010 Olympic Torch Relay. Since the program's creation in 2006, more than 100,000 youth in BC and across Canada have participated in SportFit. The program remains available for use and will continue to be operated moving forward.

Another program that encouraged sport participation was the BC Sport Participation Program (BCSPP), which 2010 Legacies Now established in 2004 in response to funding and capacity needs at the community level. Funded equally by the provincial and federal governments, the BCSPP offered three-year funding to selected provincial sport organizations (PSOs) and multi-sport organizations (MSOs) to improve sport participation opportunities in community and school-based sport programs. The programs funded by BCSPP encouraged participation by people of various ages and abilities and, in many cases, enabled the PSOs and MSOs to expand their programs to additional communities throughout BC to attract new people to sport. From

2004-2010, the BCSPP operated two three-year funding cycles, which resulted in 475 individual sport programs being offered in more than 110 BC communities. These programs engaged more than 264,000 people in sport and trained more than 11,200 coaches. The BCSPP was extended through 2011, offering one-time funding to 19 sport organizations based on the success of their previous programs in improving access to sport and recreation.

In 2008, 2010 Legacies Now created a second program to promote local sport programs in communities throughout BC. The Local Sport Program Development Fund (LSDF) provided small grants to municipalities, sport organizations and Aboriginal communities to initiate new or expand existing sport programs. These grants ranged from CAD\$1,500 to 2,500 and led to more than 3,400 people participating in sport in 58 communities across the province. While these grants were small, they proved effective in establishing and expanding sport opportunities for people through BC.

To further encourage local sport programs, 2010 Legacies Now initiated the Local Sport Council Program in 2008 to support the development of centralized sport councils and the collaboration of community sport leaders and parks and recreation staff. 2010 Legacies Now provided financial support to establish six pilot sport councils and consultation support to 15 additional communities. The lessons and promising practices of the pilot sport councils will be shared with other communities to encourage collaboration among local sport representatives to create more seamless sport delivery at the community level.

In 2002, prior to Vancouver being selected to host the 2010 Olympic and Paralympic Winter Games, the Province of BC and the 2010 Bid Corporation partnered with the Lil'wat and Squamish Nations to establish a sport fund for Aboriginal youth in BC. The CAD\$3M Aboriginal Youth Sport Legacy Fund provided grants to high-performance athletes, scholarships for post-secondary students pursuing education in the field of sport and recreation, and grants to community organizations to increase sport and recreation opportunities for youth. The Fund also supported the First Nations Snowboard Team, which offers recreational and high-performance training for close to 200 Aboriginal athletes from more than 12 Nations across BC. From 2002 to 2010, 2010 Legacies Now administered the Fund and distributed grants to 13 students, 72 athletes, and 180 community and sport organizations. As of the end of 2010, CAD\$1.8M remained in the Fund for continued support of sport and recreation for BC's Aboriginal youth.

In 2003, 2010 Legacies Now developed and launched a program to encourage teachers to incorporate physical activity and healthy eating lessons into daily classroom activities. The Action Schools! BC program was supported by the Province of BC and delivered to teachers and schools across BC. The program offers resource guides and equipment, along with professional development for teachers and school administrators, to promote healthy living. Through the program, teachers develop customized action plans to encourage healthy child development, which align with the Action Schools! BC goal to have more children active, more often. Under the guidance and leadership of 2010 Legacies Now, Action Schools! BC grew steadily over seven years of operation to engage more than 595,000 students in 1,400 schools, incorporating healthy activities into each school day. This program is now owned by the Province of BC and continues to operate in schools throughout BC.

In addition to schools, communities and Aboriginal engagement, 2010 Legacies Now also offered sport programs targeted to inner-city and at-risk youth. The Chill snowboard program, which 2010 Legacies Now operated in two BC communities from 2005-2008, offered personal development through snowboarding lessons for 650 at-risk youth. 2010 Legacies Now also supported the Whistler-based Zero Ceiling organization from 2006-2010, which offers adventure-based learning and employment skills training through snowboarding for at-risk youth. In 2009, 2010 Legacies Now and Zero Ceiling partnered with Vancouver's Grouse Mountain to create a four-week program learn-to-snowboard program for at-risk youth. With 2010 Legacies Now's support, more than 175 youth participated in the program and more than 40 youth completed the employment training program to become certified snowboard instructors. 2010 Legacies Now also spearheaded the efforts to build an outdoor hard court playing surface in Vancouver's Downtown Eastside for local at-risk youth. Funded by 2010 Winter Games sponsor Coca-Cola Ltd., the sport court will be completed in 2011. The project was created to enable local youth and families to participate in sport and physical activity in a safe environment.

