



Building Social Legacies:

Through Mega, Major and
Signature Sport Events

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This resource would not be possible without the input of individuals from the sport community and all levels of government involved in the bidding, planning and hosting of major, mega and signature events in Canada. This input was provided through surveys, telephone interviews, focus groups, and other consultations. Developers of this resource worked very closely with Sport Canada; Alberta Sport Connection; Alberta Culture, Multiculturalism, and Status of Women; and the City of Edmonton, and their time devoted to this project is appreciated.

ISBN: 978-1-9992609-0-3

Publication date: September 2019



This resource has been made possible through the financial support of the Alberta Government.



This resource has been made possible through a financial contribution by Ever Active Schools.



The Edmonton Sport Council is financially supported by the City of Edmonton.



Sport for Life acknowledges the financial support of the Government of Canada.



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Photo: Edmonton Economic Development Corporation

Your Event Can Be More Than Just a Great Show!

Hosting sport events can bring many positive benefits to the community. Traditionally, many of the benefits that motivate event hosts, governments and sponsors have focused predominantly on creating economic or sport impacts. This approach often stops short of maximizing the potential benefits that sport hosting can provide to a community.

More recently, mega, major and signature sport event organizers are being asked to help communities address long-standing social issues and to leave the community better than before. While filling hotel beds is straight forward, leveraging opportunities for social change to better the lives of those who are disadvantaged is an area most event hosts are not familiar with. Yet, the case can be made that social legacies such as greater community cohesion, improved accessibility, additional community programming, enhanced volunteerism, greater overall sport participation, increased physical activity and improved health of citizens are just as relevant as and perhaps even more important than other event legacies.

These social legacies have been difficult for event hosts to understand, let alone deliver or measure. In addition, the resources and expertise of host organizations are too often focused and consumed with executing the logistical demands of a competition. Hosts need the expertise, partnerships, funding and organizational capacity to specifically target social legacies.

This resource provides the background and process for host committees, social agencies and governments to plan and deliver initiatives that leave social legacies. The resource defines social legacies, provides examples and introduces an eight-step framework for event hosts to use in planning and delivering social legacies.



Making an Impact

Hosting a sport or physical activity event can bring many positive benefits to a community

Events come in all shapes and sizes!

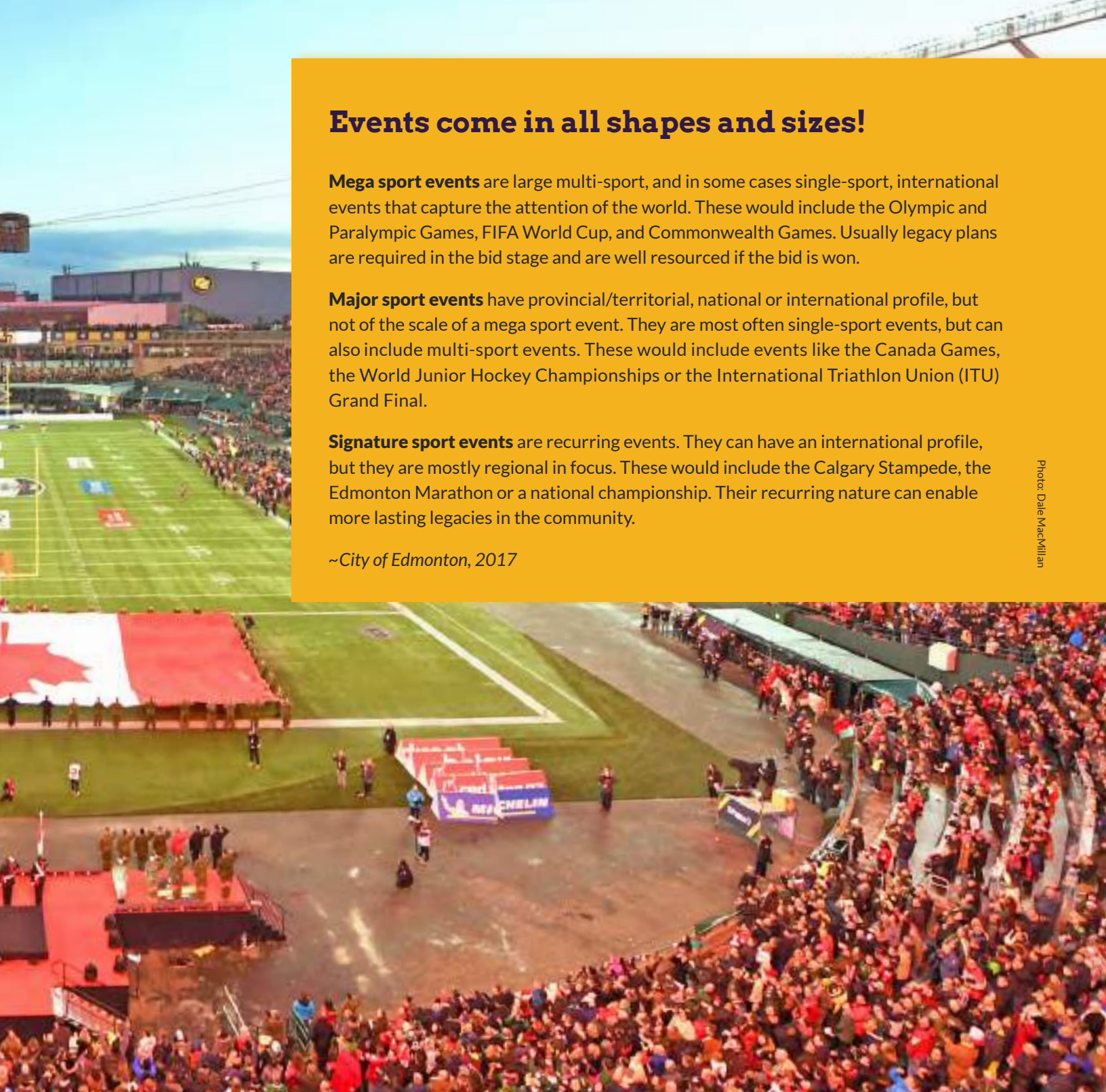
Mega sport events are large multi-sport, and in some cases single-sport, international events that capture the attention of the world. These would include the Olympic and Paralympic Games, FIFA World Cup, and Commonwealth Games. Usually legacy plans are required in the bid stage and are well resourced if the bid is won.

