KEEPING THE FLAME ALIVE!

HOW TO ACTIVATE THE OLYMPIC HERITAGE:
A SELECTION OF INSPIRING INITIATIVES FROM OLYMPIC HOST CITIES

THE OLYMPIC LEGACY TOOLKIT
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FOREWORD

Grégoire Junod
President of the World Union of Olympic Cities
Mayor of the City of Lausanne

As major political, economic and societal actors, Cities design and promote a vision according to their assets, their population’s needs and the means at their disposal. Cities that have hosted the Olympic Games share a very special characteristic which gives them a unique status. This status is part of their identity as much as of their vision for the future and related plans for development.

After the Games, Cities become not only the depositary of a precious treasure but also its manager. Olympic legacy does not or should not lie in a glass globe and frozen in time. It is a lively, powerful and joyful testimony of the Cities’ Olympic history.

With the Agenda 2020, legacy has become part of the Cities’ Olympic project itself, conceived before the Games and integrated into the various phases of the Olympic adventure, from candidature to post-Games era. The anticipation in preparing and managing legacy shows the paramount importance questions of heritage now have.

Legacy has become the link between the past, present and future of Olympic Cities, which are responsible for keeping the Olympic spirit alive. Olympic Cities are rare and special, within both the world and the Olympic movement and they have a role to play as models. In this respect, activating legacy is a constant work-in-progress.

The work done by the World Union of Olympic Cities has been made possible thanks to the support of the International Olympic Committee and the involvement of the Cities and their willingness to share their own experience and ideas. It clearly demonstrates not only the richness of legacy but also the plethora of ways to activate it and value the Cities’ Olympic history.

Cities are creative and inspired when showcasing, valuing and utilising their legacy. The variety of possibilities is reflected within the Keeping the Flame Alive! Olympic Legacy Toolkit, through a unique collection of presentations, which are our stories and our history.
INTRODUCTION

The value of experience is indisputable. “Learning from each other” could be the motto of the World Union of Olympic Cities which promotes Cities’ stories and projects, from challenges faced to objectives achieved.

The *Keeping the Flame Alive!* Olympic Legacy Toolkit gathers colourful, lively and concrete examples of how Olympic host cities manage to activate their Olympic legacy. It is a collection of inspiring stories from Olympic Hosts around the world who have successfully managed projects powered by the unique link between their city and the hosting of the Olympic Games. These cities have shared both their vision and their methodology so that these cases can be studied, adapted and applied by others. This collection’s overarching goal is to be used as a toolbox by other cities. It is the go-to source of information for city officials, public administrators and sporting administrators of Olympic Cities as well as anyone who is interested in learning from their peers on how success can be achieved. Each of the initiatives included in this collection are aligned with the mission of the World Union of Olympic Cities to facilitate and qualify an on-going dialogue between former and future hosts. It allows Members of the Union to stay engaged with the association and with one another.

Motivation to activate the Olympic legacy goes far beyond reigniting the Olympic past and recollecting memories of a unique moment of the city’s history. Although it refers to the cities’ Olympic history, *Keeping the Flame Alive!* is first about the present and the future of the Host Cities. It is about how the past can be built upon to boost the present and prepare the future.

Olympic Cities form a privileged group as they share an experience that the majority of cities will never have the chance to embark on – the experience of hosting the Olympic Games. The Olympic Legacy Toolkit reflects the benefits Cities and the Union can create from working together in the context of their common Olympic heritage. It is about sharing successes so that other Members can learn from these successes, improving cities and the lives of inhabitants. It is about connecting with one another to achieve this in the most efficient way possible.

Olympic cities have their uniqueness in common. But each Olympic city is also unique and has its own assets to be valued. The Olympic Legacy Toolkit allows cities to share this uniqueness and make the most out of it. Each of the fantastic initiatives contained in the *Keeping the Flame Alive!* collection is to help spread the good work that each of our Members is doing and to simultaneously inspire fellow Members to do the same.
WHAT’S INSIDE?
The Toolkit presents a series of case studies structured in a standardised way that allows comparing and filtering information according to the needs and interests of the cities which look for inspiration as well as practical information.

By bringing city improvement projects under the umbrella of the Olympic narrative, a city can help to communicate to stakeholders more effectively the bigger picture of what is trying to be achieved and how it will ultimately benefit them in the long term. Therefore, five objectives have been defined to categorise the different cases. Sustainability is a cross-cutting component and an overarching goal that is, de facto, present in each of the following objectives.

Celebrate Olympism and its values
Olympism is a philosophy that places sport at the heart of humanity and human development. It encourages the symbiotic interaction between culture, education and sport across all of society. The spirit of Olympism becomes a part of every city that has hosted the games. It can be found in the educational and cultural programmes that help to drive human development amongst these cities and that impact the lives of their citizens on a daily and long-term basis.

Promote a healthy and active lifestyle
It is in the interest of every city that its citizens are as healthy as possible. The benefits of a physically and mentally healthy population are becoming increasingly well publicised. Sport is a hugely influential driver of physical and mental health. The inspirational nature of the Olympics can provide a powerful platform from which to launch programmes aimed at getting citizens more active and leading healthier lifestyles.

Promote social and constructive behaviour
The Olympic values of friendship, excellence and respect are at the centre of every Olympic Games. Hosting the Games is equivalent to opening the door to different people and cultures from all over the world, fostering mutual understanding and friendship. As the pinnacle of sporting competition, the Games nurtures amongst citizens a respect for rules and fair play, a respect for competitors and peers, and above all a respect for their city and for themselves. The power of these values can be leveraged to fuel social programmes and initiatives to deliver real results and leave a lasting impact on Olympic Cities and their citizens.
Develop human capital and generate social cohesion

Sport and the Olympic Games are highly regarded for their ability to bring people together. Olympic Cities enjoy increased civic pride and social solidarity amongst citizens both during and after hosting the Olympic and Paralympic Games. The Olympic Games are also an opportunity to develop skills and know-how and incorporate these benefits into society at large (from planning and construction to project management or tourism, etc.)

Promote the City by leveraging its affiliation to the Olympic Movement

Being a former or prospective Olympic host puts a city on the map. It physically showcases to the world the city itself; its destinations; its attractions; and its potential for further development beyond and behind the Games themselves. Integrating the Olympic connection of a city to its marketing campaigns can be hugely successful many years and even decades after the event has concluded.

Including main objectives set, challenges faced, key learnings and recommendations from Olympic Cities’ experiences, the cases aim at being a practical tool dedicated to other interested cities.

Evaluation

Evaluation criteria need to be set up in advance in order to ensure proper assessment and potential replicability or perpetuation of a project. Cities have provided information about how their programme was evaluated and what the outcomes were.

Key indicators are very diverse and depend on the project design itself. They could include: number of participants, number of volunteers mobilised, increase in tourism, number of people trained, improvement of health and lifestyle, number of sports practitioners, etc.

Key Challenges

There are always expected or unexpected key challenges to face when planning and implementing a project. Cities provided information about the challenges they faced and the mitigating measures they took to overcome them. Far from being a description of problems, this section gives precious advice and solutions that would allow other cities anticipating and defining adequate measures.
Key Learnings

Critical knowledge developed before/during/after the project that led to its success constitute a source of useful information. Cities provided short descriptions on how 2 to 3 relevant learning outcomes were arrived at as well as how they contributed to the success of the project. Cities have also documented learnings, where relevant, and provided recommendations. Examples are as diverse as the projects themselves.
THE INSPIRATION BOX

*Keeping the Flame Alive!* is a compilation of short stories by cities that are proud of celebrating their Olympic Legacy. Taken individually, each presentation is both an inspiring story and a source of useful information. It showcases a city’s willingness to activate its Olympic legacy. Taken all together, these cases illustrate the endless scope of possibilities to activate such a unique legacy. The richness of *Keeping the Flame Alive!* lies in the diversity of the shared experiences of Olympic Cities. As in a patchwork, each piece is unique but, once all pieces have been put together, the final product is even more unique. In this respect, this Olympic Legacy Toolkit perfectly reflects what the World Union of Olympic Cities is: a gathering of unique cities that finds its genuine identity by being a group where members communicate and share.

The 24 cases of this edition have been divided in four thematic categories that reflect the diversity of legacy activation projects. Although there is obviously some overlap and potential for classification into several different categories, projects have been clustered according to their core “business”.

Categorisation is therefore the following:

1. Educational Programmes: Valuing Olympic Spirit
2. Culture, Tourism and Sport: Showcasing Legacy in Dedicated Places
3. Events: Managing and Mobilising
4. Celebrations: Commemorating the Past to Prepare the Future
“What is Olympic is universal.”
— Baron Pierre de Coubertin

Sport is the mean to achieve one’s true goals rather than an end in itself. And goals are as diverse as are people. In the private sphere, sport can be seen and use as a means to excel, to develop the sense of effort, to transcend and surpass oneself. It can also be seen as a way to lose weight, to make friends, to enjoy being outside, etc.

In the public arena, sport has become an instrument in many public policies, from education to health, from social fabric improvement to inequality reduction, from access to culture and art to mobility planning.

The combination of individual motivation and public engagement to promote sport practice is based on the spread of the values that underlie Olympism: friendship, respect and excellence. And the strength of these values is that they are identifiable and shared by all. The universality of the Olympic message is strong enough to be understood and “lived” worldwide.

The seven cases presented in this section highlight sport as a very powerful educational tool and as a catalyst for health, social cohesion and collective apprenticeship. Olympic Legacy is therefore integrated, absorbed in our daily lives and practices.
EDUCATIONAL PROGRAMMES

Valuing Olympic Spirit

Amsterdam – TeamNL In de Klas
Antwerp – Sports in Disadvantaged Neighbourhood
Beijing – The Olympic Education Programme
Helsinki – The Muuvit programme
Lillehammer – Young Leaders Programme
London – Get Set
Sydney – Let’s Ride
TeamNL in de Klas - Olympic Values Education

**Olympic City:** Amsterdam  
**Country:** The Netherlands  
**Edition of the Games:** 1928 Olympic Summer Games

### DESCRIPTION OF THE PROJECT

- **Annual since 2000**  
- **School children:** 4 to 15 years old  
- **www.ikjijwij.info**

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TeamNL in de Klas Olympic Values Education is an online learning initiative that educates Dutch youth on the value of sport and more specifically, on the Olympic Values of friendship, excellence and respect.

The programme is run by the Dutch NOC and targets primary and secondary school pupils across the Netherlands. It aims to inspire Dutch youth to get involved in sport by showcasing its social, physical and ethical benefits to all participants.

The NOC operates an online platform which contains a lot of fun and lively sport-related content. This includes videos, sound clips, interactive guides, fun stories and group activities, amongst many others. Using these tools, pupils can get introduced to new sports, learn about sport in different cultures and territories across the world, and learn about the history of sport and of the Olympic Games. All of this is continually linked back to the Olympic Values of friendship, excellence and respect.

Access to the platform is provided to teachers from partner schools around the country. Teachers can then use the content in the way that suits their current curriculum in the most effective way. There is different material for different age groups and this material can span a host of subject areas from geography and history to science and physical education. Teachers can use this to design their own bespoke classes, incorporate this new material into existing classes or even share access to the platform with pupils directly so they can learn according to their own speed and interests.

TeamNL in de Klas provides pupils with attractive and entertaining material that is carefully framed within the Olympic Values. This method of combining accessible educational material with relevant entertaining content has been highly successful in keeping participants interested and engaged. Organisers refer to this as the “Edutainment” approach and this has become a key part of the programmes strategy for success.
OBJECTIVES

Celebrate Olympism and its values
The spirit of Olympism is brought to life through the initiative through case studies, group activities and welcoming Olympic athletes to the class to share their experiences and reflections on what Olympism means to them. This message carried by Olympism is very powerful and through these creative activities, it really resonates with all the participants. The organisers believe that this value-based approach at the centre of the Olympic Values Education platform will ultimately help inspire the youth towards a more rounded and fulfilling life.

Promote social and constructive behaviour
The programme aims to teach pupils that sport is about more than simply winning and losing. It is arguably more important than ever that the underlying values of sport are communicated to the youth, showing that sport is about constructive lifestyle choices and positive attitudes rather than about competition alone – something that is uniquely captured in the Olympic values of friendship, excellence and respect.

EVALUATION
Website traffic and similar statistics related to the use of the online platform are collected using Google analytics on a continual basis. Feedback from teachers involved in the programme is also collected and analysed on a biannual basis.

KEY CHALLENGES

Reconciling sporting values with media
Recent developments in international sport have resulted in much negative media coverage questioning the positive and ethical nature of sport. The majority of students are used to watching elite sports and consuming sports media on a regular basis and this negative coverage has generated a scepticism amongst many students about the compatibility of the Olympic Values with sporting competition. This issue has been repeatedly raised by pupils in the classroom who struggle to reconcile the value of respect with the sporting images they are exposed to on a daily basis.

By removing the filter of media, eliminating the bias towards negative publicity and focusing on all levels of sporting competition from grassroots upwards, TeamNL in de Klas refocuses the minds of participants on the positive elements of sport.
Communicating across age groups

TeamNL in de Klas targets all primary and secondary school students between 4 and 15 years old. There are many differences between these ages in terms of how they learn, what material they find attractive and what learning tools they find engaging. To allow for these differences, TeamNL in de Klas has created 4 age segments among the target audience. Specific lessons and material have been developed and modified for each age segment.

Tailoring this content involves a significantly increased level of time, effort and expertise. This is compounded by the fact that these trends between ages are continually changing. This challenge is overcome by empowering the teachers to adapt the content housed on the platform to their own circumstances. Their understanding of how their group of students will interact with which material increases the chances of a positive and lasting engagement with the material among participants.

KEY LEARNINGS AND RECOMMENDATIONS

Leverage the power of celebrity

Young people are consistently attracted to famous people and celebrated events. Sport has the unique advantage of having both and the TeamNL in de Klas programme has leveraged this asset. Famous Olympians past and present are invited to visit participant schools and speak to the young participants directly about their experiences with the Olympics and the values of friendship, excellence and respect. As the embodiment of the Olympic values they have a powerful impact on the students. The programme also targets specific events such as Olympic day around which to activate the programme. Events provide a focused energy for outreach and promotion of the programme, as well as a natural platform on which to organise programme activities.