Sport Performance

Since its inception, 2010 Legacies Now, with support from the Province of BC, committed to supporting a sport performance environment that enabled BC athletes to reach their national performance goals. 2010 Legacies Now, and its partners in BC's sport sector, implemented an Integrated Performance System (IPS) to integrate sport performance programs at the national, provincial and regional levels toward a goal of supporting the most promising athletes to compete on Canada's national teams and reach the medal podium. The IPS offered training and development pathways for athletes, coaches, and sport science and sport medicine practitioners, specifically targeting the sports that offered BC's highest potential for success. 2010 Legacies Now directly supported two programs within IPS with financial support and strategic leadership.

From 2003 to 2010, the Game Plan BC program supported high-performance athletes in 17 Olympic and Paralympic winter sports with funding for coaching, training, competition, sport science and sport medicine. 2010 Legacies Now, together with other partners, invested in the development of winter athletes with the potential to compete internationally. Each year, Game Plan BC funding supported 400 BC athletes in high-performance programs, the benefits of which are expected to be seen well beyond the 2010 Winter Games in medal results across the sports supported.

Created in 2006, the Targeted Sport Strategy (TSS) provided strategic and technical support and funding for 30 sports and their athletes. The TSS supported training and development programs to put more BC athletes on national teams, while also strengthening these sports at all levels, from the playground to the podium.

The TSS, led by Canadian Sport Centre Pacific and 2010 Legacies Now, worked with regional, provincial and national sport organizations to create and implement athlete development pathways, provided technical expertise for long-term planning, and connected sport medicine and sport science practitioners with athletes and teams. The TSS enabled the 30 sports to hire a full-time provincial coach and part-time regional coaches, and to provide performance enhancement services, such as physiological testing, strength and conditioning expertise, and nutrition workshops.

Sport System Leadership

From 2003-2010, 2010 Legacies Now provided strategic oversight for BC's sport system, which included delivery of annual operational funding to the provincial sport organizations that service more than 700,000 participants, coaches and official province-wide.

2010 Legacies Now implemented a BC-based Canadian Sport for Life plan development program. The Canadian Sport for Life is a national initiative that is driving sport development in Canada, with the BC program operating as a leader in integrating sport planning between the national and provincial levels. 2010 Legacies Now also developed several pieces of system research to inform long-term planning and programming development for a variety of projects, including Team BC, the Athlete Assistance Program, and developing sport at post-secondary institutes.

In 2007, 2010 Legacies Now launched the BC Activity Reporter (BCAR) to collect data and create reports about sport and recreation activity. Funded by the Province of BC, BCAR has almost three million records and includes information overlays of census data, facility locations and key geographic boundaries to enable users to sort and analyze data for planning and programming purposes. In 2009, 2010 Legacies Now worked with the Province of BC to develop and implement a new funding framework to move the sport organizations towards greater accountability for funders and establish key expectations for the sport organizations. A new data collection and reporting tool will be launched in 2011 as the next step in this endeavour.

2010 Legacies Now also created a Club Standards program in 2009 to provide resource materials to local sport groups, as well as set standards and expectations for quality program delivery to sport participants. This program will closely tie into a new volunteer development program to be launched in 2011.

Sport Tourism

In 2004, 2010 Legacies Now partnered with the Province of BC and Tourism BC to initiate a province-wide strategy to promote sport tourism and event hosting. That year saw the launch of the Hosting BC grant program which offered funding to communities and sport organizations to bid for and host national and international sport events. Using the 2010 Winter Games as its inspiration, 2010 Legacies Now aimed to establish BC as a premier sport event destination and maximize sport tourism opportunities for BC communities leading up to, and beyond, the Games. From 2004-2009, 2010 Legacies Now distributed CAD\$2.7M through Hosting BC to host 197 major sport events in 34 communities.

In 2010, the Province of BC announced its plans to continue the grant program, and 2010 Legacies Now transferred management of the program to the BC Games Society.

In 2006 at the Winter Games in Torino, 2010 Legacies Now, in partnership with the Province of BC and Tourism BC, launched HostingBC.ca, an interactive website promoting BC's sport tourism capacities. The website boasted a searchable database of communities and sport venues to enable teams to discover suitable training and competition venues. 2010 Legacies Now continued to populate the database leading up the Games, resulting in a robust database featuring

more than 250 sport venues and 50 communities throughout the province. Post-Games, the management and marketing of HostingBC.ca was transferred to the BC Games Society.

Leading up to the Games, 2010 Legacies Now also offered the Hosting BC Team and Event Services, which was a concierge service to connect teams with suitable training and competitions venues throughout BC. As a result of these and other hosting services, 20 BC communities hosted a total of 70 different international sport teams for pre-Games training camps.

Alongside these hosting programs, 2010 Legacies Now and Tourism BC offered Sport Tourism Community Workshops, which introduced communities to social and economic opportunities surrounding sport tourism. From 2005-2009, these partners also offered an annual BC Sport Tourism Marketplace, which brought together the sport and tourism industries to network and explore sport event hosting opportunities. The Province of BC continues to operate both the workshops and the annual marketplace event.