Major sport events have provincial/territorial, national or international profile, but not of the scale of a mega sport event. They are most often single-sport events, but can also include multi-sport events. These would include events like the Canada Games, the World Junior Hockey Championships or the International Triathlon Union (ITU) Grand Final.

Signature sport events are recurring events. They can have an international profile, but they are mostly regional in focus. These would include the Calgary Stampede, the Edmonton Marathon or a national championship. Their recurring nature can enable more lasting legacies in the community.

~City of Edmonton, 2017

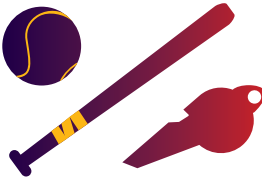
Photo: Dale MacMillan





Economic Impacts

Sport or physical activity events bring new money into the community through federal, provincial or territorial government grants, tourism spending, job creation and local spending.



Sport Impacts

Events promote the sport(s) to new athletes, spectators, and sponsors. Coaches, officials, and athletes may be exposed to higher levels of competition and development opportunities. Legacy funds can be used to increase sport and physical activity participation, support high performance training centres, hire paid coaches, develop grassroots programming or subsidize athlete travel.



Community Impacts

Events can build community or national pride, local infrastructure or volunteerism. These impacts, in addition to financial legacies from hosting, can support future activities in the community.



Cultural Impacts

Often sport or physical activity events have a cultural component that promotes and celebrates local or national art, culture and heritage. This can engage additional individuals in the event and create new opportunities and infrastructure for local artists.



Social Impacts

Social impacts improve the lives of individuals, often from under-represented groups. This could include new opportunities for community engagement, barrier-free access to sport and physical activity, skill development and/or improvements in health.

You can leave the community better than before!

Increasingly, governments are asking for more benefits for their funding contributions towards sport events. They want to spread the benefits beyond the tourism and sport sectors. Such legacies are often referred to as social legacies.

There is a difference between a “community initiative” and a “social legacy”. Community initiatives engage the community, and often have a social benefit. An example would be distributing free tickets to inner-city schools or having spectators bring non-perishable foods to the event to donate to the local food bank. Generally, legacies have a longer lasting impact.

Social legacies, as defined by Sport Canada, are “positive impacts that foster improvements in an individual’s circumstances, opportunities, engagement, awareness, and overall health, particularly those of under-represented groups” (*Sport Canada Working Group, 2019, p. 3*). This highlights the possibilities and opportunities that event organizing committees have in transforming their communities.

Social legacies don’t have to be too complex or difficult to deliver among other pressing priorities. Social legacies can emerge from some of the normal tasks and initiatives performed by local organizing committees.



**Accessibility
and Inclusion**



**Community
Building**



Volunteerism



**Skill
Development**



**Physical Activity and
Sport Participation**



Photo: Loree Ducek | Water Ski and Wakeboard Alberta

Approaching Social Legacies With Your Eyes Wide Open

Of all the benefits created by a sport event, social legacies can be the most challenging. When you set out to create social legacies, know that there are predictable challenges that will be voiced by the local organizing committee.



Photo: Edmonton Economic Development Corporation

“We’re too busy to even THINK about social legacies!”

In the limited time to plan for the event, technical and budget issues usually push the legacies discussions to the bottom of the agenda. The people on your committees are busy and are likely there because they have specific expertise and motivations that do not include creating social legacies.

“Who’s going to lead a social legacy initiative?”

Mega, major or signature sport events often do not have the paid employees and volunteers to plan and deliver social legacies. Finding people within the organization with the expertise and passion to develop social legacies can be difficult.

“We want to do it, but ultimately it is more of a ‘nice to have’.”

With priorities focused on fulfilling the technical requirements of the initial bid, social legacies can be pushed farther down the list of things that must be done. As a result, social legacies are frequently the first to be cut and the last to be discussed by the host organizing committee.

“We can revisit it once we have some money.”

Winning the bid is the prerequisite to apply for grants and sponsorship. This creates an immediate cash flow problem as organizers wait for the “approved” or “in-process” funding cheque to arrive. Projects may be stalled, tabled or cancelled until funds arrive.