Apply an ‘Edutainment’ approach

In order to be as impactful as possible, the material covered needs to be both interesting as well as informative. People are generally attracted to things that they find interesting and stimulating and young people are certainly no different. In short, to capture the attention of participants, the content needed to be entertaining and educational at the same time. This approach is known as “Edutainment” and this is at the core of the TeamNL in de Klas programme. Ensuring that participants are enjoying themselves and interested in what being taught is critical to ensuring that the messages transmitted are really being received and understood by participants.

Establish media partnerships

TeamNL in de Klas uses media partnerships as much as possible to promote the programme and spread the message of the Olympic values. Partnering with the right media in a smart way is the best
method of cutting through the increasing levels of media noise in modern society. The programme was currently partnered with NOS, the Dutch national television broadcaster who helps to promote the Olympic values through specific programming. There is also coverage generated in the Olympic Section of the national newspaper every June in the lead up to Olympic day. Coordinating media efforts around specific events such as Olympic Day helps to further focus messaging and reach the intended target audience.
The Sport in Disadvantaged Neighbourhoods is a targeted programme from the City of Antwerp that promotes a healthier lifestyle true sport amongst the poorer and more underprivileged communities within the City. The programme wants to encourage people who do not or hardly practise sports to start sporting in their neighbourhood.

The Sport in Disadvantaged Neighbourhoods introduced a collection of various initiatives designed to make access to sport easier for the poor communities within the city, thereby increasing their participation rates in sport and physical activity and improving the overall quality of health within these groups.

Specifically, the programme removes the barriers to access that exist across social, financial and physical dimensions.

The programme also aims to help instil behaviours and values that will assist the participants in their everyday lives and help them to move out of poverty and towards a brighter future. Having started with only two pilot communities, Antwerp’s Sport in Disadvantaged Neighbourhoods now covers twelve different communities totalling thousands of active participants.
OBJECTIONS

Develop human capital and generate social cohesion

The overriding objective of the programme is to provide a better quality of life for all those that take part through the medium of sport. The vast majority of participants are unemployed and have not had the same educational opportunities as those in other areas. This presents huge barriers when it comes to being able to escape the poverty trap and the dangers that come with it. Sport in Disadvantaged Areas uses sport to help participants boost morale, build a network and build skills and competencies. If successful, this can help form the basis for a fresh start or new opportunities for those involved.

Promote a healthy and active lifestyle

While increased levels of obesity and other inactivity-related illness are universal, they are particularly pronounced in socioeconomically disadvantaged areas. The Sport in Disadvantaged Areas programme aims to directly intervene in this development by providing access to sport and physical activities to such areas around the City. This helps to make it as easy as possible for these residents to adopt a healthier and active lifestyle.

KEY CHALLENGES

Breaking down cultural barriers

The City of Antwerp has a rich ethnic diversity and approximately 80% of the Sport in Disadvantaged Areas programme are not of Belgian origin. Often it can be a challenge for participants to cross the cultural divides amongst themselves. They can be closed socially, operating only in their own small, tightly knit social circles. This can make the task of getting them up and active and engaging with their peers difficult.

To assist participants, once they join the programme they are immediately offered a host of services aimed at helping them adapt and improve their social skills. These services include language classes and cultural education courses. This helps to break down difficulties and smooth the passage into continuous communal engagement.

Retaining contact with participants

One of the most common challenges faced by the individual community project coordinators is staying in contact with participants and those eligible to join the programme. The personal circumstances facing young individuals from disadvantaged communities can be varied and complex and there can be a multitude of reasons why they are unable or unwilling
to engage. As a result, there is no set method or process on how to locate, contact and motivate these individuals and this is a frequent source of difficulty.

To help mitigate against this, each participant is registered when they first get involved and they become part of the programme network. From the beginning, effort is made to help participants understand the benefits of the programme and more and more creative and effective ways to do this are constantly being tested. This helps to generate an appreciation for the programme, improving motivation and increasing the retention rates of participants.

**Conducting a language policy**

Knowledge of the local language increases the chances of integration. With the development of a methodology to implement language training opportunities in sport and physical activity, by training teachers for this purpose and the use of icons in the infrastructure we want to offer opportunities to improve language skills to people with language delay.

**Empowerment of youngsters**

In the squares and through partner organizations, young people will be reached with a competence-enhancing course. We give them training and offer them opportunities to get started as a volunteer, student employee or in social employment if necessary.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Collaborate with local partners**

Sport in Disadvantaged Areas may have a specific target group but it is a city-wide undertaking. As a result, a large number of local partners are engaged to help deliver on the ground. One of the strengths of the programme is the City recognizing that they are not experts in everything and there are others that are better prepared than them, with a better appreciation of the local environment who can do a better job in implementation. The City is happy to collaborate with local groups and gives them space to deliver the various initiatives in the way they feel best fits the community in question. This also reduces the workload on the City, allowing it to focus on broader strategy and the expansion of the programme.

**Build an enthusiastic team**

A project of this scope and with this many moving parts requires a significant amount of dedication, time and effort. There are many unforeseen challenges involved and there is often a high degree of empathy and social sensitivity needed when dealing with individuals with complex circumstances. As a result, the commitment and attitude of all those involved in delivery is the key success factor for the programme. A high degree of emphasis is placed on recruiting staff and partners that display passion for the task above all else. There is a very
visible link between the level of passion and the results generated by those working within the communities.

**Behaviour by local government**

Bet on chance groups costs a lot of money and manpower. It is important that local government is aware of the importance of focusing on these groups and really chooses to release the necessary funds. By focusing on sport for disadvantaged groups we reach these people and also reveal other social needs. The employees send them to the competent authorities who can help them further.
OLYMPIC EDUCATION PROGRAMME

Olympic City: Beijing
Country: China
Edition of the Games: 2008 Olympic Summer Games

DESCRIPTION OF THE PROJECT

Annual since 2010
300,000 Children
http://en.beijing2008.cn

Olympic Education Programme for Primary and Secondary Schools in Beijing

Adhering to the concept of People’s Olympics and aiming to spread the Olympic Spirit, to expand the achievements of the Olympic Games and to promote the sustainable development of the Olympic education, BODA (Beijing Olympic City Development Association), in collaboration with the Beijing Municipal Commission of Education, Beijing Municipal Bureau of Sports and Beijing Municipal Committee of Communist Youth League, has launched the Olympic Education Programme under the theme of “Sport, Happiness & Health” among primary and secondary schools in Beijing since 2010. Supported by Olympic Model Schools, schools serving as sports talent training bases for the Olympic Education Programme and schools practising conventional sports in Beijing, a series of activities took place in primary and secondary schools across Beijing in the forms of sports competitions and cultural exchange events. The primary goal of the series is to spread the Olympic ideals and promote the harmonious development of mind and body of young people.

The truly exceptional Beijing 2008 Games added tremendous charm to the city of Beijing with its new status of “Olympic City”. Beijing has continued its Olympic education efforts in the post-Olympic years, including promoting healthy lifestyles and encouraging youth to take an active part in sports for the purpose of enhancing their physique and fitness, building up their will and character and fostering their Olympic spirit of mutual understanding, friendship, solidarity and fair play.

Since 2010, the Olympic Education Programme in Beijing has been successfully staged for six years, with about 300,000 children from over 1,000 primary and secondary schools participating in various activities. The number of participating schools and young people has seen an increase each year.
OBJECTIVES

Promote a healthy and active lifestyle

One of the objectives of the programme is to promote sport and physical activity to the youth of Beijing. With inactivity and obesity becoming more widespread, it is important to teach youth the importance of physical activity and the best place to start is at school.

The programme aims at encouraging youth to practice sport in a fun environment. Practising sport impacts children as a whole and helps them grow. It forms their character and enables them to develop both intellectually and physically. Being taught the Olympic values of friendship, respect and excellence at the same time, and participating in the programme will provide youth with positive tools for their future.

Promote the City by leveraging its affiliation with the Olympic Movement

The 2008 Beijing Olympic Games have had a tremendous impact on the City and has been positive in terms of image and reputation for Beijing. Since the conclusion of the Games, the City and BODA have been continuously working to leverage the positive impacts of the Games. The Games are a part of the City’s history and, through programmes, continues to shape its future.

EVALUATION

Focus on both quantitative and qualitative evaluation

To calculate the number of participants per year and evaluate the scale and coverage of the event, sampling and tests are conducted in a certain proportion to investigate the health and physical conditions of the youth and compared with the previous year.

Satisfaction surveys and periodical revisits for the key events in order to evaluate the benefits brought to the target groups.
Focus on specific case studies
With a history of 71 years, Yangfangdian Primary School in Haidian District of Beijing is a "Beijing 2008 Olympic Education Model School". Since Beijing won the bid to host the 2008 Olympic Games in 2001, the school has formed a bond with the "Olympics" and started exploring the modes of "Olympic cultural education". In its 16-year-long practice, the school started from simulating Olympic sports, raised the educational objective of "cultivating a generation of youths with international competences in the context of the Olympic Games", published school-based Olympic text books, opened school-based Olympic courses, and held the annual Olympic cultural festival. Finally, the Olympic Spirit has been integrated into the conceptual system of Olympic cultural education with "Harmonious and Exceptional" at the core as well as the system of Olympic activities.

KEY CHALLENGES

Anticipation is key
As mentioned with the case described above, anticipation is key. Authorities have decided to launch education programmes far before the Olympic Games in order to optimise the positive effects and attain a critical mass of students aware and sensitive to the spirit of Olympism as well as the need for a harmonious body and mind development.

Establishing exchange partnerships
As part of the programme, the schools from Beijing paired with schools from other countries participating in the 2008 Olympic and Paralympic Games. The students from primary and secondary schools were encouraged in various ways to understand each other’s language, culture and history. Meanwhile, exchange activities were organised to enhance mutual understanding and friendship between Chinese communities and other communities worldwide. At times, it proved to be difficult to organise these partnerships and it took a vast investment of time to establish a strong connection and commitment from the different participating schools. However, the investment is deemed worthwhile and very useful for the youth allowing them the opportunity to interact with different lifestyles.
KEY LEARNINGS AND RECOMMENDATIONS

**Full exploitation of the Olympic legacy**
Prior to the staging of Beijing 2008, 200 Olympic Education Model Schools were set up to propel the launch of a city-wide Olympic education campaign.

**Optimised organisational structure and a sound operational model**
Beijing has continued the Olympic Education Programme in primary and secondary schools after Beijing 2008 and established an operational model, in which BODA takes the lead, related government authorities take the main responsibility and different social sectors participate in the organisation of the Olympic education activities.

**Sound communication policy**
The choice for a punchy slogan was key. The Olympic Education Programme adopted the slogan “Sport, Happiness & Health”, which has effectively promoted the programme and is well-remembered by all.

In addition, the organisers of the programme focused on establishing close connections with the communication platforms of Olympic cities. The communication and exchange among young people from different Olympic cities have been actively organised to facilitate the learning, communication and friendship between the Chinese and foreign youth.
Muuvit is an educational tool that motivates young primary school students to participate in physical activity in exchange for virtual rewards. The Muuvit story began in Helsinki, Finland in 2000 with support from the Finnish Sports Confederation, the National Olympic Committee and the Ministry for Education. The concept was developed as an effort to use technology and the spirit of adventure to attract and inspire young children to become more physically active. This was in response to increasing concerns about childhood obesity and health concerns linked to inactivity, particularly in urban areas.

The online platform allows teachers and educators to register their groups for free and access a range of educational and fun resources for use in the classroom. Virtual mileage is clocked up by the children based on their level of physical activity in school and at home. 10 minutes of physical activity earns 1 point per child. This is recorded by children on their own personal activity card and is also added to the class account and recorded on a group basis.

Mileage points earned can be redeemed using the online platform in the classroom. The teacher can then use the graphically rich interactive tool to bring children on an educational adventure around the World, learning interesting content about the places they visit. To move forward in the virtual adventure, the group must continually earn more mileage points by doing physical activities inside and outside the class. Rewards are always fun and include interactive maps, stimulating games and virtual tours of cities, for example.

The Muuvit programme has seen remarkable success and has grown from its roots in Helsinki, across Finland and now internationally. By to date, the programme has expanded into the USA, Brazil, Uruguay, Ukraine, Germany, Switzerland and Poland. Approximately 3 million children globally have been inspired to become more physically active as a result of Muuvit.
OBJECTIVES

Promote a healthy and active lifestyle
Muuvit uses an innovative and fresh approach to get kids active and moving on a regular, structured basis. This is in direct response to increasing sedentary and inactive lifestyles within the local communities where Muuvit is active. This worrying trend is particularly noticeable within the youth population but also affects adults to a significant degree. Through the targeting of youth but also the continued involvement of parents and teachers, Muuvit helps to directly address this issue and promote a healthier future for the population at large.

Promote social and constructive behaviour
The Muuvit programme is built upon a system of incentives that motivates youth for positive and constructive behaviour. There is a clear link between the level of engagement of participants and the level of reward received. This is applied both on an individual student and class group level which taps into both personal and interpersonal development. This positive reinforcement helps to instil a sense of self-discipline into participants, teaching them that a strong work ethic and continued commitment results in long-term gain.

KEY CHALLENGES

Adapting to teaching styles
One of the key challenges is being innovative but remaining adaptable to varying needs and styles of different teachers. Some teachers may be more open to creative teaching methods and integrating technology into their curriculum. Others prefer more traditional methods and this can present difficulties. This can make success between schools and even class groups difficult to reconcile.

The programme aims to combat this by placing a large emphasis on communicating the benefits and the added value that the tool brings not only to children, but to teachers as well.

Making physical activity a learning priority
There is still a significant level of resistance to the idea that physical activity is an effective and useful learning medium and that physical education should be a central part of a child’s learning curriculum. This is despite the fact that there is conclusive proof that physically active children perform better academically on average.
Muuvit is constantly engaged with teachers’ unions as well as the local educational authority to help generate buy in and change this outlook. This approach has proven very successful but it can still take time to change deep-rooted attitudes.

KEY LEARNINGS AND RECOMMENDATIONS

**Partner for success**
Initiatives such as Muuvit do not enjoy such rapid growth and success without the help and support of other like-minded organisations. This is why working closely with carefully selected partners is absolutely critical. Muuvit has developed valuable partnerships in every territory, covering various city departments, local NGOs and a host of teachers’ unions and other stakeholder groups in the educational field. Partnerships between cities themselves has also helped to fuel the geographical expansion of the programme immensely.