Shortly after the conclusion of the 2010 Games, the Province of BC announced a new 2010 Sports and Arts Legacy Fund which would dedicate CAD\$30M over three years to the sport system. The funding will be targeted to increase participation in sport, with an emphasis on youth and improved athlete and coach development. At the time of this report, 2010 Legacies Now continues to manage several grant programs as part of this Fund.

A New Vision for Sport in BC

In the two years before the Games arrived in BC, 2010 Legacies Now established and chaired the BC Sport Alliance to develop a vision for the sport sector that looked beyond the Games. The vision was built on the work completed over the past several years and enabled many of the programs that 2010 Legacies Now developed and supported leading up the Games to continue.

The new vision for sport in BC closely aligns sport with healthy living, openly positioning sport as a major contributor to healthier people and improved quality of life. This vision positions the sport sector, which traditionally focused solely on sport delivery, to fully embrace and formally link their sport programs to healthy living outcomes for people in BC. The new vision sees both sport and physical activity as vital contributors to healthy living, which can provide economic and social benefits.

This new vision employs a more holistic approach to sport, which includes greater knowledge transfer, adoption of best practices, and new partnerships with municipalities, school districts, the health system and private sector to expand what sport can achieve through partnerships with the health and education sectors. It will bring together municipalities, education, recreation and sport to address barriers to participation, such as social-economic limitations, at-risk behaviour, facility and program accessibility issues and geographical discrepancies. The new vision will use sport programs to address many of the health and social issues facing B.C., offering accessible, inclusive and equitable participation opportunities.

Through extensive research and consultation with the sport sector, the BC Sport Alliance determined that a new centralized sport agency should be established to drive the new vision for sport in BC. This new sport agency will be established in 2011 and, for the first time in BC, will

offer a central voice for the entire amateur sport sector to more powerfully influence government and business.

The new sport agency will take over the management of many of the programs and the leadership 2010 Legacies Now provided pre-Games, and will leverage the Games experience to further increase sport participation, improve sport performance, and increase sport tourism opportunities. The new sport agency will also develop and provide evidence-based research to demonstrate the positive return on investment in sport with both economic and social measures.

This shared vision for sport across the sport, health and education sectors will enable common strategic direction and encourage multi-year planning and funding commitments. The research, benchmarking and evaluation components will elicit multi-year funding commitments, demonstrating a tangible return on investment. The single funding agency will enable more efficient and strategic investments and direction for the sector than previously achievable in BC.

The new vision for sport will drastically alter and immensely improve sport delivery in B.C., leading to increased participation, improved performance, better knowledge transfer and more streamlined procedures and systems. It will also enable greater accountability and measurement to result in increased returns on investments. This new vision is a legacy of the 2010 Winter Games and will lead to healthier people, alleviated health care costs, decreased social issues and improved quality of life.

2.) ARTS AND CULTURE

2010 Legacies Now and its partners recognized that the Cultural Olympiad was a key pillar of the Olympic Movement and, as such, the arts offered an opportunity to engage the arts and cultural sector to create community legacies.

In 2004, 2010 Legacies Now committed to investing CAD\$12M in BC's arts and cultural sector, through support from the Province of BC and other partners, to increase participation in the arts, and also provide the sector with necessary resources to become more self-sustainable. From 2004-2010, 2010 Legacies Now met and exceeded this commitment.

Through its arts programs, 2010 Legacies Now encouraged arts and cultural organizations to develop innovative projects and partnerships to make the arts more accessible for people of all ages. These investments supported a high-quality and sustainable arts and culture sector for British Columbia that was inspired by the 2010 Winter Games.

Catalyst and Innovations

In 2004, 2010 Legacies Now launched two programs which offered funding directly to arts and cultural organizations to support their artistic and organizational capacities. The Catalyst program focused on improving the organizations' operations, while the Innovations program supported the creation of new projects to encourage community participation in the arts. By providing the funds directly to the arts organizations, 2010 Legacies Now supported them to develop plans and partnerships to better position themselves toward a sustainable future.

From 2004 to 2009, Catalyst invested close to CAD\$1.9M in 222 projects to support arts organizations throughout BC as they improved their administrative and business operations. The projects included efforts to increase their audience size, improve their websites, and engage consultants and mentors to offer expertise and training. These projects helped to improve the organizations' business operations, so they could turn their focus to creating high-quality artistic works to engage audiences and encourage participation in the arts.

From 2005 to 2009, the Innovations program distributed more than CAD\$1.9M to fund new arts projects to increase community engagement and participation in arts and cultural activities. In total, Innovations invested in 195 projects in 61 communities province-wide, which included workshops and performances across the arts disciplines. These projects supported BC's arts sector to build artistic excellence and establish strategic partnerships to support a more sustainable sector.

Arts Partners in Creative Development

In 2007, 2010 Legacies Now spearheaded a new program to offer substantial support to BC's arts sector to develop original works in performing, visual, media and literary arts. This innovative six-partner program, Arts Partners in Creative Development (APCD), distributed more than CAD\$6M to support 84 arts and cultural projects throughout BC.