Photo: Edmonton Economic Development Corporation

“Who has the time to work with social service agencies?”

Most social legacies involve close collaboration with community organizations. These could include non-profit community organizations (e.g., neighbourhood associations, food banks, churches) or social service agencies that are funded by government to provide services to specific populations. Partners will often have limited resources (financial and human) to pursue legacies. Local organizing committees are often comprised of people from the sport world that may have limited experience working with the health and social services sectors.

“There’s no money for social legacies.”

Funding social legacies requires creativity because there is rarely additional funding from any of the three levels of government or social agencies. In some cases, funding may exist but there could be considerable red tape and processes which require tactful management. Some corporate sponsors may include funding for social legacies as part of their contribution, but this usually requires considerable advanced planning to ensure that corporate community engagement budgets have not already been allocated. Organizers will sometimes need to align the social legacy request to the corporation’s community engagement initiatives or interests.

Accessibility and Inclusion



What's it all about?

Sport or physical activity events offer the possibility to change societal attitudes towards inclusion, to make a community more accessible for diverse populations, and hopefully to provide sustainable opportunities to engage under-represented groups. Your event could be a milestone on someone's journey to feel accepted within their community.

Who benefits?

Social legacies focused on accessibility and inclusion create opportunities, engagement, and awareness for persons with disabilities, Indigenous peoples, the LGBTQI2S+ community, women and girls, marginalized youth, those living in poverty and isolated communities, newcomers to Canada, and/or the elderly.

Who are your partners?

Pick your partners well because they will make your legacy sustainable after the host organizing committee disbands. Your community partners will, to a large degree, be determined by the groups you are trying to include and for whom you are trying to make society more accessible and inclusive. Most large communities and all provinces/territories have social agencies or community associations mandated to assist various marginalized groups. Consider engaging the United Way, provincial/territorial, municipal and non-profit social services, newcomers' agencies, Boys and Girls Club, YMCA/YWCA, disability organizations, and school districts. The initial contacts with these agencies should be focused on gaining a greater understanding of the local community, the agency's work and constituents, and building relationships. Engage the agency early in the planning process to develop a sense of co-ownership, shared values and trust.

Things to keep in mind

- Can people from under-represented or disadvantaged groups be engaged as paid employees or in volunteer positions? Do local agencies have advice for making successful placements?
- In constructing new facilities, engage diverse stakeholders to provide advice on cultural considerations, accessibility, gender inclusion and programming considerations.
- Are new or enhanced facilities open to all people without social, financial and/or cultural barriers?
- Legacies aimed at changing public perception require a communication plan. Animate the personal side of the legacy's impact and share personal stories of participants. Use social media to illustrate the difference that the event made at a personal and human level.

Action 91 of the Truth and Reconciliation Final Report Recommendations includes a statement for event hosts. While the wording is directed to major events, the spirit and intent applies to smaller sporting events.

“91. We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth Games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events.”

EXAMPLES

of accessibility and inclusion legacy programs

Many road running and triathlon events raise money for charities or foundations aimed at addressing poverty. The option to donate to the charity is part of the online registration process and the money goes directly to the charity who issues the receipt.

Question for Discussion: Can your event gather donations to support social legacies through local social agencies?

The host organizing committee for the 2015 World Sledge Hockey Challenge changed the public perception of disabilities and para sports through school assemblies, free tickets, and initiatives to treat the athletes like rock stars. Children and youth got to meet the athletes and observe their athleticism.

Question for Discussion: What positive messages are you sending the public about under-represented groups?

The 2017 Toronto Invictus Games wanted to increase the public awareness of Post-Traumatic Stress Disorder (PTSD) and support soldiers and veterans dealing with the aftermath of their service. Among the social legacy programs, the organizers partnered veterans with Bell's Let's Talk and WE Day to speak about PTSD. This partnership continues today as a social legacy. The committee also ran a job fair for veterans in the athlete's village.

Question for Discussion: Can you leverage your sponsors' community engagement initiatives?

The London 2012 Paralympic Games set an inclusion target of hiring three to six percent of workers with a disability. This was exceeded, and nine percent of the workforce was workers with a disability. The videos entitled *Transforming Lives Makes Sense for Everyone* (available on YouTube) chronicled the efforts and effects of this program. Actions like having television announcers with disabilities are credited for contributing to changed employers' perceptions that led to a legacy of one million additional persons with disabilities gaining employment in Great Britain (Frost, 2014).

Question for Discussion: Can you engage individuals from under-represented groups as paid employees or in volunteer positions?

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) made extensive efforts to include and honour Indigenous communities as a step towards reconciliation. The Four Host First Nations were included on the VANOC Board and involved in most Games-related activities. Vancouver 2010 highlighted Indigenous culture in the ceremonies and on the medals.

Question for Discussion: How will you include local Indigenous people in your event?

A collaboration of the Canadian Olympic Committee, the Aboriginal Sport Circle, VANOC, and the North American Indigenous Games (NAIG) 2008 organizing committee produced a set of educational resources featuring Indigenous Olympians who were important role models for Indigenous students. Translated into three Indigenous languages, these resources contributed to Indigenous language renewal.