**Engage with social media**
Technology is at the heart of the Muuvit offering. The development of social media and widespread connectivity has contributed enormously to the rapid growth of the programme all over the world. Participants in the programme are now easily able to share their experiences within their own communities as well as with other kids from different cities all over the world.

**Be flexible to local conditions**
The success in replicating the Muuvit programme outside cities in Finland to different countries and continents is a result of a very flexible and adaptable methodology. Local ownership of the programme in the various cities is prioritised. The programme has also been designed to complement or enhance existing programmes that support this approach.
The Young Leaders Programme is a long-term educational initiative that trains the Norwegian Youth of today to be the national sports leaders of tomorrow.

The programme was a cooperation between the Local Organising Committee of the 2016 Lillehammer Winter Youth Olympic Games (LYOCOG) and the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF). The LYOGOC was gone shortly after the Games, but NIF does the follow-up work with these young leaders and is also the umbrella organisation for the sports clubs and federations these young leaders are activated.

The programme was specifically aimed at youth between the ages of 15 and 19 nationwide and used the exposure and energy provided by the hosting of the Youth Olympic Games in Norway. The goal was to make sure these young leaders are a part of Norwegian sports during and after the Games.

The Young Leaders programme began with a series of classroom courses where over 200 participants learned the basics of sport organisation and administration. These courses covered personal skills such as teamwork, leadership and interpersonal communications, as well as technical areas such as national and international sport systems, the role of athletes and the use of social media, for example.

Once the classroom sessions were complete, the participants were then given the chance to hone their new skills in practice. Each young leader was assigned to a local sports club in various communities around Norway, giving them the chance to apply what they had learned to a local context.

The third stage required putting everything into practice during the Lillehammer 2016 Games themselves. Each participant was appointed as a lead volunteer across the various different departments responsible for the delivery of the Games. All of the skills and experiences generated in the 2 years leading up to the Games were put into practice, generating valuable experience at the highest level for all those involved.

The final stage consisted of these young leaders returning as ambassadors for local sport across Norway, armed with the knowledge and experience generated during the
programme. These young leaders can apply the real-world lessons learned to sport in their own communities, driving the development of Norwegian sport for the next generation.

OBJECTIVES

Promote social and constructive behaviour
The Young Leaders programme placed a high premium on giving participants the adequate social skills needed to maximise their contribution to their local community. Sessions were specifically designed to help develop leadership and teamwork skills bringing the group together as a friendly but functioning unit. Workshops on self-confidence and self-motivation helped build respect amongst the participants, both of each other and themselves. The programme introduced these future leaders to volunteerism and the concept of working together as a team for social interests, something that will benefit Norwegian sport and society at large well into the future.

Develop human capital and generate social cohesion
The programme has a large technical aspect to the subject matter covered. This involved educating the young leaders in the details and specificities of sport systems, both nationally within Norway, as well as across the world of international sport administration. Using the Games as the perfect stage upon which to combine the theory learned in the classroom with practical experience on the ground, every participant involved walked away with a huge amount of knowledge, ready to be applied and shared with their communities.

EVALUATION

Feedback forms were gathered from participants after every gathering of young leaders, generating data for each stage of the programme. The organisers plan to obtain further feedback at various milestones into the future to evaluate the longer term benefits generated.

KEY CHALLENGES

Finding the right communication channels
Communicating with younger people proved to be a bigger challenge than expected. The initial method of communication adopted by the organisers was via e-mail but it was soon discovered that most of the youth targeted did not check it regularly and were not prone to respond.
This resulted in difficulty in establishing communication with the participants at the beginning of the programme.

The organisers soon learned that the solution was to use social media as the primary means of staying in contact with the programme attendees. A closed Facebook group was created and this saw much higher engagement and response rates almost instantly.

**Reducing resistance from local clubs**

The second stage of the Young Leaders programme sent the young participants into sports clubs around the country to practice the new skills they had learned. However, the new ideas and fresh approach that were brought by the young leaders was not always welcomed with open arms. Often senior club officials were sceptical of change and lacked the empathy to relate to those much younger than them.

In order to pre-emptively avoid this situation, the organisers began to make advance contact with the key individuals in the clubs partaking in the programme, providing some basic guidance on how they can relate to the young leaders and what they were trying to achieve. This proved to be a very effective step as often simple misinformation was the heart of this resistance.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Facilitate rather than educate**

Organisers found that it cannot be taken for granted just how much knowledge the young people have compared to previous generations. Access to information for the connected generation is incredibly easy and as a result, they are very engaging and expressive when they are interested in something. An approach that is overly instructive or didactic therefore is lost on the youth. A more facilitative, consultative approach is that prioritises task ownership and user responsibility is far more effective for the current context.

**Share information**

Social media soon took a central role in the operations of the Young Leaders programme, even though this was more of a running development than a planned one. Organisers found that participants were far more responsive with each other, as well as far more responsive when information was peer-generated and shared amongst the group. Organisers encouraged the participants to share their photos, stories and thoughts online with one another regularly. This helped to generate a buzz around the initiative and forge a community atmosphere, as well as providing a useful barometer to gauge how the programme was progressing at every stage.
GET SET

Olympic City: London
Country: United Kingdom
Edition of the Games:
1908, 1948 and 2012 Olympic Summer Games

DESCRIPTION OF THE PROJECT

Permanent since 2012
Youth
www.getset.co.uk

WHEN
FOR WHO
WEB

Get Set is the educational programme developed for the London 2012 Olympic Games. Originally designed and delivered in the lead up to the 2012 Games, it has now transformed into a fundamental part of the legacy of the event and is aimed at keeping youth engaged with Team GB and Paralympics GB in the lead up to the next Olympics. It simultaneously aims to keep these youths involved in physical activity and educate them on the values that underpin the Olympic and Paralympic movements.

Get Set was originally run by the Local Organising Committee for the London Games. Once the Games finished, this body was dissolved as planned and the operational responsibility for the programme transferred over jointly to the British Olympic Association and the British Paralympic Association.

The Get Set programme is delivered through partner schools and youth groups and is predominantly housed online through the official Get Set website. Through this platform, pupils and schools can access content relating to over 200 different packages relating to sports and physical activity. These can be taken and applied to the classroom, the playground and even outside in the local community.

This online platform is supported by supplementary ad-hoc initiatives namely featured activities and the development of mobile applications. These additional initiatives usually involve partnering with various third parties for support and also ensures that the programme remains relevant and interesting as times change.

The programme has been one of the major success stories of London 2012 with over 24,000 schools and youth engaged on a continuous basis.
OBJECTIVES

Promote social and constructive behaviour
The Olympic and Paralympic values are a fundamental component of the Get Set syllabus. The Olympic values of friendship, excellence and respect, and the Paralympic values of inspiration, determination, courage and equality underpin almost every area of course material. This helps to ensure that these values are constantly reinforced in the minds of pupils, as well as distinguishing the content from other physical education programmes.

Promote a healthy and active lifestyle
All of the material and activities associated with the Get Set programme are designed to inspire young people to become more physically active. This approach combines actual physical exercise with cross-curricular modules in health and well-being, personal development and social skills. This holistic view reflects the belief that critical areas such as self-motivation, character building, teamwork and resilience have a profound impact on the health and lifestyle choices of the youth today.

KEY CHALLENGES

Maintaining momentum post-Games
In the first stage of the project’s life, everything was focused on the lead up to London 2012. The magic of the Games helped to generate huge momentum behind the Get Set programme. However, once the Games finished it was a struggle to replicate this. All of a sudden the next Games were very far away both in terms of time and distance and this caused a considerable ebb in the momentum behind the project.

To combat this, the organisers reframed the Get Set programme, keeping all the best parts but shifting the focus away from supporting the local delivery of the Games and towards supporting the national athletes as they prepare to travel to the next Games where they will represent Great Britain abroad.

Handing over operational responsibility
One of the unavoidable realities facing any Local Organizing Committee of an Olympic Games is that they too will come to a close shortly after the Games themselves. This meant that the project had to be handed over to new custodians in the form of the British Olympic and Paralympic Associations. The required knowledge transfer and relationship management as part of this handover and this presented challenges.
Given that the dissolution of the LOCOG was a certainty from the outset, the handover had been well planned. Furthermore, the close ties between the LOCOG and the new team meant that handover was very smooth and actually suited the new frame of the programme in the aftermath of the London Games.

KEY LEARNINGS AND RECOMMENDATIONS

Build a shared community
Since Get Set first started, youth have become more interconnected with increased access to better technology. This has developed a sharing culture amongst the youth of today and this has been used by the organisers to their advantage. The Get Set website has a social hub section where key learnings and best practices can be shared. During the last quad initiatives included Google Hangouts with athletes allowing young people to hear from and talk to inspiring role models. The Road to Rio App allowed young people to log their physical activity and share their progress with their peers. This was the first set of a planned series of linked digital initiatives that will further leverage the digital sharing culture to connect with today’s youth.

Drive engagement through incentives
Organisers quickly learned that young people are far more responsive and motivated when their work is recognised and rewarded in some way. This has become increasingly incorporated into the Get Set initiatives. The Road to Rio App for example allowed users to earn badges and other exclusive rewards based on reaching milestones in their physical activity log. Such schemes are supported by the involvement of partners who are often keen to provide value-in-kind in the form of rewards as this approach can often closely match their own objectives from a commercial or social point of view.
## DESCRIPTION OF THE PROJECT

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Let’s Ride is a national junior riding programme designed by Cycling Australia (CA) to be a fun learning experience for kids. The programme teaches them to ride safely by developing their knowledge, skills and confidence – giving parents peace of mind.

Learning to ride safely is a skill that must be taught as children grow and gain independence. With 1.9 million Australian kids riding bikes every week, and no official programme to teach kids the necessary life-saving skills, there was a huge gap that needed to be addressed.

Cycling Australia has undertaken an extensive research and development process that led to the implementation of the Let’s Ride programme. Independent experts, representatives from state cycling bodies, potential instructors, marketing agencies and internal experts have all contributed with their own expertise in shaping the programme for maximum appeal to kids and their parents.

The Let’s Ride programme offers activities before, during or after school hours. Cycling Australia accredited instructors can come to your school to deliver the industry leading six-week program or Let’s Ride offers schools the option to deliver the skills course internally by providing the school with a comprehensive and yet easy to use package. Let’s Ride Delivery Pack contains all of the resources and content required to deliver the program.

Cycling Australia has also partnered with the Australian Sport Commission who had an existing school sport programme to help combat the increasing levels of obesity that has been observed among the youth. Through this partnership, schools can access the governmental funding to cover the cost of their students who are interested in participating in the programme.

Operationally, 30 delivery centres have been created in the different areas, of which 19 are in Sydney. Linked to local clubs and schools, these centres are mandated by Cycling Australia to handle the delivery of the programme in the various districts.

The program was piloted in 2015 and launched nationally in 2016. Since then, the program has operated in all states and territories across Australia. Having great success during this time the program is on the cusp of reaching 10,000 participants.
OBJECTIVES

**Promote a healthy and active lifestyle**

The Let’s Ride programme provides a unique opportunity to target children and to promote cycling as a fun way to practice sport and to use bikes as an alternative means of transportation. It further offers a way to educate the youth and to encourage them to adopt a healthy and active lifestyle. Ultimately, this could help combat youth obesity, which is becoming an issue not only in Australia, but worldwide.

**Develop human capital and generate social cohesion**

The programme targets both parents and children. In order to make the road safer for biking, it is important to educate both these groups. For kids, knowing how to ride a bike independently does not necessarily translate to road awareness and safety. The Let’s Ride programme aims to fill this gap.

By offering programmes through schools Cycling Australia and the Australian Sport Commission created a new approach towards teaching children how to ride. The programme aims at educating children on the proper techniques and road safety measures that are needed in modern day cycling.

KEY CHALLENGES

**Defining the programme**

In a typical week, one out of every six Australians will ride a bike. Biking is really popular in Australia and it is important to teach children to learn how to ride. Before defining the programme comprehensive and robust research was required to ensure the right set-up. Thousands of parents, teachers and kids were involved in the process. Independent experts also contributed in the research by sharing their knowledge and assessing potential solutions. This was a long process but a lot of crucial information and guidance were gained, which helped shaping the programme for maximum appeal to kids and parents.

**Maintaining Quality**

Due to the fact that the programme is delivered by various centres, it is a challenge to make sure that the programme is consistent across the country. The objective is to keep up the standards level of delivery regardless of where the programme is held. Parents and children should get the same level of response, knowledge and experience.
The online registration which coaches have to complete at the end of each session helps the governing team to monitor the progress of the various sessions taking place and therefore, if they feel that something needs to be adapted or changed, they can deal directly with the appropriate centre or coach.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Research, research, research!**

The information gathered during the research phase of the programme proved to be quite relevant and useful. It allowed the team to know what age groups to target, how the concept of learning to ride was perceived in the market and how to build the communication strategy.

The research showed that 1.9 million out of 2.6 million children in Australia are riding bikes. However, it also showed that the majority were taught by parents who did not know the proper techniques and safety measures needed in cycling. These results helped the team obtain the much needed financial support from the government.

**Target the right audience**

For a programme such as Let’s Ride to be successful, it is important to know who the target audience is. By conducting extensive research, this information can be obtained and used to better reach the set objectives.

The results of the research showed that parents were the most likely persons to teach their kids how to ride. This was a critical information for the development of the programme. The focus of the communication has therefore been geared towards the parents. It also helped tailor the programme for the different age groups to meet their different needs.
“Art enlightens the intelligence, captivates thought, and incites ambition.”

— Baron Pierre de Coubertin

Art and culture are a fundamental dimension of Olympism. Blending sport with culture and education has been a pillar of the Olympic movement since the early ages, with a direct reference to Ancient Greece. The Olympic Games represent the culmination of the alliance between arts and sports. This momentum is also propitious to the creation of memories.

To cultivate these collective or individual memories, activate local and national pride, stimulate dialogue, it is necessary to have dedicated places to visit as well as activities to remember and teach the young generation. Transmission of values, stories and dreams is an essential mission to be covered by cultural policies. Physical testimonies of the past are far from being dusty things on old shelves! Today’s Olympic museums and facilities are also technological platforms, playful grounds, places to experience sports or other Olympic-related sensations. Art and history are definitely connected to the present and the future as well as connected to the City where they are showcased. In this modernity is also integrated the touristic dimension as well as the active policies and strategies that allow an Olympic City to promote its assets.