The program was created in partnership by the Province of BC, the City of Vancouver, Canada Council for the Arts, Vancouver Foundation, VANOC and 2010 Legacies Now to support original works that would create extraordinary legacies for BC arts and cultural communities. With individual grants ranging from CAD\$5,000 to CAD\$270,000, APCD supported an amazing array of projects leading up to the 2010 Winter Games and as part of the Cultural Olympiad, together with projects that will continue post-Games.

Creative Communities

In 2005, 2010 Legacies Now launched the Creative Communities program to provide funding to municipalities and other local governing bodies to undertake cultural development projects in their communities. With support from the Province of BC, 2010 Legacies Now invested CAD\$518,000 in 56 projects in 42 BC communities. The funding supported cultural mapping, which involved analysis of a community's cultural resources and assets, and cultural planning to establish the groundwork for long-term community plans.

As part of Creative Communities, 2010 Legacies Now developed Cultural Mapping and Cultural Planning Toolkits that, post-Games, were transferred to the Creative City Network for ongoing use by communities throughout the province.

Arts Education

In 2005, 2010 Legacies Now created the Explorations program to offer students week-long summer camps enriched with culture, sport and recreation. In the first summer, more than 5,000 students from kindergarten to Grade 7 attended camps in 64 communities across BC. The program continued to grow each year, from 2005 to 2008, to total more than 16,500 students from over 130 communities attending Explorations summer camps.

Supported by the Province of BC, Explorations offered more than regular summer camps. The program was designed for children who did not have access to summer programs due to their remote location or other barriers, such as a lack of resources or opportunities in their hometown. The camps often hosted arts and/or sport specialists who taught the students new skills and activities, which varied across the camps and included dancing, Aboriginal drumming, drama, cycling, and numerous other activities.

The Explorations summer camps program ended in 2008 and transitioned into a more sustainable program model. In 2009, 2010 Legacies Now launched a new program called “Infusion™: Arts in Education”, which provides professional development workshops for teachers on how to incorporate the arts into other subject areas. Infusion: Arts in Education offers a flexible model for generalist teachers on how to use visual art, dance, drama, music, and art technology to facilitate learning throughout the primary school curriculum subject areas. By providing teachers with the necessary tools, they can use culture to enrich their students’ learning experiences.

2010 Legacies Now helped teachers offer well-rounded and enriching learning environments and connect with other educators through an online community of practice at artsinfusion.ca. At the time of the writing, 2010 Legacies Now is in the process of transitioning this program to a partner organization to continue its work moving forward.

Strategic Investments in the Arts

In addition to providing grants directly to arts and cultural organizations, 2010 Legacies Now also addressed B.C.’s arts sector as a whole through strategic investments to advance specific arts disciplines, establish links between the arts and other sectors, and generate new sources of revenue.

These investments included funding the development and implementation of a strategic investment plan to address arts and culture in Vancouver’s Downtown Eastside (DTES), a neighbourhood besieged by social and economic challenges. This plan aimed to capitalize on cultural assets in the DTES, increase job opportunities, and grow and strengthen entrepreneurship and local cultural businesses. A network of industry experts was established to move the plan forward.

At the time of this report, 2010 Legacies Now was finalizing an agreement to fund the Community Arts Council of Vancouver to establish an endowment fund for the DTES. The Downtown Eastside Community Arts Fund will support arts development in the DTES and contribute to the sustainability of community arts groups and activities.

2010 Legacies Now also supported The Society for Disability Arts and Culture to develop a strategic plan to address the integrated arts community’s needs associated with capacity-building, involvement in the 2010 Olympic and Paralympic Winter Games’ cultural events, and legacies the community wished to create. As a result of this funding, a peer-to-peer network, BC Regional Integrated Arts Network (BRIAN), was established to support disability arts in BC.

At the time of this report, 2010 Legacies Now was finalizing an agreement to fund the establishment of a BC chapter of the Arts Health Network Canada. This network will facilitate

development of arts and health research, programs and activates across the province, and will be a provincial leader in promoting the arts sector's contributions to building healthy communities. 2010 Legacies Now concluded the majority of its arts programs by 2010, having accomplished more than it set out to do. In total, 2010 Legacies Now invested close to CAD\$16M in the arts and leveraged an additional CAD\$5M from its partners to establish Arts Partners in Creative Development. These investments contributed to arts organizations throughout BC, supporting community participation in the arts, multi-sector collaborations, and more sustainable business practices.

3.) LITERACY AND LIFELONG LEARNING

During the bid phase, 2010 Legacies Now conducted extensive community engagement to understand what communities were looking for with regards to community legacies and heard that addressing literacy was an important issue for many of them. As such, 2010 Legacies Now dedicated its efforts and resources in determining how best it could use the power of the 2010 Winter Games to assist in addressing low literacy levels in communities throughout BC.