Question for Discussion: Can your event use school resources or outreach programs to create social legacies of inclusion?



Community Building

What's it all about?

Sport and physical activity events are fun. They have a way to bring communities together by creating an inclusive and safe place to extend social networks. People let their guard down and social barriers become less of an issue. Sport events are a break from the regular routine, a chance to celebrate, and an opportunity to work together. The impacts are civic/national pride, social cohesion, social capital, greater cross-cultural understanding, and a sense of community accomplishment. These positive feelings can be used to leverage other social and community action which result in a legacy.

Who benefits?

Sport and physical activity events can bring groups and individuals closer together and forge legacies through relationships that have long-term impacts. They can create increased levels of engagement between post-secondary institutions and communities. Events can engage groups to talk to each other and resolve traditional conflicts or disagreements. Individuals can be engaged in civic activity and feel a greater bond to their communities.

Who can help?

Community building requires that you engage with the community. Your partners are the citizens and community organizations. Their involvement will strengthen the impact of your social legacies. Consider approaching municipal recreation departments, school districts, chambers of commerce, Indigenous communities or band councils, community associations, social service agencies, inter-cultural associations and local religious organizations (e.g., churches).

Things to keep in mind

- Encourage the active involvement of the community in planning side events. Consider providing micro grants to community groups to organize community celebrations or festivities that engage citizens in the process of planning and delivering community-building social legacies.
- Be the matchmaker. Lasting social legacies are enhanced by bringing together groups and organizations that typically do not work together.
- What is your event doing to break down existing social barriers (e.g., addressing poverty, improving access for all, and building a sense of belonging)?



Photo: Edmonton Economic Development Corporation



Photo: Edmonton Economic Development Corporation

EXAMPLES

of community-building legacies

The Inspire Program for the London 2012 Olympic Games funded a series of locally developed sport projects in the east end of London. Input from those who were unemployed or school dropouts was used to develop the projects and they rose to the challenge.

Question for Discussion: Can you involve diverse populations in the development of programs and projects?

During many mega events like the Vancouver 2010 Olympic Winter Games, there are celebration sites and public medal ceremonies. These free non-ticketed events provide ways for the public to gather and be part of the Games.

Question for Discussion: What is your event doing to help the community celebrate?

Many events engage local artists, especially with any strong cultural connections such as Indigenous peoples, to create motifs, medals, and the “look and feel” of the event. This forges the link between the event and the community through visual branding.

Question for Discussion: How does your event’s visual branding represent the community?

Many events (e.g., Vancouver 2010, World Junior/Women’s/ Men’s Hockey Championships) provide free event tickets to socio-economically disadvantaged spectators and inner-city school students.

Question for Discussion: Can only the middle and upper class afford to attend your event?

Skill Building

What's it all about?

Hosting a successful event requires an army of volunteers and paid employees. Your event needs capable people in a variety of roles, and part of your social legacy may be to fill these roles with people from under-represented or marginalized groups. Your event may provide the opportunity for people to upskill and gain experience that can later lead to employment within the community.

Who benefits?

The benefits of skill development can reach many people within your community. Post-secondary students are a valuable resource, and efforts to align career aspirations and educational pursuits to functional units (e.g., finance, marketing, transportation) are investments in their future. Events can provide job experience for persons with disabilities, youth at risk, the unemployed, and Indigenous youth. Training and experience can literally change the direction of these people's lives and set them on a career path.

Who can help?

Engage local post-secondary institutions, school boards, band councils, disability organizations, and youth employment centres. Mega or major events should explore partnerships with provincial/territorial government ministries responsible for employment, skill development, apprenticeship programs, and disability services. Reach out to local agencies working with persons with intellectual disabilities to see if their clients could be trained to assist in some event tasks.

Things to keep in mind

- It may help to begin with an inventory of jobs and a brief description of the skills required for each.
- Local agencies and organizations may be able to coordinate your volunteer training in return for placing their clients.
- Set targets for how many people you want to reach through skill building. This provides a goal for those involved and gives supports a tangible outcome.

Photo: Edmonton Economic Development Corporation



EXAMPLES

of skill-building legacies

Many mega and major events have partnered with government-funded training programs to staff their “overlay” team. For example, VANOC’s sponsor-activated Fabrication Shops provided the opportunity to have local people develop new skills and produce Games-associated products such as medal trays, signage, podiums, and floral arrangements. Included in this initiative was an apprenticeship program that provided at-risk youth the opportunity to gain certificates. This program continues today.

Question for Discussion: Could the construction needs of your event be met by those learning a trade?

Beginning at the 1993 Canada Games and carried forward to the 1994 Victoria Commonwealth Games and the 1995 Canada Games, host organizers have used local secondary and post-secondary students to build Games-required products and teach construction skills. The host organizing committees then help place program participants with local companies.

Question for Discussion: Can your event partner with local education institutions to enhance student skill development?

Many sport events make a conscious effort to procure ethically sourced products from a diversity of local suppliers. This funds local businesses and leads to local job growth.

Question for Discussion: Can your purchasing decisions create a legacy?

The London 2012 Olympic and Paralympic Games hired 36 percent of their workforce from those who had previously been unemployed (Frost, 2014).

Question for Discussion: Can your event partner with provincial/territorial employment programs to hire unemployed workers?