The six cases presented in this section have developed specific touristic strategies and have found various cultural ways to value their Olympic heritage.
CULTURE, TOURISM AND SPORT
Showcasing Legacy in Dedicated Places

Amsterdam – Olympic Stadium
Lake Placid – The Lake Placid Olympic Museum
Los Angeles – Going to the Olympics
Richmond – Richmond Olympic Experience
Sapporo – The Sapporo Olympic Museum
St. Moritz – Sport Tourism Strategy
Sustaining an icon of Dutch sport and the legacy of Amsterdam City

The Amsterdam Olympic Stadium was built for the 1928 Olympic Games of Amsterdam. After the Games, the Stadium took on a multi-functional character, hosting various sport events, national and international football matches and cultural events.

However, after its gradual decay in the 1980s the stadium was placed on the list for demolition, with the space to be used for housing purposes. Following strong opposition, the Stadium became a national monument and underwent a large renovation in 2000 with the objective of becoming self-sustainable through the hosting of events. In addition, the stadium is used extensively by athletes of the local athletics club but also by several elite World and European champions. The potential demolition highlighted that the Dutch population was largely unaware of the facility’s history and how hosting the Olympics in 1928 helped place Amsterdam on the map globally. Therefore, a strong focus was placed on educating the youth not only in Amsterdam, but across the Netherlands about the heritage of the Games, the iconic stadium and Amsterdam’s relationship with the Olympic movement. Some of these initiatives include:

**Olympic Stadium tours.** Since the renovation, Olympic legacy tours are offered to visitors. In addition to visiting the stadium’s key features, these tours tell a historic story around the 1928 Amsterdam Games. It tells the stories of outstanding champions, how Coca-Cola was introduced to Europe, the introduction of the Olympic Flame and how it was the 1928 Games in Amsterdam where women were first allowed to participate.

**Renewed Wall of Fame.** After the 1928 Games, a wall of fame was created in honour of the Dutch Olympic Champions. The wall was recreated entirely to replace the old plaques and create space for the new champions being crowned every two years.

**Road to Rio school programme.** To highlight the City’s Olympic heritage a special programme is organised in the lead up to the 2016 European Athletic Championships and the 2016 Olympic Games in Rio de Janeiro. Special guided tours are organised for students from local schools and the programme offers schools the possibility to host their annual sports days in the Stadium.

**Dutch ‘Olympic heroes’ television series.** The Olympic Stadium Amsterdam has formed an intensive collaboration with Dutch public TV broadcasters (VPRO/ NRT/NOS) to host the production of a sports documentary program: ‘Andere tijden Sport’ (Sport in
different times). To ensure the financial sustainability of the facility a section of the building has been privatised and turned into commercial rental spaces which helps to bring in revenue. The majority of these spaces are used as corporate offices. In addition, the Stadium also hosts several public facilities such as a fitness centre, a restaurant and pressroom. All facilities have the amazing selling point of having a permanent view on the athletics track and field.

**OBJECTIVES**

**Promote social and constructive behaviour**

The Stadium’s activities aim to raise awareness among citizens, and especially youth about the Olympic movement, its values and Amsterdam’s role and relationship with Olympism. Throughout the various initiatives special attention is given to the historical and social importance of the 1928 Games. Highlighting in particular, the Amsterdam Games being the first time female athletes were allowed to compete as well as marking the first appearance of the Olympic flame.

**Promote the City by leveraging its affiliation with the Olympic Movement**

Amsterdam’s Olympic legacy has created strong interest in the stadium from foreign visitors. As a result, the aim is for Olympic Stadium to take a prominent place in promotion of the City. Plans are being developed to make the tour available in different languages and offer special tours for targeted groups highlighting Olympic stories that resonate with them. Hereeto, the Stadium is working closely together with Tourism Amsterdam to create a stronger integration for the Stadium in the overall tourism offering.

The spectacular and iconic sign “I amsterdam” that stands in front of the Olympic Stadium allows inhabitants and tourists to taking unique pictures that link Olympic and City symbols together.

The renovation of the Stadium into a multi-purpose facility has also positively impacted the further development of the neighbourhood. A new large underground parking was built where visitors can leave their car instead of driving into the city centre. The area has also seen large investments in additional sport facilities and housing projects. A big highlight is the ‘Stadium’ square to be finished in 2016, which will be a lively addition to the area with new shopping, dining and culture facilities.
EVALUATION

The Stadium’s activities are evaluated through customer feedback received in person or online. Quarterly meetings with the volunteer tour guides provide additional information on how the visitors responded to the Stadium tour. The school programme will be evaluated through an online survey which is to be sent to all participating high schools. Budget has been allocated to temporarily add a member to the team to conduct the evaluation.

KEY CHALLENGES

**Becoming financially self-sustainable**

Ensuring the stadium becomes financially self-sustainable was the major concern prior to the renovation. A strategy was put in place geared at hosting athletics events. The strategy has seen the stadium hosting profitable events including the annual national trials and the Amsterdam marathon. A strong calendar of non-sporting events further contributes to revenues. A critical move was to commercialise parts of the stadium and lease it to private investors who have created corporate offices, this contributes greatly to the facility’s annual revenue.

**Managing costs and accessibility for the public**

To ensure the message of the Olympic values and Amsterdam’s Olympic history is spread to as many citizens and visitors as possible, costs incurred by visitors to the stadium needed to be kept at a reasonable level. By keeping the costs low for visitors the income generated from the tours is not high. As a result, staff was required to divide its time between projects and opportunities that help ensure the sustainability of the stadium and the tours. To better manage time and cost constraints, the team trained six volunteers who are able to fill in when needed and conduct tours of the stadium when staff members are unavailable.

KEY LEARNINGS AND RECOMMENDATIONS

**Planning is crucial**

A solid plan needed to be put in place to meet the objective for the stadium to become financially self-sustainable. The team developed a strategy to cater to the need of hosting athletics events. This combined with additional profitable events and continuous revenues from office space rental has ensured the main objective is met.

**Train volunteers for need-based support**

To deal with fluctuating demands for the Stadium tours, the organisation trained volunteers who can assist the team in times of high demand. This approach ensures the continuity of the stadium’s educational function without creating the need of increasing ticket prices.
The Lake Placid Olympic Museum is a public amenity dedicated to showcasing the City’s rich Olympic and winter sports heritage. The Museum is predominantly focused on displays relating to the 1932 and 1980 Winter Olympic Games which were held at Lake Placid. It is based at the Olympic Centre which was the central venue for both editions of the Games held in the City.

The Museum contains key artefacts, media extracts and activities designed to bring the experience of these Games to life for visitors. The Museum also places a strong emphasis on promoting the values of Olympism amongst the local population. It organises a host of educational and cultural activities throughout the year, such as the Family Craft Programme, a free family event held once per year. It also welcomes many local sporting events such as the Lake Placid Ironman so that they can benefit from the inspirational surroundings and the platform the Museum provides.

The Museum is the product of close collaboration between the City of Lake Placid and the New York Olympic Regional Development Authority. There is a constant dialogue between the Lake Placid Olympic Museum and the main Olympic Museum in Lausanne, home of the International Olympic Committee. A long established partnership with local media in the City has also been instrumental to the success, informing and promoting local residents about the Museum and its current offerings.

Since opening in 1994, the Lake Placid Olympic Museum has gone from strength to strength. As one of the only Olympic Museum’s in the United States, each year they welcome up to 35,000 visitors through its doors. It is an established Lake Placid institution and is both a source of local pride, as well as being an important driver of tourism from outside the City.
OBJECTIVES

Celebrate Olympism and its values
The Spirit of Olympism and the values inherently associated with it have been crafted and developed over more than a century. These values are inextricably linked to the history and heritage of the Olympic Games and the Museum is the physical manifestation of this heritage and these values. As a result, all of the initiatives undertaken by the Museum connect back to this. This includes the exhibitions on display but also extends to the monthly Olympic History segment in the local newspaper and the various community activities run throughout the year.

Promote the City by leveraging its affiliation with the Olympic Movement
Lake Placid is one of only three cities to have the honour of having hosted the Winter Olympic Games on more than one occasion. However, Lake Placid is out on its own in terms of the length of time between both editions hosted. This brings with it the sense that the City is connected to both the modern, vibrant aspect of the Winter Olympic Games, as well as the historic, fabled legacy of their origins. The combination of both these factors is a huge asset for the Museum who are able to showcase a range of artefacts and exhibitions covering both distinct eras.

EVALUATION
The success of the Olympic Museum is evaluated on mixed formal and informal basis. There is some focus centred on the numbers of visitors per year, but softer measures such as stakeholder and community focus groups, media coverage and casual feedback from visitors as they leave are also weighted heavily when gauging the value and direction of the Museum.

KEY CHALLENGES

Working with limited resources
Despite being a two-time Olympic host and the home to the only Olympic Museum in the U.S., Lake Placid is still a very small community with a small number of residents. The Museum can only call on a small number of staff to help run the day-to-day operations, as well deliver various events. This often means that different staff are charged with numerous tasks and responsibilities, often very different to their core role. This creates a challenge in terms of time as well as expertise.
The Museum tries, where possible, to clearly delegate similar tasks and responsibilities to the same individuals. This involves taking into consideration the core job roles of these individuals and aligning these tasks to the core competencies of each staff member.

**Remembering earlier Games**

While the 1980 Games remain fresh in the memory of most residents, the first Lake Placid Games in 1932 took place in a very different era to today. As a result, there is a significant imbalance between the content available between the two editions of the Games. Almost all of the employees and athletes that participated at the event are deceased, television coverage had not yet arrived and many of the countries that successfully competed no longer exist.

The silver lining of this situation is that any material related to the 1932 Games is even more interesting as a result of its rarity. The artefacts from the first Lake Placid Games are among the most prized by the Museum and visitors alike. The generosity of donors, as well as the continuous support of the Olympic Museum in Lausanne has helped to bring bygone these eras back to life.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Interact with the community**

As a small, tight-knit community, a large degree of importance is placed on the input and feedback of local stakeholders and interest groups. Many of the concepts for expositions and activities are based on ideas generated by small focus groups made up from key members of the community. Continuous feedback from residents about how the Museum can better service the local community is a central part of the overall strategy and vision of leadership.

**Use media as an educational tool**

One of the core responsibilities of the Museum is to educate the community on the region’s Olympic history. This was confirmed by local community stakeholders through various focus groups which also generated the idea of running a regular feature in local media to help achieve this. This resulted in the production of the “Olympic History” section in Lake Placid News, a local newspaper in the City. This feature is run on a monthly basis and is produced by the Museum in partnership with the news outlet. It includes specialist articles, flashbacks, information on upcoming events and in-depth interviews, all with an emphasis on local education. The articles are also released online, opening them up to people from all over the world and teaching them about the rich Olympic heritage of Lake Placid.
GOING TO THE OLYMPICS

Olympic City: Los Angeles
Country: United States
Edition of the Games:
1932 and 1984 Olympic Summer Games

DESCRIPTION OF THE PROJECT

Permanent Locals & Visitors www.muralconservancy.org/

WHEN FOR WHO WEB

Mural Conservancy of Los Angeles

To mark the hosting of the Summer Olympic Games in 1984, the city of Los Angeles decided to create ten painted murals along the two main highways leading up to the Olympic stadium. This was part of the beginning of a larger artistic movement in Los Angeles. This movement grew quickly to become responsible for the creation of a huge number of similar murals in every corner of the City.

Over the years, many of the murals have fallen into significant disrepair. Rogue artists began to tag unsanctioned graffiti on top of the existing artwork. Many murals were completely covered as a result, resulting in a significant artistic loss for the city.

These developments led to the founding of the Mural Conservancy of Los Angeles (MCLA). The MCLA is a non-profit organisation whose mission is to restore, preserve and document the painted murals that are located at various points around the City. The organisation is composed of city and state officials, artists, public art advocates and restoration specialists.

The MCLA currently operates a restoration project, initially launched to help restore the City’s various murals, with a specific focus on those created for the 1984 Olympics. The project rapidly expanded to other murals in the city and as of today, they have restored and documented hundreds of murals in the greater Los Angeles area.

The success of the MCLA has led to the extensions of their work in the City. The organisation recently collaborated with the organisers of the Special Olympic Games, which took place in Los Angeles in 2015. Three new murals were sanctioned to celebrate the Special Olympic Games while simultaneously commemorating the 1984 Games.

The association has also become increasingly active within local communities, organising various arts workshops in different neighbourhoods throughout the City. This helps to generate public interest and involvement in the creation, maintenance and preservation of the City’s mural artwork.
OBJECTIVES

Celebrate Olympism and its values
The narrative backdrop of the Olympic connection with the programme has enabled the City to raise more awareness among its citizens about its projects. This has been particularly important in informing citizens about the hosting of the Special Olympic Games for which three brand new murals were commissioned. Similarly, the Olympic link has been crucial in generating awareness amongst the local population about the educational artistic courses offered by the MCLA. The original murals created in 1984 have inspired many other artistic works that have been developed since to cover similar Olympic themes. The fact that the City’s artists are still influenced by what happened during the Games over 30 years previously are a testimony to the power of the Olympic Spirit.

Promote social and constructive behaviour
Much of the MCLA programme takes place in disadvantaged communities. The creation and restoration of murals in these areas improves the visual landscape of the neighbourhood as well as dispelling the notion within these communities that nobody cares for them. The local population is heavily involved in the project and this helps to engage these citizens, bringing together people from across different backgrounds under a common goal. The initiative brings a renewed air of positivity and harmony to these disadvantaged neighbourhoods, uniting the community under a shared environment of friendship and respect.

EVALUATION
Evaluating an artistic project always includes a more subjective component that makes measurement of the results less easy. Evaluation is based on the number of murals restored. Not only the murals dedicated to the Olympics are concerned. Success includes the spread of the restoration initiative to murals all over the city and beyond the 1984 Olympic ones. Growing ownership of the local population on this visible and free testimony from the past also contributes to assess the success of the project. The acceleration of the identification, preservation and restoration processes of the murals also show that the people in charge of the project have improved skills and efficiency.
KEY CHALLENGES

**Selecting the targeted spaces**
For the newly commissioned Special Olympics murals, the MCLA originally anticipated that there would be no major challenges in securing their preferred mural sites and finalising arrangements with the relevant property owners. In the end, it took significantly longer than expected to find and secure the walls that matched the desired criteria.