Through its work, 2010 Legacies Now defined literacy in its broadest sense. More than just reading and writing, literacy includes problem solving, critical thinking, decision making, numeracy, computer competence, and other fundamental skills which enable individuals to learn additional skills, participate in community life, and bring other talents forward. 2010 Legacies Now applied this expanded definition of literacy to three areas of focus: 1.) Community literacy; 2.) Early learning; and 3.) Family literacy. These areas enabled 2010 Legacies Now to reach people of all ages in hundreds of towns, cities and communities across BC. Through its programs and outreach, 2010 Legacies Now helped to move the literacy field forward, encouraging more collaborative and comprehensive approaches to building cohesive communities through literacy.

Community Literacy

2010 Legacies Now created the Literacy Now Communities program to help communities address literacy at the local level and be responsive to their residents' needs. The program built on existing literacy work and extended it to reach more people in more sustainable ways.

Prior to 2010 Legacies Now's work in literacy, focus was primarily on reading and writing remediation for adults with little funding available outside the formal education system. With its expanded definition of literacy, which focused on the ability to participate in community life, 2010 Legacies Now helped organizations and communities view literacy as an essential asset to vibrant, well-rounded communities. 2010 Legacies Now worked under the principle that literacy can be addressed and improved at all ages to help build resilient and versatile communities.

Through the Literacy Now Communities program, which was supported by the Province of BC, 2010 Legacies Now supported the establishment and work of task groups that identified and addressed local literacy needs. Throughout British Columbia, there are 104 task groups, which are comprised of community stakeholders such as school districts, not-for-profit organizations, post-secondary institutions, health workers, employment agencies, libraries, municipal

governments, parents and others. These task groups offer programs and resources to more than 400 communities and neighbourhoods across the province.

The program offered a flexible framework, supported by the Community Literacy Planning Guide, which the task groups could personalize to the needs of their communities. The easy-to-read, practical resource outlined the literacy planning process from getting started to creating and implementing a literacy action plan. The program encouraged the task groups to engage and collaborate with local organizations that did not traditionally work in the field of literacy, but, in fact, supported literacy within an expanded definition.

The funding 2010 Legacies Now provided to these task groups enabled them to mobilize additional resources in the community and create collaborations amongst community organizations. By bringing together the resources already in communities, the task groups were better able to support existing programming and create new initiatives.

Through its work in community literacy, 2010 Legacies Now aimed to link the more informal literacy programs at the community level with the more formal education system in schools. The Literacy Now Communities program helped communities create financial and human resources to address local literacy challenges, while also identifying leaders across BC to support communities in their literacy work. The funding enabled the task groups to employ a coordinator to spearhead local literacy planning, and also supported the implementation of those plans. As a result, a network of literacy coordinators from across the province was established through which communities could share promising practices, key lessons and resources.

When the Province of British Columbia developed legislation for a new standard of collaborative literacy planning in 2007, school districts were required to create district-wide plans to support literacy in their communities and outside the more formal education system. 2010 Legacies Now successfully linked the Literacy Now Communities program to this requirement for district-wide literacy plans.

Family Literacy

2010 Legacies Now's approach to family literacy was to develop practical programs, resources and activities to train facilitators to offer the programs to families in their communities. This train-the-trainer model helped develop a province-wide network of family literacy experts and ensure more families can access valuable tools and lessons.

The Parents as Literacy Supporters (PALS) program¹ introduces families to valuable activities, over the course of ten sessions, to encourage learning in young children and help prepare them for school. Across BC, PALS sessions are offered by qualified facilitators in more than 250 locations, providing families with activities adapted to fit their needs. These activities may include songs, puzzles, games or art to encourage fundamental learning and literacy skills in fun and interactive ways.

¹ The Parents as Literacy Supporters (PALS) program was developed by Dr. Jim Anderson of the University of British Columbia (UBC) and Fiona Morrison, a family literacy expert. 2010 Legacies Now further developed and implemented the program so it could benefit families throughout the province.

The continued success of the PALS program led to the adaptation of the program for immigrant families. Over a three-year pilot period, PALS in Immigrant Communities sessions introduced families to the local school system and offered lessons and activities in English, as well as in the participants' first language. Each year of the pilot saw 20-25 families participating in the program in each of five BC communities, targeting families whose first language was Punjabi, Mandarin, Vietnamese, Karen or Farsi. Following the pilot of the PALS in Immigrant Communities, four of the five school districts where the program was conducted have committed to continuing the program and are working to secure their own funding to ensure the continued success of their students and families.

The PALS program was also adapted for Aboriginal families; this program version was developed in consultation with Elders and other Aboriginal community leaders to offer activities which could be adapted to fit the specific cultural and learning needs of Aboriginal communities. When the PALS in Aboriginal Communities program was introduced, it received overwhelming positive responses, highlighting the enormous potential the program has for improving family literacy throughout B.C.

In 2007, 2010 Legacies Now partnered with Vancouver Community College (VCC), the Centre for Family Literacy and Literacy BC to develop a new Family Literacy Certificate Program for practitioners who currently work, or plan to work, in family literacy. The program is unique across Canada and offers curriculum to further develop knowledge and skills in family literacy.