Photo: Edmonton Economic Development Corporation

Volunteerism



What's it all about?

There are few events that can happen without volunteers. By including those from under-represented groups in your volunteer staff, you create a social legacy. Research shows that volunteering makes the individual feel connected to the community, and creates a sense of purpose, greater happiness, and more self-confidence.

Who benefits?

Volunteering benefits the host organizing committee, the community, and the individual. The community benefits when people volunteer for your event because your volunteers are much more likely to volunteer again in the future if they have a positive experience.

Who can help?

Chances are that you are not the first to host a sport event in your community. Speak with other event hosts to explore ways to access their list of volunteers. Some provinces and territories have volunteer organizations (e.g., in Alberta, the Volunteer Connector) that help find volunteers for non-profits and can provide advice and professional development in volunteer management. Often, the beneficiaries of your social and sport legacies can take an active role in recruiting volunteers.

Things to keep in mind

- Volunteers led by capable and personable leaders are much more likely to be reliable and willing to volunteer in the future. Invest in training your volunteer leaders.
- The volunteer experience is much more positive if volunteers are given clearly described roles, a measure of autonomy, and effective orientation/training.
- Recognize and thank your volunteers. Consider hosting a volunteers appreciation party post sport event. They are much more likely to volunteer again if their contributions are valued.

Photo: Gary Shelton



Photo: Edmonton Economic Development Corporation



EXAMPLES

of volunteerism legacies

London 2012's Games Maker (>18 years of age) and the Young Games Maker (16-18 years of age) programs recruited and trained 72,000 volunteers. A partnership with Games sponsor BP and the national youth service 'V' enabled a leadership program for disadvantaged youth. More details are available in **Inclusion Imperative** by Stephen Frost.

Question for Discussion: Do all volunteer jobs require an adult? Which community organizations could assist in training local youth to assist with your event?

The 2019 Canada Winter Games in Red Deer, Alberta, as a Legacy Project, left a database of over 5,000 volunteers for future events. The event host organizing committee worked with Volunteer Central (Central Alberta's volunteer hub) to comply with Canadian and Alberta personal privacy legislation to gather the necessary consent to inform volunteers of future opportunities to get involved in volunteering in Red Deer and Central Alberta.

Question for Discussion: Who can help your event comply with personal privacy legislation for volunteer information?

Physical Activity and Sport Participation

What's it all about?

Signature events like Nordic ski races, road races, triathlons, and cycling races have been quite effective at getting more people active and encouraging a more sedentary population to embark on a lifestyle change towards healthy active living. However, research suggests that this social legacy is more difficult to attain from mega and major events (*MacAuley, 2015*). That said, there are many recorded examples of increases to local or regional sport participation after national team success of the hosting of major championships. The addition of new sport facilities often provides increased participation opportunities in the community.



Photo: Canadian Birkebeiner Society

Who benefits?

Research suggests that those who are already contemplating a more active lifestyle are more likely to be inspired by a hosted event (*Ramchandani, Coleman, & Bingham, 2017*). Evidence suggests that well hosted events can increase participation in a sport and that local organizations or nations can see a spike in membership following hosted championships (*Frawley & Cush, 2010*).

Who can help?

To create a legacy of physical activity gains and increased sport participation, you will need strong partnerships with local organizations, provincial/territorial sport organizations, school districts, municipal recreation departments, and community organizations whose mandates include enabling greater access to sport for children and youth.

Things to keep in mind

- Sport events provide an opportunity for increased awareness of physical activity and first involvement programs and opportunities. Often, national and provincial/territorial sport, physical activity, recreation and wellness organizations have first involvement programs that can let children and youth try the sport.
- When working with school communities use a comprehensive school health approach to address health and learning outcomes.
- Once spectators are inspired to participate, they need information about their “next steps”. It’s important to have a series of programs for children and youth to try the sport that start immediately after the end of the event.
- Physical activity gains may be greater if there are programs linked more to the “festival” than to the “sport” (*Weed et al., 2012*).
- Inspiring participants may be enhanced by opportunities to mix with the athletes and to try out the sport or activity.



EXAMPLES

of physical activity and sport participation legacies

Over the last 20 years, the World Triathlon Series Edmonton has provided over 5,200 children the opportunity to do their first triathlon through the year-round Tri School Program. The Program takes place inside and outside the classroom and includes videos, cooperative and team-building games, running and simulated swimming and cycling. The children can then participate in the Kids of Steel triathlon over age-appropriate distances.

Question for Discussion: Can your event offer opportunities for children to participate and try the sport for the first time?

Victoria's Every Step Counts partners with local races and provides running shoes and learn-to-run programs for those recovering from addiction or living in poverty. The goal of finishing the local 10km race inspires participants to become active.

Question for Discussion: Could your event include side-events that provide a goal for people to train for?

The Russian government noted that the number of registered soccer players rose from 331,000 in 2011 to 750,000 in 2015 leading up to their hosting of the 2018 FIFA World Cup. This followed a significant investment in coach education and the construction of new facilities (FIFA, n.d.).

Question for Discussion: What if your event inspired 1,000 new participants? Would there be enough trained/certified coaches and officials? Would local facilities be able to accommodate an increase in participation?