This was a direct result of the preferred sites needing to be close to the Special Olympic venues and having optimum visibility. It also took longer than planned to finalise the necessary documentation and to sign the relevant agreements with owners of the properties in question.

This challenge eased as the project aged and grew. The more sites were secured the more skilled the organisers became in finding and finalising them. Similarly, the more agreements that were reached with owners, the easier it was to demonstrate the benefits associated with having the murals in the area.

**Working with the artists**
The MCLA encountered some issues with many of the artists that were initially selected to contribute to the projects. Some artists were not capable of working to the agreed standard and many had to be replaced in the middle of the work being performed. Artists can be very protective of their concepts and designs and trying to adapt these to conditions such as timelines, cost or other factors can generate blockages and barriers. The MCLA quickly realised that in such instances, it was often easier to drop the existing artist and replace them with a new artist and new concept that would suit the prevailing circumstances. This was usually amicably accepted by the organisers and the artists in question who prefer not to compromise on their original concept and vision.

KEY LEARNINGS AND RECOMMENDATIONS

**Remain flexible**
Given the unforeseen challenges faced by the MCLA, the organisation has had to adapt to numerous new situations over the course of the project thus far. These challenges were far greater than expected and they underlined the importance of staying as nimble and flexible as possible at every stage of the project. The MCLA now regards this flexibility as essential in the completion of all future projects. They devote more time for the initiation phase of their projects and have become more aware that unanticipated time delays are often a reality. They have also moved to allocate a larger portion of the budget for the initiation phase to reflect the fact that many unforeseen issues occur at this point.
Take advantage of marketing opportunities

The MCLA works with an expert marketing team to help with the communication of their various projects. The Association members worked closely with this unit and remained heavily involved in the different communication activities driven by the team. This helped to generate significant learning outcomes for many of the MCLA’s own members. Experience in the scheduling of communications and the media, the channels selected and the use of social media, for example has been generated from this partnership than can be carried forward within the MCLA.
The Richmond Olympic Experience (ROX) is the first member of the International Olympic Committee’s Olympic Museum Network to be located in North America.

The ROX was conceptualised to be part of the permanent infrastructure legacy of the City of Richmond’s participation in the 2010 Vancouver Olympic Winter Games. The City desired to have a first world museum that showcases the Olympic artefacts, history, experiences and tells the story of Olympism. The City worked alongside the Canadian Olympic Committee and the Olympic Museum based in Lausanne, the Olympic Capital, to create a unique Olympic experience that is engaging and imaginative for people of all ages and cultural backgrounds.

Under the impulse from the City, the ROX has been built in a modernised and innovative way. The focus was to create an atmosphere where the visitors would live an extraordinary experience. The visitors are really immersed in a new world that promotes sports and the Olympic Values.

The ROX offers a wide range of activities through high-tech sport simulators that give the opportunity to the visitors to be introduced to new sports and to take part in challenges to test themselves. They can then compare their results with the best athletes worldwide.

The ROX was created as part of Richmond’s overall legacy plan for the Olympic Games. It is located at the Richmond’s Olympic Oval, which is a sport venue where people can practice a wide range of sports and part of the legacy plan of the Games. The whole area and the community benefits hugely from this programme and are incited to practice more and be more involved in sports.
OBJECTIVES

Celebrate Olympism and its values

The objective of the City behind the creation of the Richmond Olympic Experience was to bring a cultural experience to the Richmond Oval as part of the overall legacy plan. It adds an element of joy and enthusiasm to the whole project and, at the same time, it is a physical remind to the citizens of how the City was involved in the Olympic Games. The City really wanted to create an interactive and dynamic experience to not only promote the Olympic Values but also allow visitors to experience what it is like to achieve the Olympic dream.

Promote the City by leveraging its affiliation with the Olympic Movement

The city of Richmond sees the creation of the ROX as a great opportunity to promote the City on the national as well as the international level. The Richmond Olympic Experience can become a significant tourism attraction. This will support the City’s tourism and economic development objectives, while adding fun to their cultural landscape for residents and visitors.

EVALUATION

The museum opened its doors in November 2015 and evaluation is therefore still in its early stages.

However, the committee intends to evaluate the success of the museum based on both qualitative and quantitative levels, including analysis of attendance and the yearly budget but also through feedback from the visitors.

KEY CHALLENGES

Managing the consultants

The project turned out to be very successful and ended up being bigger than originally planned. More funding was allocated to the project and as a result, external consultants started to bring their own ideas and vision into the programme. At times, it was difficult for the City’s employees to manage everything and to find professional yet string ways of ensuring that the project stayed on track with what the City intended to do from the beginning.
Managing the scope

The Olympic spirit hit the city of Richmond and an unexpected increase of financial support was given by sponsors and donors. The project grew into being a much bigger project than what was initially conceptualised as it was realised that Richmond had the opportunity to build a one of a kind modernised museum in the City. The committee had to deal with an increased number of stakeholders coming up with new ideas and they, while being open to new and creatives ideas, had to manage the scope of the project so that it could be delivered at the expected time and would achieve the core objectives that were set out by the City in the conceptualisation stage.

KEY LEARNINGS AND RECOMMENDATIONS

Plan the project thoroughly

The committee spent the first year on research, planning and designing the project. It proved very useful as it gave the employees a clear vision about what they wanted to achieve with this project. This clear vision turned out to be the key as the project grew to a much bigger product than what was initially planned. The committee managed to stay focused on the initial overall objectives and they have not been carried away from it.

Involve your own people

The thoughtful planning of the project allowed the City to choose the right people with the adequate competencies to be part of the project team. Having people from the City proved to be useful as they share the same vision and approach to the project. It is good for the City as the project team created strong relationships with important stakeholders that can be useful in the long term. It also ensures that the City’s core objectives are achieved and that the project is delivered on time.
THE SAPPORO OLYMPIC MUSEUM

Olympic City: Sapporo
Country: Japan
Edition of the Games:
1972 Winter Olympic Games

DESCRIPTION OF THE PROJECT

Permanent since 2000
Locals & Visitors
sapporo-olympicmuseum.jp/

WHEN
FOR WHO
WEB

The Sapporo Olympic Museum is an educational institution dedicated to the history of local winter sports and more specifically to the legacy of the 1972 Winter Olympic Games. First opened in 2000, the Museum forms part of the Sapporo Winter Sports Complex, a centrally located network of winter sports facilities built for the 1972 Games. The Museum allows visitors to see, touch and feel the City’s winter sports heritage for themselves. To achieve this, three separate but interrelated zones are offered to Museum visitors.

The first of these areas is the Competition Information Zone. This educates visitors on the various technical elements of the competitions hosted by Sapporo throughout the years. Information on game rules and regulations, standard equipment and the various athletes who have participated in these competitions is available, with a specific emphasis on the sports included on the 1972 Winter Olympic programme.

The second dedicated area in the Museum is the Exhibit Zone. This gathers historical materials and valuable documentation in traditional exhibition style. The collection ranges from old artefacts from the time of the first recorded practice of winter sport in the region to valuable memorabilia from the 1972 Winter Games and other international winter sports events.

The third area is the Experience Zone. Here visitors can really live the experience of sporting competition through game simulators, each of which is designed to replicate the real life environment of various winter sports. A variety of sports including ski jumping, speed skating, bobsleigh and many more can be virtually practiced by visitors to the Museum.

The Museum has fast become a popular destination for both local and international visitors and it continues to grow each year.
OBJECTIVES

Celebrate Olympism and its values
The 1972 Games are a continued source of pride and joy for the citizens of Sapporo. The Museum acts as a physical space where the Olympic heritage of the City can be preserved and this civic pride can be curated for future generations. Education is at the centre of this, with the Museum telling many memorable stories around the 1972 Winter Olympic Games to visitors. Each of these stories has been carefully selected based on their inspirational quality, connecting them with the Olympic movement and framing them within the Olympic values.

Promote the City by leveraging its affiliation with the Olympic Movement
The Sapporo Olympic Museum has been strongly marketed as a tourist destination and has fast become popular with both local and international visitors. This has been aided by the location of the Museum right in the centre of the Sapporo Winter Sports Complex, itself a highly popular tourist hotspot. Plans are also in place to partner with schools from across the surrounding region to help get more and more young people involved in the Museum. These and all other marketing initiatives employed heavily leverage the Olympic connection of Sapporo, highlighting it as the destination for winter sports in the region and thereby attracting more and more people to the City.

EVALUATION

Evaluation of the Museum project takes place on an annual basis. At the end of every year, a report is compiled by the appointed administrator and submitted to the Evaluation Board. The report covers a variety of areas including visitor numbers, revenues and expenses, events hosted and customer satisfaction.

KEY CHALLENGES

Maintaining continuous improvement
Part of the challenge for Museums of any kind is staying relevant and always offering improved experience and quality to new and returning visitors. Management needs to constantly focus on continuous improvement to ensure sustainable medium-to-long-term success. This
is particularly the case where Olympic material is involved and new information and content becomes relevant every two to four years.

One recent development in particular will help to promote a culture of continuous improvement within the Museum. In 2016, the Museum joined the newly formed Olympic Museums network. Membership of this group will help bring external expertise and standards to improve service quality, increase the level of accountability to drive better performance and simultaneously provide access to a breadth of new and regularly updated Olympic material to develop the visitor experience on a systematic basis.

**Connecting with youth**

Having being staged in 1972, Sapporo is lucky in that many of its residents lived through the Games themselves. However, one of the key target groups for the Museum management is the local youth. These younger citizens share far less of a connection with the City’s Olympic heritage. This is combined with an increasing ambivalence towards organised sport and a movement towards alternative lifestyle practices among the youth of today.

In recognition of this, the Museum has successfully combined the traditional exhibition-style museum experience with a more innovative and technology-driven experience. Virtual game simulators engage young visitors using the latest and most advance equipment and software. This helps to engage young people through a medium with which they are more comfortable, improving their overall visitor experience and increasing the impact of their visit.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Market yourself as a destination**

The Sapporo Olympic Museum has become an established feature on the tourist route of the City. This did not happen by accident. The marketing strategy for the Museum stresses its qualities as a tourist destination which has something for everyone. The promotion of the Museum highlights its proximity with the famous Okurayama, Miyanomori and Araiyama Ski Jump facilities located there. Furthermore, elite sporting competitions hosted at the Complex facilities are incorporated into marketing efforts, taking advantage of the increased local attention and number of visitors that are brought about by such events.

**Refresh your product constantly**

One of the core beliefs of the Museum team is that the key to maintaining public interest and attracting new visitors is through constantly updating your offering to the customer. This is achieved through two main avenues. The first is by continually bringing in new exhibitions and materials which are linked to upcoming large winter
sports events. This was used to great effect during the 2014 Winter Olympics, for example, where the Sochi Olympic Panel exhibition was very well attended. The second is through the use of technology that is constantly updated and replaced. This helps to ensure that people are always experiencing things for the first time.
ST. MORITZ SPORT TOURISM STRATEGY

Olympic City: St. Moritz
Country: Switzerland
Edition of the Games: 1928 and 1948 Olympic Winter Games

DESCRIPTION OF THE PROJECT

Permanent since 2000
Locals and Visitors

www.stmoritz.ch/st-moritz/olympic-host-city/

WHEN
FOR WHO
WEB

The St. Moritz Sport Tourism Strategy is a comprehensive plan elaborated and implemented by the alpine City of St. Moritz designed to boost the level of sport-related tourism in the area.

The strategy consolidates and builds on the global reputation of St. Moritz as the spiritual home of elite winter sports in order to attract and retain tourists. This reputation was first established with the hosting of the second ever Winter Olympic Games in 1928, followed up by the hosting of the 1948 Games, thus making St. Moritz the first dual host of the event.

The St. Moritz Sports & Events Department - a body dedicated to the City’s sports, events and cultural programme – is responsible for the design and implementation of the strategy.

The Sport Tourism Strategy relies on a number of key pillars to drive tourist numbers. The first of these is the bidding for and hosting of elite national and international sporting events. This helps to drive the profile of the City internationally and portray St. Moritz as a leading centre of elite sporting activity. The second pillar revolves around marketing the City as the perfect place for elite athlete preparation. Key advantages such as high altitude, quality facilities and ease of access have been used to attract some of the world’s very best winter sport athletes to the area. The final pillar is investment in infrastructure. Renovating Olympic landmarks and installing the most state-of-the-art equipment further builds the image of St. Moritz as a traditional centre of quality and expertise in the field of elite winter sport. This high qualification in winter sports has not prevented St. Moritz to develop summer activities to complement its winter offering.

The reputation of St. Moritz as a winter sports destination has gone from strength to strength. The City hosts an average of 80 – 100 elite winter sports events every year and has fast become the location of choice for elite athlete preparation. Over 20,000 overnight stays recorded for elite sport training activities recorded over the most recent two-year period.
OBJECTIVES

Promote the City by leveraging its affiliation with the Olympic Movement

The connection of St. Moritz with all things Olympic is an integral component of the Sport Tourism Strategy. This link helps to associate the City with high performance and to do this on a global level. The City has a strong relationship with Swiss Olympic – the National Olympic Committee for Switzerland – as well as many of the other national federations from across the country. This has resulted in the welcoming of many elite training camps to the City, as well as assisted in the securing of hosting rights to many elite national competitions, two fundamental pillars of the Strategy.

Develop human capital and generate social cohesion

Expertise is a word that nicely sums up everything the St. Moritz Sports Tourism Strategy is trying to achieve. The promotion of the City as experts in all areas of elite winter sport is of course supported by real commitment and investment in the development of this expertise. Every new state-of-the-art facility, every elite training camp run and every event hosted helps to build up the knowledge and expertise of the City and its residents involved in delivery. This investment in this human capital is in pursuit of a long-term sustainable vision for St. Moritz as the destination of choice for elite winter sports tourism.

EVALUATION

The success of the Strategy is assessed on an annual basis. This is performed on a quantitative basis, with KPIs being the focus of attention. This includes looking at key metrics such as the number of overnight stays, the number of elite athlete engagements, the number of spectators at hosted events and the level of media coverage received, for example.