Early Learning

Similar to its work in family literacy, 2010 Legacies Now's approach to early learning offered training for early learning practitioners and resources for families and communities. Through the LEAP BC program, 2010 Legacies Now offered interactive and engaging activities for families, caregivers, early learning practitioners and educators who interact with children from birth to eight years of age.

2010 Legacies Now developed several downloadable resources, which are available at 2010LegaciesNow.com, including guides and activity cards featuring ways to encourage learning through play and by incorporating physical activity, early language and healthy eating activities. In addition to the resources, more than 5,000 early learning practitioners have been introduced to the LEAP BC activities through training workshops. These practitioners continue to share the guides and activities with families throughout the province.

New Vision for Literacy in BC

At the time of writing this report, 2010 Legacies Now was partnering with Literacy BC to develop a new vision for literacy support in BC to build on the solid foundation created through their collaborative work leading up to the Games. This partnership was established as part of 2010 Legacies Now's post-Games transition and focuses on the creation of a new provincial literacy organization, established by merging Literacy BC and the literacy area of 2010 Legacies Now.

The new literacy organization will expand upon the work being done by literacy groups and community partners across the province. The new organization will reduce sector complexity and increase opportunities to leverage sustainable funding and resources from the private sector.

The vision of the new organization is a culture of community-based learning and literacy with a mission to address and support the full continuum of literacy and learning priorities identified by BC communities. These priorities will include adult, family, early childhood, and workplace literacy, with a goal to ensure people can better participate in society and communities can become more resilient.

The new organization will build on the literacy work already done by 2010 Legacies Now and Literacy BC, as well as expand the efforts by developing a measurement and evaluation approach that will demonstrate the benefits of investing in literacy. The new organization will expand its funding base to incorporate government, corporate and philanthropic support to achieve sustainable funding.

4.) ACCESSIBILITY AND INCLUSION FOR PEOPLE WITH DISABILITIES

2010 Legacies Now recognized that hosting the 2010 Winter Games provided a unique opportunity to engage communities and business in moving the accessibility agenda forward in BC. Therefore, in 2006, 2010 Legacies Now expanded its mandate to include accessibility and inclusion for people with disabilities, viewing the 2010 Olympic and Paralympic Winter Games as a catalyst for increasing awareness of accessibility and inclusion issues, and turning this awareness into action.

Accessible Communities

2010 Legacies Now's work in the disability sector was guided by a goal to ensure people of all abilities and ages could easily live, work and play in communities throughout BC. The Measuring Up program was created with the knowledge that its success depended on community participation and, as such, the program aimed to create a collaborative process which would be spearheaded by a community, for the community.

Measuring Up brought together representatives from local governments, businesses, and community organizations to explore ways to improve community life for people with disabilities. At the foundation, the program facilitated conversations among community leaders about the needs and desires of people with disabilities living in their community. Measuring Up offered a step-by-step process to help communities foster active engagement and participation of people with disabilities, and embed accessibility and inclusion into their social planning process. The program also offered tools and resources, ranging from hosting accessible public events to using plain language when communicating, to helping communities address local accessibility issues.

Measuring Up took a grassroots community development approach to creating accessible recreation, employment and community participation opportunities. Participation in the program grew from eight communities in 2006 to more than 100 communities across British Columbia by 2010. In 2007, with CAD\$2M from the Province of BC, 2010 Legacies Now established the Measuring Up Accessibility and Inclusion Fund, which offered one-time grants to communities to support the implementation of Measuring Up. Community organizations were encouraged to collaborate in their application to the Fund, with a total of 88 communities receiving funding. The grants supported a variety of projects, including improvements to community recreation

facilities (e.g. wheelchair ramps, automatic doors, and elevators), increased employment opportunities, and development of accessible outdoor trails and parks.

The results of Measuring Up can still be witnessed throughout the province, as communities continue to incorporate accessibility and inclusion efforts into their community planning. As a legacy of both the program and the 2010 Winter Games, ownership of Measuring Up was transferred to the Social Planning and Research Council of BC. (SPARC BC) where it aligns with concurrent accessibility and inclusion programs and efforts.

Employment Projects

2010 Legacies Now also supported a project called AccessWORKS leading up to the 2010 Winter Games. AccessWORKS aimed to connect people with disabilities to jobs, volunteer positions and other economic opportunities resulting from the Games. Among the programs AccessWORKS created was Purposeful Purchasing, which encouraged organizations to purchase goods and services from suppliers that advance the economic inclusion of people with disabilities. Following the Games, 2010 Legacies Now transferred Purposeful Purchasing to the United Community Services Co-op (ucscop.com) where it will continue to influence not-for-profit and community organizations. As another legacy of the 2010 Winter Games, 2010 Legacies Now provided go2 Tourism HR Society with funding to develop a strategic plan to advance employment for people with disabilities within the tourism sector.