When the Netherlands hosted the 1998 World Field Hockey Championships, winning men's gold and women's silver, they experienced a sustained and substantial growth in field hockey participation.

Question for Discussion: How can your event partner with local organizations to increase their capacity?

Will Your Event “Give To” or “Take From” Your Community?



After all the athletes and coaches leave for home, when all the banners and sports equipment are put away, when the grant reports are submitted, and the final host committee celebration occurs...how will your community be a better place to live and play? How has the sport event contributed to the well-being of your community?

Will there be changed lives, eroded prejudices, new opportunities for diverse populations, increased skills and capacities, greater community relationships, more people willing to lift a hand to help, greater access to sport and recreation facilities, and youth more engaged in activities and community organizations?

What will your event give to your community?

Creating Social Legacies

As you set out to plan for and deliver social legacies, remember...



Photo: Edmonton Economic Development Corporation

Your event shapes your legacy

The nature of your event will shape the social legacy of your event. A one-day event will have less potential to create social legacies than a multi-day event. Likewise, an event that occurs in one community will have less reach than an event that is spread among multiple communities. Mega sport events will have more resources to allocate towards social legacies, but they will also have greater community expectations to deliver social change than a smaller signature sport event. That said, signature events that happen every year have a greater potential for legacy sustainability.

Set reasonable expectations

Set attainable goals for social legacies and focus on delivering these well and developing a sustainability model. Make sure you set a social legacy early in your planning and budget and invest time accordingly.

Work with great partners

There are many health, social services, and educational partners that can help you deliver lasting social legacies. Reach out to local organizations whose mandates align with the social legacies you hope to develop. Sometimes a bit of research at the local or provincial level is required. Invest the time in consulting, relationship building, and defining roles at the start. Engage with your partners during the bid stage or soon after you have won the rights to host your event.

Our social legacy development process is based on a modified Kotter's Eight-Step Change Model. It is easy just to jump to the examples and grab an idea. For the best results, resist this approach and work with the framework.



1

Identify Your Legacy



5

Empower Broad-Based Action



2

Create the Team



6

Create Quick Wins



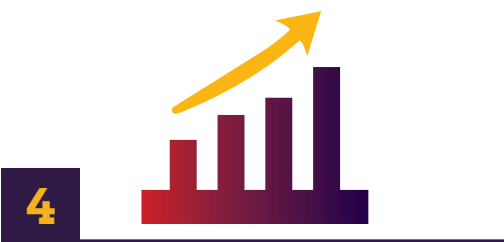
3

Plan Your Social Legacy



7

Maintain the Priority



4

Communicate for Buy-In



8

Create a Culture of Legacy



Identify Your Legacy

Don't boil the ocean! Don't bite off more than you can chew! Legacies vary in complexity and impact and most events are not large enough to support more than one to three major social legacies. So, take the time to understand your community's needs and to identify the social legacies you want to leave. Your social legacies are found where community needs, event opportunities and host organizers' passions collide.

Great Tips from Great Hosts

- Consider inviting a variety of local social agencies to a workshop to brainstorm legacy opportunities. Enlist their expertise and note which agencies you would like to work with.
- Use data to better understand your community and its needs. Statistics Canada aggregates community level data in their Census Profiles.
- Start this work early! Ideally, social legacies should be identified during the bid stage and included in the bid book. Involve your community in this process and begin establishing your team right from the start.

Task: Identify the social legacies that will make the most difference to your community and are a good fit for your event.

Know your community

1. How is your community changing (e.g., increased immigration or downturn in the economy)?
2. Who in your community is most affected by these changes?
3. Are there specific groups of marginalized people in your community?
4. Do opportunities exist for persons with disabilities (e.g., meaningful work)?
5. What is the population of Indigenous peoples in the region?
6. Which health, social, or educational agencies can help you better understand your community?

Know Your Event



Does your event include persons with physical or intellectual disabilities or Indigenous peoples (e.g., Special Olympics, NAIG, para sport)? If so, how can you change public perceptions?

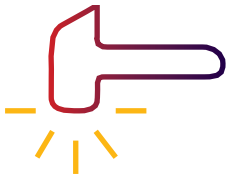
Can your activities create positive messages to or about under-represented groups?

Can Indigenous communities be meaningfully engaged in your event?



Will your event include celebrations that increase social networks?

Does your event help groups and agencies forge new working relationships?



Will your event need products or services that could provide training and experience for an under-represented or marginalized group?



Could your immediate need for event volunteers create a social change?



Does your event include side events that get sedentary people to be more active?

Can you partner with local clubs and sport organizations to increase sport participation?



Create the Team

To ensure that social legacies get traction within the host organizing committee and the community, you need internal and external champions. If your choice of social legacies does not inspire champions in the host organizing committee, then you need to revisit your selection of social legacies. Passionate champions within the organization are critical.

Great Tips from Great Hosts

- If possible, involve social legacy partners during the bid stage.
- Social legacies have a greater chance of success if they are “owned” by a functional unit. This gives social legacy credibility and focus.
- Take the time to know all the various social agencies and the work they do.
- Your partners give you legitimacy and social license to work with different under-represented groups. Be sensitive to their needs and respectful of their knowledge.
- Bring on partners that can sustain your legacies long after the event. Remember that your health, social services and educational partners will outlast your host organizing committee.