KEY CHALLENGES

Restricting the offering to winter sports

By marketing the City as the leading experts in elite winter sports tourism, there is an inherent danger that potential markets for other types of tourism are being ignored. Given the fact that by their nature winter sports can only be practiced seasonally, this leaves a significant gap in terms of market demand for the resort for large parts of the year.
To account for this, the strategy has recently widened its scope to include other sports not traditionally associated with the resort and which can be practiced outside the winter schedule. The resort has begun to focus on summer activities such as hiking, mountain biking, sailing, paddle boarding and golf in its marketing and through its website and other communications channels. St. Moritz has also developed activities such as running, trail running, cycling, triathlon and athletics. St. Moritz also hosts the Sailing Champions League every year in September. These sports are seen as being particularly well suited to the alpine location as well as remaining in line with the image of St. Moritz that underpins the broader strategic direction.

**Shedding an old-fashioned image**

While the reputation of the resort as a top class winter sports destination was given a huge early boost by hosting two of the first five Winter Olympic Games, it has been a significant amount of time since this took place. This has presented difficulties in shedding the view of the City as a traditional, old world alpine town stuck to its past glories. All the footage from these first Olympics are in black and white and the equipment used was extremely basic, totally contrary to the vibrant, cutting-edge image that the City now seeks to project.

Rather than ignore or downplay this history, it is instead integrated as a major part of the bigger story of the City. This depicts St. Moritz as the spiritual home of winter sports and one which has always been at the forefront of developments in winter sport at various points in time. Olympic venues that previously lay dormant have been renovated in the City, upgrading these landmarks in line with modern standards while retaining their Olympic heritage.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Adopt a business mind set**

St. Moritz has taken the example from similar cities in the United States in adopting a more business-like approach to their sports tourism operations. This is particularly the case when it comes to the staging of elite events. The processes involved in hosting competitions often involve dealing with private rights holders. Furthermore, staging an event means dealing with numerous private suppliers and customers. As a public entity, profit is not the underlying motive, but maximising revenues can help professionalise operations as well as reduce the reliance on government funding, maintaining public support for the work being done.

**Maintain full centralised control**

The St. Moritz Sport & Event department is a separate and distinct body responsible for the oversight of the City’s sports, events and cultural programme. Under this mandate, they are the sole authority for the design and implementation of the Sports Tourism Strategy. This allows
them to have full control and flexibility over the strategy, reducing inefficiencies and cutting through red tape. The body manages the accreditation process for elite athletes who want to undertake high altitude training at various areas within the resort for example, while also being fully responsible for digital and print communications for the City.

**Ensure a solid external communication**

As a brand, St. Moritz needs its Sport Tourism Strategy to be backed up and supported by a solid communication policy. The Sports & Event team does not only organise and support events but also regularly disseminate content and information through its communication platforms. Those platforms include the website, social media, newsletters and Events brochures.
Activating legacy is a daily business. Once the curtain has come down on the Olympic Games, Cities continue to be active and capitalise on the skills developed, the knowledge acquired and the mobilisation generated during the Games. Cities have developed specific tools that contribute to valuing their Olympic heritage. They can also, punctually and, in a way that creates momentum, organise specific events that explicitly or implicitly refer to their Olympic past and contribute to spreading sport-related values. To succeed in the organisation of punctual and recurrent events, Cities need (i) an interested crowd, (ii) a “strike force” of volunteers that can be mobilised to assist in the organisation and (iii) a good management model.

Events themselves then become an opportunity for the City. This is first an opportunity to both mobilise its local community and offer an event that local people can attend. It also becomes an occasion to value educational, health or cultural policies that are part of the City’s vision and development plan.

The six cases below focus either on the events themselves, the mobilising instruments or the management policies.

“The important thing is that all stages from adolescent to mature man, work is done to spread the sporting spirit.”

— Baron Pierre de Coubertin
EVENTS
Managing and Mobilising

Beijing – International Sports Film Festival Week
Innsbruck – Freestyle Days
Lausanne – Olympic Week
Munich - MASH
Richmond – iCanHelp
Vancouver – Sustainable Sport and Events (SSE) Toolkit
BEIJING INTERNATIONAL SPORTS FILM WEEK

Olympic City: Beijing
Country: China
Edition of the Games:
2008 Olympic Summer Games

DESCRIPTION OF THE PROJECT

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<th>WHEN</th>
<th>FOR WHO</th>
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<td>Annual since 2005</td>
<td>100,000 Locals &amp; Visitors</td>
<td><a href="http://www.sportsfilm.org">www.sportsfilm.org</a></td>
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Founded in 2005, Beijing International Sports Film Week (BISFW) is the cultural heritage of the 2008 Beijing Olympic Games and has now been successfully held for 11 editions. The project is organised by the Beijing Olympic City Development Association (BODA), whose mission is to carry forward the Olympic spirit, to expand the Olympic achievements and to promote the cause of the Olympic and Paralympic Movement and sustainable development in the city.

BISFW selects dozens of outstanding sports films and TV productions from both home and abroad each year, and screens them to sports enthusiasts and film lovers free of charge. More than 300 works from over 30 countries and regions have been screened in almost 1,000 sessions over the last decade.

Since the project’s inception, about 100,000 film viewers have been offered the opportunity to appreciate various outstanding works and partake in related sports and cultural events through the platform of BISFW. In addition to the thousands of film viewers, tens of thousands of participants are reached annually through side events. The target audience includes sports enthusiasts, film buffs, youth, professionals in the sport industry, press and media as well as the general public.

As a part of the World Final of the Milano International FICTS Festival, more than twenty of the sports films and TV productions recommended by BISFW have been granted various awards, which have, to some extent, propelled the internationalisation of Chinese sports films and TV productions.
OBJECTIVES

Celebrate Olympism and its values
Born during the preparation for Beijing 2008, the BISFW exploits both the tangible and intangible assets of the Games in order to celebrate Olympism each year. Through sports films and TV communications, the touching stories behind sports are showcased to a wide audience. In addition, the event places importance on featuring sports history and sports cultures of different nations around the world.

Promote a healthy and active lifestyle
Through sports-related culture communication and activities, the BISFW aims to inspire and encourage the Chinese people to participate in sports and fitness events. A specific effort is made to encourage the youth.

Promote the City by leveraging its affiliation with the Olympic Movement
The BISFW provides the opportunity to promote the creation of more Chinese sports films and TV productions and enhance the exchange in the international sports films and television culture in order to improve the narration of Chinese sports stories. By supporting the development of sports films and TV productions, the aim is to gain awareness and recognition for outstanding Chinese works on the world stage.

EVALUATION
The event is evaluated in audience number, films projected, awarded works in Milano, media exposure, etc. on a yearly basis.

KEY CHALLENGES

Using sports film to promote wider values and policies and sensitize a larger audience
Through sports films and TV communication, BISFW aims at showcasing the touching stories behind sports, history and sports cultures of different nations and countries. BISFW also encourages the whole nation
to participate in sports and fitness activities, above all for the youth. It fully exploits the tangible and intangible assets of the Games.

**Improving the narrative of Chinese Sports Stories**

By encouraging and promoting the creation of more Chinese sports film and TV productions as well as enhancing international exchange in this area one year after the other, BISFW allows film-making related skills to improve and stories to be better disseminated. Perpetuation of BISFW is key in the preservation and development of these skills.

**Expanding the scale of the project**

Since the conclusion of the Olympic Games in 2008, there has been no sustainable marketing for the BISFW project. The project is currently fully funded solely by BODA. As a result, it proves difficult to further expand the scale and influence of the project.

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**KEY LEARNINGS AND RECOMMENDATIONS**

**Combine with sports and cultural events**

The BISFW has made a strong effort to combine its activities with other sport and cultural events. Thus, included is the incorporation of fairs and exhibitions related to sports and culture as well as sport events that were organised in the city’s squares. These events encouraged the enthusiasm of the public to appreciate sports films and to participate in the sport activities.

**Develop partnerships to achieve mutual success**

BISFW has created a platform to showcase the culture of sports films and TV productions. The Film Week has benefited from active participation of different institutes (including national and international institutes of both public and private nature). The partnerships with these institutes enriched the content of the event and played a critical role in enhancing the platform.
### FREESTYLE DAYS

- **Olympic City:** Innsbruck  
- **Country:** Austria  
- **Edition of the Games:**  
  - 1964 and 1976 Olympic Winter Games  
  - 2012 Youth Olympic Winter Games

### DESCRIPTION OF THE PROJECT

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<td>Annual since 2015</td>
<td>4,000 Local Youth</td>
<td>innsbrucktirolsports.com/freestyle-2017/</td>
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Freestyle Days is an urban sports event held over the course of a single weekend in Summer in the city centre of Innsbruck. The event is focused specifically on the urban youth population of the City and includes competitions, sport showcases, music, educational sit-ins and a host of other activities all designed with a focus on youth and the urban environment.

Sports that are included in the itinerary for the event include Slackline, BMX, Skateboarding and many other trend sports. These are all complimented by a host of breakout sessions and events targeting urban culture covering activities such as eye-hand coordination and parkour.

The event is run by innsbruck-tirol sports (ITS), a specialist organisation that was formed from the organising committee of the first Youth Winter Olympic Games held in Innsbruck in 2012. ITS is responsible for creating opportunities for young people to get involved in sport.

The not-for profit organisation utilises its unique experience and appreciation of youth sport developed during the delivery of the 2012 YOG to improve sports practice and install the values of Olympism across the City. This experience is taken forward when building and hosting events such as Freestyle Days. ITS is supported by numerous local sports federations involved in urban sport in organising the event.

Freestyle Days is designed to increase the level of sports participation amongst young people in the City. To achieve this, attendance is completely free and there is a host of workshop sessions and demonstrations to introduce youth to new sports and give them the basic skills needed to take part themselves.

About 4,000 people attended the first Freestyle Days and have been introduced to new sports and encouraged to become more physically active and involved in urban sport.
OBJECTIVES

Promote a healthy and active lifestyle

Freestyle Days directly address two of the predominant trends in youth sport participation currently. The first of these is that less and less young people are actively participating in sport. The second is that there is increased movement towards non-traditional urban sport within this youth segment. The event helps to shine a light on urban sport as a potential avenue for more youth to become more active, providing the resources, partnerships and promotional platform in a central physical location that was previously not available to these sports.

Promote social and constructive behaviour

The event brings together youth from different social and economic backgrounds across the City. Individuals are encouraged to share their expertise and knowledge in the field of their own with each of those from other sports. This helps to break down barriers between these groups, promoting friendship and respect among the practitioners of the various sports involved. The educational and cultural activities that are run alongside the sporting activities also heavily focused on content related to Olympism and the Olympic Values.

EVALUATION

The success of programme activities regarding the target group engagement was evaluated. All involved local sports clubs were gathered after the event to collect immediate on-site experiences and feedback on workshop popularity and challenges. This information was collected in order to improve and adapt the programme for the following years. To be able to grow the event continuously the suggestions of external partners were of great importance. In addition, referring to the stakeholder structure of ITS, the feedback of the sports authorities of the City of Innsbruck and the government of the Tyrol was consulted.

KEY CHALLENGES

Adapting to urban culture

Urban sports and urban sub-culture generally have a long tradition of anti-establishment and this is still very much part of the culture today. Many individuals from within this group do not warm easily to the idea of organised events and structured programmes with their rules and regulations and see it as contrary to the core values of urban sub-culture. This sometimes presented differences in ideology and approach between
the organisers and the various groups and sub-groups involved in the event.

To combat this, ITS paid a lot attention to the various self-organised communities at the heart of each sport and each movement. They learned about the differences between each group, what made them tick and adapted their approach accordingly when designing how the various activities were to be staged during Freestyle Days.

**Creating unity within sports**

Bringing together a host of different sports under the one event is not always easy. This task is made more difficult in the case of urban sports that do not receive a lot of mainstream attention and are frequently competing in the same market space – often literally! As a result, the sports involved in Freestyle Days can try to work against each other for the time in the spotlight.

Luckily, ITS had anticipated this type of challenge from the beginning and had put in place a clear strategy to help overcome these difficulties. This strategy focused on targeting the leadership of the various sports and communities and educating them alongside one another, focusing on the win-win benefits of a collaborative and unified approach.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Engage the local community**

Generating support for an event is always easier when you involve the local community. Not everyone is interested in youth urban sports and often urban culture attracts a certain degree of scepticism from certain quarters within communities. A focus was placed on involving local talents and suppliers where possible. The local engineering university designed and built all the ramps and other temporary installations used for the street BMX events. A focus was also placed on making the event green and sustainable and this was communicated clearly to community stakeholders. This helped to generate community wide buy-in and eliminate any potential opposition for the event.

**Understand your target audience**

The urban youth sports market represents a very specific and defined target audience. While the ITS was established in order to carry forward the expertise developed in youth sports during the Winter Youth Olympic Games, it was necessary to recognise that that this market would be characterised by different tastes and behaviours. The organisers spent a considerable amount of time understanding the market, getting to know the key influencers among the target groups and crucially, involving credible partners active in the urban sports scene in order to tailor the event offering to the target market.
Olympic Week is an annual event in which a diverse range of sporting and cultural activities are offered to the youth of Lausanne during six days of their October school holidays. All activities are completely free of charge and open to all participants.

The event combines sport, culture and education under the Olympic banner in an effort to encourage young people to get active, learn and engage with one another. Over the course of the week, over 5,000 youngsters try out new and fun sports while immersing themselves in the values of Olympism.

The event targets local children aged between 8 and 15 and offers introductions to over 30 different sports. A huge number of stakeholders are involved in the design and delivery of the event from start to finish. Among these are 150 team leaders, each of whom is ideally suited to introduce their relevant sport to the youngsters. These experts are supported by 120 volunteers drawn from the local population.

All activities are centrally located on the grounds of the Olympic Museum in Lausanne. Sporting activities take place in the Museum gardens, which are fully equipped with all the necessary installations and equipment needed for the various sports on offer. The cultural and educational activities are split amongst the gardens and inside the Museum buildings themselves. The Museum houses a significant collections of artistic, scholastic and anthropological works all of which are

The 5-day event was first introduced in 1981 by then-President of the International Olympic Committee, Juan Antonio Samaranch. Lausanne has always had a strong Olympic heritage with the IOC being based in the City since 1915. The City is also home to a number of other important international sporting organisations, including the Olympic Museum.
OBJECTIVES

**Promote a healthy and active lifestyle**

Olympic Week offers children the opportunity to sample sports that they otherwise would not have had. This is always under the guidance of fully trained, expert instructors. It also promotes contact with local sports clubs for many of the different sports on offer. This facilitates a natural progression for participants in sports that they have enjoyed during Olympic Week long after the event has finished. Olympic Week also promotes a healthier lifestyle through the delivery of numerous social and educational programmes around the event. This covers aspects ranging from nutrition and well-being through to the benefits associated with potential career paths within the sporting industry.