Virtual Voices Village

2010 Legacies Now also supported an educational program for elementary and secondary students with disabilities. Virtual Voices Village (VVV) is an accessible website which features audio, video and written projects by students with disabilities, including stories, poems and artwork. VVV enables students to develop journalistic and communications skills by interviewing role models and reporting on local events. VVV provides students with a digital platform upon which they can have a voice in their community.

VVV was created by SET-BC (Special Education Technology-British Columbia) and supported by 2010 Legacies Now, the Province of BC and 3M leading up to the Games. The program offers a sustainable model as senior students act as mentors and trainers for the younger students. Five of these more senior VVV students joined 34 other students from across Canada to report on their experiences at the 2010 Winter Games through the Historica-Dominion at the Games project.

In 2008, as a complement to the VVV program, SET-BC, 3M and 2010 Legacies Now created an online journalism course for students in Grades 11 and 12. The course provided students with training in writing and presentation skills, audio and video technology, and the ethics and law of journalism. SET-BC continues to operate VVV as a legacy of the 2010 Winter Games.

Accessible Playgrounds

In 2009, 2010 Legacies Now was a key partner in an innovative project to build three world-class playgrounds, which would enable all children, including those with varying disabilities, to play side-by-side with their friends and family. These three playgrounds were built in Vancouver, Richmond and Whistler, the three venue cities for the 2010 Winter Games.

The project was funded by the Province of BC, Ronald McDonald House Charities of Canada, and the Rick Hansen Foundation. The City of Richmond, City of Vancouver and Resort Municipality of Whistler provided the land space, and are committed to overseeing the construction and ongoing maintenance of the playgrounds. Each of the playgrounds was designed by Shane's Inspiration, a not-for-profit organization that donated its services free of charge. In addition to the legacies the playgrounds, themselves, provide to their communities, these playgrounds offer a new standard for accessible play spaces from which other communities can learn. At the time of the writing of this report, the three playgrounds were open and near final completion.

Accessible Tourism

In 2007, 2010 Legacies Now led a group of partner organizations in creating a province-wide strategy to capitalize on the attention the 2010 Paralympic Winter Games would bring to accessibility for people with disabilities. The Accessible Tourism program helped tourism businesses improve their accessibility levels and attract the growing demand for accessible travel options. Funded by CAD\$1.14M from the Province of BC, the Accessible Tourism program provided free accessibility assessments, marketing tools, staff training, and other resources to assist tourism businesses in attracting and meeting the needs of travellers with disabilities.

The goal of the program was to tap into a large, and growing, tourism population. With more than 638,000 British Columbians living with a disability and more than 650 million people worldwide, accessible travel is a market which cannot be ignored. These numbers increase even more when including seniors with accessibility needs; the friends, family and caretakers who travel with people with disabilities; and people with temporary accessibility needs such as injury, pregnancy and families using strollers. By adequately and appropriately serving these travellers, businesses tap into a significant and often underserved market.

Throughout BC more than 3,600 tourism businesses, including hotels, restaurants, retail outlets and attractions, took advantage of the free accessibility assessments offered through the Accessible Tourism program. Of these, more than 64 per cent received a positive accessibility rating, and all the businesses received a list of simple, inexpensive improvements they could make to become more accessible. These businesses and their accessibility ratings were included in various print and online listings for visitors to see when making their travel plans. Tourism BC also offered training workshops for frontline staff, which included information on welcoming and connecting with people with disabilities.

2010 Legacies Now commissioned market research on the behaviour and interests of travellers with disabilities when making their travel plans and travelling. This research helped to identify factors that influence consumer behaviour and determine how best to provide accessibility information, while also quantifying the size of the accessible tourism market BC. This research demonstrated that travellers with accessibility needs make up one of the fastest growing tourism markets; in North America alone, people with disabilities spend more than CAD\$13B each year on travel.

The Accessible Tourism program, along with its accompanying resources, is being transferred to the Rick Hansen Foundation, where it will contribute to a 2010 Winter Games legacy of accessibility and inclusion.

5.) VOLUNTEERISM AND COMMUNITY ENGAGEMENT

2010 Legacies Now saw an opportunity to harness the spirit of volunteerism during the bid phase when thousands of people pledged their commitment to volunteer at the 2010 Winter Games. In addition to this trend of excitement to volunteer, 2010 Legacies recognized that keeping volunteers engaged post-Games can have a lasting impact on communities through increase participation and engagement. As such, 2010 Legacies Now developed and delivered several programs to encourage community participation and volunteerism.

VolWeb.ca

2010 Legacies Now created VolWeb.ca to encourage volunteerism and increase access to volunteer opportunities leading up to the 2010 Winter Games. The long-term vision of this website was to offer a legacy of volunteers and volunteer opportunities well beyond the Games.

VolWeb.ca is a searchable website that connects volunteers with local, short-term, event-based volunteer opportunities that fit their schedules and matched their skills and interests. The website was launched in 2005 and grew considerably in the years that followed. By 2010, the website had a database of more than 11,000 registered volunteers and 2,000 event organizations.