Task: Identify the people who will champion your social legacy initiatives, provide expertise and assist with initiative delivery.

Who can help?

Internal Champions

1. Who will lead your social legacies (paid or volunteer positions)?
2. Where do social legacies fit in your organization structure? Is there a committee or working group assigned to social legacies (or legacies in general)?
3. Is there a social legacies line item in your budget?
4. Does your top executive champion social legacies?

External Champions

1. Which external agencies will be your partners in delivering social legacies?
2. Have you drafted a letter of agreement or memorandum of understanding to clarify responsibilities?
3. Are your external champions passionate about your event and its potential to create social change?



Plan Your Social Legacy

Armed with a set of social legacy ideas and partners, it is time to draft a plan that builds on your emerging vision. The complexity of the plan will be dictated by initiatives that you have chosen.

Great Tips from Great Hosts

- Some social legacies emerge organically as you go along. Be open to new ideas and opportunities, and think of your plan as a living document.
- Involve your partners and community in your planning sessions.
- Plan for “quick wins” that can inspire your community and build momentum.
- Clarify roles and responsibilities among the event organizers and social legacy partners. Consider developing a RACI (Responsible, Accountable, Consulted, and Informed) model.
- Map-out cash flow estimates based on grants and other sources of revenue. Slow funding flow could impact social legacy plans/implementation.

Task: Develop a social legacy plan.

Goals, objectives and targets

1. What are the goals of your initiatives?
2. To achieve your goals, what are your objectives (i.e., specific outcomes that help you achieve your goals)?
3. How will you know if you have reached your goals (i.e., measures of success)?
4. What are your targets?

Strategies

1. What strategies will help you achieve your objectives?
2. Can your strategies leverage existing programs offered by your partners?



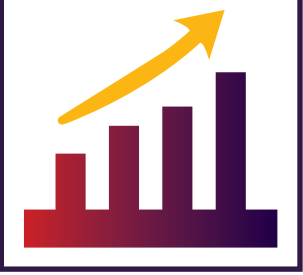
Photo: Dale MacMillan

Roles and responsibilities

1. Have you clearly described the roles required to deliver the social legacy?
2. Do those on the team know their responsibilities?
3. What accountability measures have you developed?
4. Who is responsible for keeping the initiative on time and on budget?
5. Who “owns” the plan (e.g., individual, committee, every functional unit)?

Milestones

1. What are all the tasks needed to deliver the social legacy?
2. In what order must these tasks be done?
3. What are the key milestones to ensure that the initiative is delivered effectively?



Communicate for Buy-In

Understanding your stakeholders and what they need from you to fully support the social legacy initiative is critical for success. Your stakeholders will include the host organizing committee, your municipality(ies), social agency partners, corporate sponsors, target beneficiaries and funders. Meeting the information needs for each of these groups will require careful planning and targeted communications.

Great Tips from Great Hosts

- In many instances, the biggest communications challenge for social legacy champions is to convince the host organizing committee to continue to prioritize these initiatives.
- Continually align the social legacy initiatives with the community priorities of your partners and corporate sponsors. Do not assume that dots will be connected on their own.

Task: Develop a communications plan to meet the needs of your stakeholders.

Planning for communications

1. Have you created a stakeholder map to prioritize your stakeholders?
2. What information do your priority stakeholders need?
3. What are the key messages that you need to communicate?
4. Are your social legacy communications plans integrated into the event communications plan?

Communicating for funding

1. How will you fund your social legacy (e.g., government grants, social agencies/partners, donations, fundraising, sponsorship, etc.)?
2. What do your funders hope to receive from your event (e.g., specific outcome(s), publicity, access to new customers, etc.)?
3. What information products do you need to provide them (e.g., reports, proposals, flyers, newsletter content, etc.)?



Empower Broad-Based Action

If your social legacies are to continue beyond your sport or physical activity event, you need to constantly be thinking of sustainability. Your initiatives need to create community ownership, and you need to find passionate champions and a broad base of community support.

Great Tips from Great Hosts

- Your success is linked to relationship development and management. Nurture great relationships with facility staff, city officials, community associations, sport organizations and volunteer associations. Create a network!
- The working network you create is part of your social legacy. Leverage your event to get groups talking to each other.
- Be constantly engaging your community to keep the momentum moving.

Task: Build a broad network in your community.

Photo: Carson Ganci Photography | Skate Canada



Broaden your network

1. Who are your local “connectors” in the community who can introduce you to community groups and promote your initiatives?
2. How will you build and nurture your event’s network?
3. How can social media be used to grow your event’s community network?



Create Quick Wins

Quick wins are early successes that fuel community interest, attract new support, increase legacy sustainability and gain social license for your event. Celebrate every small gain publicly. Tell great stories about your participants, the initiative launch, how your actions are benefiting individuals and how that new funder is making a difference in the community. Don't save all your successes for the final event report, but tell them early and often to gain support.

Great Tips from Great Hosts

- Whenever possible, capture evidence using data and objective measures. Plan at the start how this will be done and how often you will report.
- Your measures will often be more qualitative than quantitative, so you need to be effective at animating the personal side of the impact. Use story telling by those impacted to describe in detail the impact and benefits that the event has made upon them and their families.
- Be visual. Use videos, info-graphics and pictures to illustrate your successes.