**Promote the City by leveraging its affiliation with the Olympic movement**

In 1994, the IOC officially agreed to bestow upon Lausanne the title of the Olympic Capital. This has seen the City brand a host of activities under the umbrella of the Olympic Capital and Olympic Week is a prominent example of this. The Olympic connection is applied to the event more than simply in name. The event takes place at the Olympic Museum and the surrounding Olympic Park, which contains numerous sporting installations that host the sporting trials over the five days. Each of these are measured to Olympic standard and have been marked to show the current Olympic and World records. This is a huge source of excitement for the participants, who revel in this connection between them and their Olympic heroes.

EVALUATION

Evaluation takes place on a biannual basis and is focused specifically on the children taking part. Interviews are used to capture how children have interacted with the event, what they liked and what improvements could be made for the following year.

KEY CHALLENGES

**Working with numerous stakeholders**

Olympic Week is possible thanks to the cooperation of about 70 different stakeholders throughout the delivery of event. This includes 10 different city administration units, representation from 30 local sports clubs, a range of local cultural and educational groups, a selection of local
athletes and various IOC departments. While the input of all these parties is what makes Olympic Week such a success, dealing with such a large body of different groups also represents a challenge.

In order to successfully manage this, a precise roadmap with clear milestones is developed and respected at all times. There is regularly scheduled communications with stakeholders running alongside this road map for the duration of the project. This ensures that there is a continual personal contact with everyone involved in Olympic Week, resulting in a strong team spirit and communal work ethic.

**Attracting public interest**

Citizens of Lausanne are fortunate in that there is a large amount of various activities and pastimes to cater for all tastes. This is particularly the case around the time of the October school holidays. This positive aspect of Lausanne life, creates a difficulty for the organisers of Olympic Week, however. Raising awareness within the population about Olympic Week and attracting attendees can be difficult when competing against a host of other activities on offer.

To combat this, the organisers operate an extensive communications campaign, making use of numerous communications channels, including printed leaflets, radio and social media campaigns. Messages are tailored to each channel and their respective audiences to ensure maximum reach and impact.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Introduce athletes as role models**

Olympic Week has developed activities which welcome established athletes to become involved in the sporting demonstrations taking place. This provides the children with the opportunity to meet these athletes and share their experiences and secrets of success. As these athletes are very often role models for the children, these interactions have a huge impact on the children. Very often it is the highlight of their day and it helps to really drive home many of the value-based lessons aimed at participants.

**Define a critical size and capacity**

Olympic Week has continually grown into one of the most well attended events in the City. Over 5,000 children are welcomed to the Olympic Museum over the course of the five days. To guarantee maximum safety and enjoyment, organisers have had to clearly define what the absorption capacity of the event is. Long queues engender frustration and nervousness, both on the side of participants and volunteers. As a result, each year the organisers revisit the capacity allowance for the upcoming event and they plan the accreditation process accordingly.
Maximize security

As the event is aimed at children, ensuring the highest standards of security is absolutely paramount. It is also vital to gain the confidence of the parents and guardians. To ensure that the security of the event is of the highest quality, Olympic Week applies the security measures operated by the Physical Education and Sports Department of the Canton of Vaud (SEPS). These measures have been proven in practice and are implemented on a daily basis with children in schools across the City and the surrounding areas.
MASH

Olympic City: Munich
Country: Germany
Edition of the Games: 1972 Olympic Summer Games

DESCRIPTION OF THE PROJECT

Annual since 2014
70,000 Locals & Visitors
www.munich-mash.com

WHEN

FOR WHO

WEB

MASH, Fabulous Sports – International Contests – Festival of Arts & Music

MASH is a successful and developing action sports event format that was initiated in the famous Munich Olympic Park in 2014. It combines top level action sports with its laid-back cultural spirit and lifestyle.

Over 3 days, MASH presents the international elite of action sports in various disciplines, like Wakeboard, Mountainbike Slopestyle, BMX Street and Skateboard Street and other. Each discipline features the world’s best athletes showing breath-taking tricks and combos and creating an adrenaline filled atmosphere with international flair. A never seen before set up mesmerizes spectators and athletes alike. The supporting program – MASH Fest – is an inspiring mixture of music, arts, fashion and design. Free of charge for all visitors and a place to watch, test, experience, interchange and just “be”.

The premiere of MASH at Munich Olympic Park in July 2014 attracted more than 52’000 spectators to experience and celebrate “Next Level Action Sports”. The number increased to 68’000 in 2015 and 80’000 in 2016 & 2017. In 4 years, MASH has developed into a high potential action sports festival, that can successfully be adapted to other locations and countries. The Olympic Park hosts the MASH festival which contributes to activate Munich’s Olympic legacy.

The Olympic Park, located in the north of Munich, is managed by the Olympiapark München GmbH, a 100% subsidiary of the City of Munich. The company’s tasks include the maintenance of the venue’s facilities, buildings and outside areas and to run the facilities by filling it with life.

For the past four decades, the Olympic Park has been the ideal platform for a wide spectrum of events and leisure activities. And that’s what it will continue to be in the future. Especially with respect to the Olympic Stadium and the Olympic Hall, the Olympiapark München GmbH will focus its attention on important and economically promising events. These events are the main target. In each of the last years approx. 400 events took place in the facilities of the Olympic Park. It is also crucial to preserve the unique architecture such as the Olympic tent roof as a hallmark of the City of Munich and at the same time gear the venues facilities towards the future.
OBJECTIVES

Promote social and constructive behaviour
By mixing sports with culture, music, arts and fashion, by mixing people from different origins and ages, MASH contributes to connecting people together and sharing common values in a place marked with Olympic history.

At MASH, visitors are invited to be not only an audience but also actors through the various activities proposed and the various places animated. Interaction is a key word in the success of MASH.

Promote the City by leveraging its affiliation with the Olympic movement
As organized within the Olympic Park, MASH directly refers to the Olympic history and legacy of Munich. MASH is one event that showcases Munich as a city truly open to sports, youth and culture. The Olympic facilities are used at this occasion and highlighted as both historical and future-oriented spots in the City of Munich.

EVALUATION

The number of visitors and the diversity in proposed activities are key indicators to measure the success of MASH. The number of visitors has been constantly growing since 2014 and the panel of activities is diversifying. This comprises sporting activities as well as cultural activities.

Success is also assessed through the quality of organisation and the organisational skills that are displayed during the festival.

Top-level athletes’ participation in MASH confirm the high quality of the event.

KEY CHALLENGES

Managing the success
One of the key challenges has been to cope with the growing number of visitors while preserving the quality of the sports contests and the diversity of the cultural programme. Besides that, offering all outdoor activities and contests for free is crucial for the success of the event. Only indoor contests like Street League Skateboarding are subject to an entry fee.

Skills and replicability
With growing success, the team in charge with organising MASH had to constantly evolve and increase its management and organisational skills in order to maintain the high-quality of the event.
Moreover, the event has been conceived as replicable and adaptable to other places around the world. The organising team is currently looking for opportunities to duplicate the event in other locations. This is made possible through the sound network that the team has developed and is constantly feeding.

KEY LEARNINGS AND RECOMMENDATIONS

The Olympiapark company’s motto is: Think and act in a creative, innovative, economic as well as customer- and future-oriented way. Its main tasks consist of acquiring and/or generating new events, keeping leisure facilities up-to-date and ensuring that the venues are in state-of-the-art condition.

Olympic Games and other sports events accelerate sustainable urban development

Since the Olympic Games in 1972, the chronicles have recorded 33 World, 12 European and more than 100 German championships as well as a wide range of other important sports events, concerts with pop, rock and classical stars, trade fairs, congresses and exhibitions. With their many additional and modern attractions, the leisure and tourist facilities have been just as successful, too.

With this unique concentration and combination of different event and leisure facilities and corresponding attractions, the Olympic Park in Munich has developed to become one of the most important centres of its kind.

New international connections

A festival like MASH allows creating new international connections that benefit the whole Olympic Park. International event centre, sports and recreational park and tourist attraction with world fame - that’s the Munich Olympic Park. With its unique architectural buildings, the Olympic Park has already admitted more than 207.1 million registered visitors, 116.7 million of them visiting 13,121 sports, cultural and commercial events and about 90.4 million being guests in the recreational and tourist facilities. In the business year 2016 alone there were 4.1 million visitors, 2.5 million of them visiting 414 events and more than 1.6 million the recreational facilities.
RICHMOND ICANHELP

Olympic City: Richmond
Country: Canada
Edition of the Games:
2010 Winter Olympic Games

DESCRIPTION OF THE PROJECT

Permanent since 2010
Local Volunteers
www.icanhelp.richmond.ca

WHEN
FOR WHO
WEB

iCanHelp is a volunteer-based platform developed as part of the legacy planning for the 2010 Winter Olympic Games in Vancouver.

The online platform is an end-to-end resource management tool focused on servicing sporting events and related activities with volunteers. It has been specifically designed to match the demand side in the form of event organisers with the supply side in the form of local citizens keen to volunteer their time and service.

Event organisers such as city authorities, local sports clubs and societies and even private interests can obtain access once their event has been approved. They can then use the tool to recruit volunteers, searching and filtering based on their relevant criteria, and then to communicate with these volunteers when performing their initial outreach. When it comes to delivering the event in question, the software allows the event organiser to manage the volunteers between the various event sites and activities, tracking their hours and monitoring their assignments to optimise the event delivery.

Volunteers can access the programme to create a profile for themselves and submit their own relevant information as they see fit. Preferences such as the type and duration of event, the sport in question and seasonal availability are all centrally recorded and stored on the iCanHelp platform. The software maximises the probability that the individual is matched to the most suitable role based on their personal data and preferences.

The programme was initially introduced to develop a regulated and streamlined volunteer system for the City of Richmond as part of its contribution to the organisation of the 2010 Winter Olympics.

The system has remained in place as part of the legacy for the 2010 Winter Olympics. Over 9,000 volunteers are registered on the database and this has contributed to the successful staging of numerous sporting events in the years since the Vancouver Games.
OBJECTIVES

Develop human capital and generate social cohesion
The iCanHelp team sought to develop a “one-stop” system, centralising all the key activities that are involved in a fully functioning volunteer system. The benefits of these were seen as twofold. Firstly, an intangible asset would be created for the City, introducing an intelligent system that reduced inefficiencies associated with offline traditional volunteer models. Secondly, through this development, this new system would provide a much easier access to the public at large to volunteer opportunities. This helped to engender a spirit of volunteerism within the local population.

Promote social and constructive behaviour
The City of Richmond is simply not large enough to be involved in the organisation of Olympic competition by itself in the near future. The contributory role it played in the Vancouver Games was therefore seen as a truly unique opportunity to leverage the power of the Olympic Games as a force for positive social development. The City recognised volunteerism as one of the core elements of the Olympic movement and its fundamental link to the Olympic values. The campaign around attracting people to the platform relied heavily on the aspirational and motivational power of these values, bringing record numbers of citizens together in a spirit of social accord.

EVALUATION

The iCanHelp platform is evaluated on a statistical basis. Key figures such as number of registered users, hours of volunteer work delivered, trends in activities, etc. provide a sound basis to monitor the success of the tool and introduce adjustments if needed.

KEY CHALLENGES

Reaching non-technical individuals
The iCanHelp platform is a powerful tool and capable of many different functions. The software contains many fields, can perform a wide range of analysis and offers a host of support tools. The extent to which event organizers or society members can maximise the opportunities that can be derived from the software tends to depend on their technical competence. Even at entry level, some basic understanding of technology and computing is required and this can serve to block otherwise willing individuals from engaging with the system.
To reduce the barriers to entry for non-tech savvy users, the City provides quick but consistent training courses for new users to help to guide them through the process. This process also helps to mitigate the effects of knowledge drain in organisations where there is high staff turnover.

**Protecting data privacy**

There is a huge amount of data housed on the iCanHelp programme. This covers basic demographic information on each individual registered, as well as their personal preferences, contact details and trends in terms of volunteer work. Clearly, this challenges across a scope of areas. Firstly, the organisers needed to make sure that this data was securely stored and protected against external theft or access. Secondly, they needed to ensure full compliance with all the prevailing legal standards around storing data. Finally, users needed to be reassured and unconcerned that providing their data was not an issue.

From the outset, the City of Richmond data security and compliance was one of the key priorities around the project. A premium was placed on ensuring that all user information requests and storage was around non-sensitive and required data only. Agreements were made with all partners that guaranteed the security of all data accessed through the iCanHelp platform.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Leverage be easy to remember**

While the iCanHelp platform reaps the benefits of the interconnected computer age, it also has to compete for attention within this incredibly congested space. The first step in this process began with the choice of name. ‘iCanHelp’ was specifically chosen because it is easy to remember, it is relatable and it conveys the technological element at the heart of the platform. A further downstream benefit of this name selection was its positive response rate from search engine returns. This helped to direct even more users to the platform, building a critical mass quickly.

**Build a shared vision**

Starting with a shared vision is critical to producing a great product. The City knew that gaining the input of as many stakeholders as possible would make the final tool more useful and comprehensive. However, they also knew that this process would help to generate greater buy-in, building momentum behind the launch and eventual success of the system. When all stakeholders feel that they were involved in defining the vision of the product, conflicts are averted more easily and decision making is accelerated. This was particularly important around complex and sensitive areas such as data protection and approval of event organiser access, for example.
SUSTAINABLE SPORT AND EVENTS (SSE) TOOLKIT

**Olympic City:** Vancouver  
**Country:** Canada  
**Edition of the Games:**  
2010 Olympic Winter Games

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**DESCRIPTION OF THE PROJECT**

Permanent since 2009  
Event Organisers  
www.aiists.org/sset

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The Sustainable Sport and Events Toolkit has been created as a means to promote a more sustainable approach towards sports and events. The toolkit integrates best practices in terms of management and sustainability recommended by renowned organisations such as the International Olympic Committee (Olympic Agenda 2020), United Nations (UN Sustainable Development Goals), the International Organization for Standardization (ISO), the Canadian Standards Association (CSA) and the Global Reporting Initiatives (GRI).