In 2010, ownership of the website was transferred to the BC Games Society, to be operated in partnership with Volunteer BC, where the site will continue to help communities build a legacy of experienced and enthusiastic volunteers who contribute to the success of local events.

Spirit of BC

Spirit of BC was a province-wide initiative that promoted community innovation, pride and excellence, and involved British Columbians in the opportunities arising from the 2010 Olympic and Paralympic Winter Games. Supported by the Province of BC, 2010 Legacies Now worked with a network of more than 95 Spirit of BC community committees that represented over 200 communities across the province. These volunteer-run committees were comprised of business and community leaders who gave their time to help their communities engage in the excitement of the Games. These committees planned community celebrations, supported community projects and programs, and created opportunities in a number of areas, including sport and recreation, healthy living, arts, literacy, volunteerism, business and local tourism.

At the centre of the Spirit of BC program was the annual Spirit of BC Week celebration, which was launched in 2005 to mark the five-year countdown to the start of the 2010 Winter Games. That year, more than 40 communities participated in the province-wide celebration. Spirit of BC Week continued through to 2009, growing in size to feature more than 1,200 community events throughout the years.

From 2007-2009, Spirit of BC offered a youth program called Altitude Youth Experience, which enabled youth, aged 16-18, to get involved in their communities and gain valuable leadership skills. More than 120 youth participated in the program, attending a weekend leadership retreat and becoming members of their local Spirit of BC community committee. As committee members, they helped organize events for youth during Spirit of BC Week and worked with community leaders to develop local programs and celebrations.

The Spirit of BC program officially concluded in 2010, but several of the communities throughout the province continue to operate as local legacies of the Games.

Additional Community Engagement Programs

From 2005-2008, 2010 Legacies Now operated its Connecting Communities Tour, which travelled to community events and festivals to share the spirit of the 2010 Olympic and Paralympic Winter Games and to encourage British Columbians to create their own legacies leading up to 2010 and beyond. In total, the tour travelled to 36 communities to share the spirit of the Games with close to 300,000 British Columbians. Visitors learned about 2010 Legacies Now programs to help their community develop local programs in arts, literacy, sport, healthy living, accessibility and volunteerism. The tour also featured games and activities to test their winter sport skills, such as a miniature outdoor curling rink, hockey shoot and ski simulator.

In 2006, 2010 Legacies Now launched a speaker series to help B.C. businesses and communities learn from experts in the Olympic and Paralympic Games industry. From 2006-2008, the 2010 Legacies Now Speaker Series brought 10 speakers to BC to share their knowledge and advice. Each speaker presented in Vancouver and participated in a question-and-answer interview which was webcast live for the world to see. The speakers also travelled to other BC communities for additional presentations. In total, more than 7,800 professionals attended the presentations.

APPENDIX B

2010 LEGACIES NOW RECOMMENDATIONS FOR SOCIAL CHANGE

The following 10 recommendations for delivering social change around major sport and community events arose from interviews with 2010 Legacies Now staff in the preparation of this report.

1. Start your planning and develop a multi-year strategic plan that addresses pre-Games, Games time, and post-Games operations

Early planning will lead to great and more sustainable results, and a strategic plan for 3-5 years lends well to continued success when faced with a changing economic climate or alternating public support.

2. Offer strategic funding focused on capacity-building, partnership development and sustainability.

It is more strategic to invest in an organization, rather than an individual program. Such investments enable an organization to grow their operations, plan for sustainable program delivery, develop strategic partnerships, and develop greater outcomes for their programs.

3. Offer a variety of resources, including funding, expertise, guidance and management support.

Offering an organization highly-engaged funding, which includes more than just financial contributions, enables an effective transfer of knowledge and expertise to better position the organization for long-term success.

4. Implement a measurement process early to demonstrate return on investment.

Measuring impact is an integral component to demonstrating success, justifying investments made, and positioning for continued funding.

5. Begin planning for post-Games operations 18-24 months prior to the Games.

As the Games-time approaches, organizational focus will shift from planning to implementation, which offers little time for post-Games planning. Start this planning early to ensure that it is in place well before the Games begin.

6. Recognize the power of the Games brand and capitalize on it.

The Olympic and Paralympic Games are recognized brands which carry aspirations and achievements. Remember this and capitalize on this fact to breathe life and long-term success into investments.

7. Capitalize on the closing of the Games to launch the next phase of work.

Begin sharing post-Games plans when excitement is high and public support is positive.

8. Harness lessons and expertise of partners to ensure long-term success.

Learn from previous Games and Games partners to ensure continued and effective success.

9. Create a continuum of learning to improve operations and impact.

Embed learning, reassessment and reflection into operations to ensure continued improvement, scalable growth and long-term success.

10. Share successes and impact in both hard numbers and softer stories.

Measurable benefits are important, but remember to include softer, human impact stories to fully demonstrate the robust success and complete story.