Task: Identify how you will measure and report success. Plan for early wins to gain support and build momentum.

Measuring success

1. How do your community partners measure success?
2. What measures will your event use to indicate success with your social legacies (qualitative and quantitative measures)?
3. What is the method to measure success (e.g., survey, participant numbers, personal stories, etc.)?
4. Who on your team is responsible for measuring and reporting success?
5. Who will promote your quick wins and tell your stories to the community?
6. Can "test" events leading up to the event be used to demonstrate quick wins?



Maintain the Priority

As the event draws closer, there is a tendency for an “all-hands-on-deck” mentality to emerge and for pressures to mount to de-emphasize all but the critical technical components of the event. This is often driven by cash flow issues, human resource constraints and tight timelines. Social legacy champions must anticipate the need to battle competing priorities and retain the host organizing committee’s focus.

Great Tips from Great Hosts

- Ensure that reporting back to the host organizing committee is a standard practice and that a social legacy update is a standing agenda item at all meetings.
- Spend the time preparing for committee updates. Tell compelling stories to animate the impact of quick wins.
- Integrate social legacies into all functional units.

Task: Develop a plan to make social legacies a “must have” and not just a “nice to have”.

Revisiting the “why”

1. What can you do to keep your organization and partners focused on the reasons that you embarked on creating social legacies?
2. What can you do to promote the benefits and impacts of your social legacy initiatives?
3. Are social legacy initiatives integrated into functional units?



Photo: Edmonton Economic Development Corporation



Create a Culture of Legacy

Creating a culture that values social legacies relies on more than well-spoken champions. It depends in part on a shared ownership throughout the host organization. Regardless of whether your host organization has a legacies committee, a functional unit focused exclusively on legacies or a committed group of volunteer champions, success is more likely if the vision of social impact trickles down to each functional unit. Ideally, you want each functional unit to take pride in the community impact and look for ways that their work can add to the legacy.

Great Tips from Great Hosts

- Create a committee, working group or functional unit responsible for legacies (social and/or other). Ideally, there is a cross section of community agencies on the committee.
- Relate social legacies to as many people's roles and responsibilities as possible.

TASK: Make social legacy initiatives relevant to as many functional units as possible.

Relating social legacy to everyone

1. Does everyone in the host organization know about the social legacies?
2. Does everyone in the host organization see how their roles and responsibilities relate to legacies (social or other)?
3. Are there visual icons that relate to social legacies within the host organization office (e.g., pictures, Gantt charts, posters, etc.)?
4. How regular are social media posts that relate to social and other legacies?
5. Are social legacies championed by the executive at staff and volunteer meetings?
6. Do social legacy goals feature in volunteer orientation sessions or training materials?

References

An extensive literature review was conducted while developing this resource. Instead of adding several pages of references to the back of this publication, a web page has been created to house this information. You can find the extensive list of references that made up the literature review at: sportforlife.ca/social-legacies-references.

The list of reference material directly cited in the publication is below:

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Appendix | Great Ideas for Social Legacy

Limited

IMPACT

Limited

EFFORT

- Provide ways for participants to donate funds to social agencies
- Auction signed team apparel, posters, or equipment to benefit marginalized groups
- Provide fundraising opportunities for sport or social causes
- Provide free event tickets for under-represented groups
- Create a team clothing and equipment donation program for inner city schools
- Encourage spectators to donate non-perishable food at the event
- Donate unused volunteer uniforms to economically disadvantaged
- Invite Indigenous Elders or Traditional Knowledge Keepers to provide opening and closing prayers

Moderate

High

EFFORT

- Create community celebration sites and festivities
- Host side activities like citizen races
- Include a local “look and feel” to medals, event logo and overlay
- Host coaching clinics for athletes of school and community organizations
- Provide sport administrator and community leader training
- Include a significant Indigenous cultural content in opening and closing ceremonies
- Develop school programs using a comprehensive school health approach and event-related classroom resources
- Include a local Indigenous “look and feel” to medals, event logo and overlay

Moderate

High

IMPACT

EFFORT

Limited

Moderate

High

EFFORT

- Create free clinics to introduce children, youth, newcomers or economically disadvantaged to sport
- Host try-it sessions for parasport events
- Create poster contests to deliver social change messages
- Promote your event with social legacy messages in social and traditional media
- Encourage school presentations by visiting athletes

- Develop volunteer opportunities and opportunities for the unemployed and underemployed
- Develop volunteer opportunities and orientation for those with disabilities
- Develop volunteer databases that become a community asset for other events
- Include a para division
- Create purchasing guidelines that favour local businesses and manufacturers

- Host job fairs for under-represented populations
- Create change awareness campaigns that are tightly aligned with the nature of the event
- Direct a percentage of all revenue to sustainable programming in communities

- Develop hiring programs for those with visible disabilities
- Engage television commentators with visible disabilities
- Develop a volunteer program for individuals with intellectual disabilities
- Advance a government-funded skill development program for the unemployed
- Develop a post-secondary co-op or volunteer program to hire students
- Include the local Indigenous communities in legacy program development and delivery