The toolkit was jointly created by the AISTS (International Academy for Sports Science and Technology) and the Organising Committee of the Vancouver 2010 Olympic and Paralympic Winter Games. Using the hosting of the Olympic Games as a catalyst, Vancouver decided to highlight their commitment to sustainability. This focus on sustainability in the city was also seen to be part of the soft legacy of the Games and contributed to creating a healthier environment and a more equitable society.

The toolkit itself is an online guide developed for organising committees of national and international sport events and for any national or international sport federations. The toolkit gathers more than 150 sports-related examples. The topics covered range from waste management, office management, sites selection and construction, food and beverage management to alcohol consumption, healthy choices and supply chain management. Event organisers are provided access to a vast amount of information on how to be more sustainable in many different ways.

The initiative is supported by the International Olympic Committee (IOC), the city of Lausanne and the city of Richmond, all of whom also participated by sharing best practice models that were integrated in the toolkit. The toolkit is accessible free-of-charge.

That the legacy of Vancouver 2010 is still very much alive, is shown by the continued use of the SSE Toolkit. It has been used in the past years to support medium-size sport events, such as Ski Mountaineering, developing a pragmatic sustainability strategy. Furthermore, the city of Richmond has derived several resources from the SSE Toolkit to encourage both sport and non-sport events to implement sustainability programmes (see additional information below).
OBJECTIVES

Promote social and constructive behaviour

The objective of the 2010 Vancouver Organising Committee was to leave a legacy that would reflect the spirit of the Games. Vancouver, led by its mayor, was on a campaign to become the “Greenest city in the world” and that was reflected in the attention given to and investments made into the area of sustainability. The goal was to make citizens of Vancouver more aware and responsible in their lifestyle.

Develop human capital and generate social cohesion

Hosting the Olympic Games was the perfect opportunity to promote the Olympic values within the community and to make it last for generations to come. Educating the population about the importance of sustainability and being able to provide event organizers with a practical how-to-guide, was a powerful objective that the Games helped deliver. Social cohesion is generated around the promotion of sustainability and human skills are developed in this perspective.

EVALUATION

The toolkit is evaluated through qualitative and quantitative feedback. Qualitative feedback is received directly from the members. In addition, a limited set of data is collected from the organisations that sign-up for the toolkit.

Further, an advisory board of experts has been set up in order to monitor the progress of the toolkit and to suggest improvements where needed.

KEY CHALLENGES

Gathering the information

The main key challenge was to gather information, examples and best practices from partners and stakeholders. As the SSE toolkit was the first of its kind, is proved to be hard to find good and relevant information on the topic which, at the time, was still new to the sport world. The Vancouver 2010 Olympic Winter Games was the first Games to try to be completely sustainable which brought the topic to the forefront, giving it a great amount of media attention and generating interest.

Due to the lack of existing information about sustainability in sport, the team in charge spent a lot of time analysing and converting information from other sectors into more relevant cases for sport. In addition, they
had to search to find examples from the world of sport that had been doing good practises but had not tabulated them into reports and conduct interviews to be able to use this information as cases for the toolkit.

**Making information relevant to local event organising committees**

The SSE toolkit was created in an Olympic Games mind-set. It was important to keep in mind that the toolkit needed to be useful for a large audience and not only for events such as the Olympic Games. The scope of what was expected from the users of the toolkit, therefore had to be managed properly. It was also important that the information was put into a simple format and could be understood by any user of the toolkit, rather than filled with high level scientific jargons.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Do not reinvent the wheel**

The Toolkit is accessible free-of-charge to National Federations, International Federations, National Olympic/Paralympic Committees and cities interested in improving the sustainability of their (sport) events. As such, rather than focusing on trying to create a similar toolkit to achieve the same goals, the focus should be more on improving on what exists and on stronger implementation practises. Attention should be given to educating event organisers on how the toolkit can be used and help them to achieve sustainable goals.

**Build a team of experts**

Going forward, building a team of (volunteer) experts that know how to use the toolkit and how to implement the various sustainable practices at events could be useful. These experts could be assigned to different events and assist organising committees to implement sustainable concepts. This would maximise the efficiency of the toolkit and at the same time encourage organisers to really make sustainability a key part of their event delivery.
“Holding an Olympic Games means evoking history.”
— Baron Pierre de Coubertin

The Olympic Games are a global celebration of sport and Olympic values. Celebrations are an occasion to “re-live the dream”.

To keep the flame alive once the Games are over, Cities have to call upon the strength of symbols. Hosting the Games sustainably transforms a city and not only from an urban perspective. There are many ways to celebrate the Olympic past and evoke the history after the Games.

Celebrations of the Olympic Games allow a city to showcase its uniqueness as a city as well as the uniqueness of host cities compared to other cities. They are not limited to a “back to the past” interlude but include a projection into the future.

Among all legacy activation activities, the specificity of celebrations and commemorations is that they are de facto linked to a specific date and moment (one day; one month; one year). They are limited in time and by nature “one-shot” events even if they are one-year long.

Last but not least, celebrations focus on the local dimension of the Games: they are first designed for and by their local citizens and representatives and allow these people to reconnect with “their” Games which were first dedicated to the entire world. Without world media coverage, they celebrate a local/regional territory and local spots.

However, celebrations also encompass broader targets; are attractive to tourists; and are an opportunity to animate the city and design beyond sport events such as cultural festivities, academic conferences, historical commemorations and educational projects.

Celebrations are often an excellent opportunity to look and think forwardly. Anniversaries are the most powerful way to commemorate a past edition of the Games, as exemplified by the five cases below. However, they are not the only type of celebration possible and many others are yet to be explored.
CELEBRATIONS
Celebrating the Past to Prepare the Future

Innsbruck – 50th Olympic Anniversary
Lausanne – Olympic Centenary
Reno Tahoe – The Reno Tahoe Winter Games Coalition Hall of Fame Dinner
St. Louis – Olympic Centennial Celebration
Stockholm – Olympic Centennial Jubilee
The Innsbruck 50th Olympic Anniversary was a series of activities held in the City to mark the 50 years since the City first hosted the Winter Olympic Games in 1964.

The programme was a joint venture between Innsbruck Tirol Sports - which is a direct affiliate of the City of Innsbruck - and the Region of Tirol, with particularly heavy involvement from the relevant sports departments.

The Innsbruck 50th Olympic Anniversary took place over the months of January and February in line with the timing of the Innsbruck Games exactly half a century earlier. A host of sporting and cultural events, as well as other activities designed to engage residents and tourists alike were held across the City. These events were either connected to commemorating the City's Olympic heritage or used as a launchpad for activations around current and future City projects.

The organisers planned the event and its various activities around incorporating as much of the venues of the 1964 Winter Games as possible. The Olympic Village and various competition sites played host to receptions, dances and theatrical performances. There was also a host of national and international snow sports events hosted in the Alpine City leading up to, during and after the official months of celebration. These spanned both elite competition and participation events open to the public, both of which extensively incorporated the Jubilee theme into their delivery.

The 50th Olympic Anniversary was also the perfect platform to announce the official inclusion of the City of Innsbruck in the World Union of Olympic Cities.

The event was remarkably well received by all those involved. Public officials, local residents and media all agreed that the event was a huge success, shining a light on the Innsbruck's Olympic heritage and connecting this with a current vision of the City of which residents can be proud.
OBJECTIVES

Celebrate Olympism and its values
One of the central aims of the 50th Olympic Anniversary was to increase awareness among the local citizens about the City’s rich Olympic heritage and to generate a sense of civic pride around this unique social asset. Activities such as the Olympic Walk were designed so as to highlight how the Games had impacted the structural landscape of the City. Other activities focused on the social impact that the Games had brought to the City, reflecting on how the Games had boosted the brand and reputation of the City as a top vacation destination for winter tourism.

Promote the City by leveraging its affiliation with the Olympic Movement
Innsbruck has hosted more Winter Olympic Competition than anywhere else in world. It first welcomed the Winter Olympic Games in 1964, again in 1976 and more recently in 2012 with the staging of the first ever Youth Winter Olympic Games. While the 50th anniversary celebrations were focused on the occasion of the first Games held in the City, they also strongly reflected the entire scope of its Olympic history, using this to showcase Innsbruck as a leader in world-class winter sports facilities and services. This served to mark Innsbruck as one of the foremost centres of excellence for winter sports anywhere in the world.

EVALUATION
The evaluation process was specifically linked to the goals of the programme. Public awareness and perception was monitored via the level of media coverage received and individual feedback from the various stakeholders involved was obtained and analysed.

KEY CHALLENGES

Managing logistics and timing
The 50th Anniversary programme involved a significant amount of stakeholders, including many political bodies. This meant that gathering input, obtaining approval and collecting feedback from interested parties was often a lengthy and complicated process. On top of this, the event programme was highly ambitious with a huge number of sporting, cultural and educational events scheduled over a short period. These events were all in addition to those that take place over this peak period for the City during a normal year.
It was critical that stakeholders were engaged from the outset and that there was constant communication between them and the programme organisers. Early and meticulous planning was prioritized in order to ensure that all events went off without any conflict or issues.

**Accessing information**

Despite hosting the YOG as recently as 2012, it had been some time since Innsbruck hosted their first and even their second Games. Those were different times and media and other information were not as widespread as they were today. It was also not as clear back then as to who owned what rights when it came to this material. It was always the plan to include old footage of the Games in the promotional material in order to highlight the lasting power of the event as well as the transformative effect it had on the City.

In the beginning the organisers dedicated much time and effort to researching the existing information about the Games, working closely with local and international stakeholders to collect relevant material and getting approval for its use.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Have clear vision**

The organisers put a lot of pressure on themselves by taking on so many events, engaging with so many stakeholders and delivering all this in a very short amount of time. It was absolutely vital in light of these factors that there was a very simple but effective communications strategy in place to ensure there was no misunderstandings at any stage. The first step in this process is to establish a clearly defined vision that all stakeholders could get behind and that can drive well-informed decision making.

**Build marketing momentum**

A key goal was to ensure that the public were fully aware and informed about the programme before it kicked off. The organisers also wanted to generate a level of excitement and anticipation as the celebrations drew closer. To achieve this a coordinated marketing effort was launched in the lead up to the event. 170,000 branded informational booklets were distributed with local partner newspapers and promotional stickers and posters were put up around the City in the 2 to 3 months leading up to the festival.

**Bring legacy to life**

The organisers were keen to enable City residents to really experience and feel the Olympic heritage of the City. Where possible, venues and facilities used during the Games were incorporated into the events programme. For example, a highlight of the festival was the Olympic Walk of Fame, where the public could take a reflective tour through the
key sites of the 1964 Olympics, finishing in the Olympic Village. Olympians from the 1964, 1972 and 2012 Games were also invited as special guests and brought into different events. This helped to bring a really human touch to the living Olympic history of the City.
The Lausanne Olympic Centenary was a yearlong programme of celebrations marking the 100-year anniversary of the founding of the IOC Headquarters in the City of Lausanne. In 1915, Pierre de Coubertin decided to make Lausanne the home of the International Olympic Committee. Since then, a host of other International Sporting Federations and other sports organisations have followed in the footsteps of the IOC by setting up in the City. As a result, Lausanne has been officially granted the title of ‘Olympic Capital’ by the IOC for its contribution to the development of international sport administration. This unique sporting heritage and fundamental connection to the history of the Olympic movement were placed at the heart of the Centenary celebrations.

The 12-month programme involved a huge array of sporting events, public exhibitions and cultural activities culminating in a spectacular 2-day outdoor event in the heart of the City.

This hugely ambitious project involved the input and investment of a wide array of stakeholders from across the City and from across international sport. Internally, this spanned city, state and national authorities across sport, communications, tourism and other departments. Externally, a huge level of investment and input was obtained from the International Olympic Committee in particular, as well as heavy involvement from local businesses, media, educational institutions and many, many more.

The planning and marketing of the celebrations emphasized the involvement of the local public. Every activity and initiative was specifically organised so as to engage the public as much as possible, ensuring that everyone felt part of the festivities. A host of mass participation events were organised across sporting and non-sporting areas but always connected to the Olympic theme. The result of this was the successful generation of a huge amount of local pride combined with the cementing of Lausanne’s reputation as the Home of International Sport.

The public was at the heart of the whole project. Indeed, through these types of events and celebrations, Lausanne communicates and shares with its own citizens the positive impact of being the Olympic Capital and the host of many International Sports Organisations. The City aims at consolidating the anchorage with the Olympic movement...
not only for strengthening the international identity of Lausanne but first and foremost for the benefit of its local population and more widely for the population of the Canton de Vaud and Switzerland. At this occasion, a study was commissioned to assess the economic impact on the city, the region and the country. The AISTS study shows that the presence of International Sports Organisations has a positive economic effect on employment, business tourism and construction (see reference below).

OBJECTIVES

Celebrate Olympism and its Values

Pierre de Coubertin was not only the founder of the IOC and the modern Olympic Games, he was also responsible for the propagation of Olympism during the modern era. The Lausanne Olympic Centenary aimed to emphasize the century-long connection between this concept of Olympism, de Coubertin and the City. It did so by organizing numerous activities educating the public on how Olympic values had positively shaped the lifestyle of the City and its citizens and by drawing attention to the significant value that Baron de Coubertin placed on Lausanne as the perfect place to fulfil his vision.

Promote the City by leveraging its affiliation with the Olympic movement

Lausanne is not only the home of the International Olympic Committee, it is also home to many more International Sporting Federations and Sporting Organisations connected to the Olympic movement. This has earned Lausanne the official title of “Olympic Capital” and has become part of the social fabric of the City and its residents. The Centenary celebrations aimed to showcase the rest of the world the City’s connection to the Olympic movement and its unique role in the world of international sports as well as to solidify this within the hearts and minds of local citizens.

EVALUATION

For large mass participation sporting events, the number of registered participants were the primary measure of success. For the various cultural and educational activities, softer factors such as media coverage and awareness were considered.
KEY CHALLENGES

Retaining public attention
Capturing the public’s attention over a 12-month period was not an easy task. There is a high risk of people becoming bored with hearing about the various events or simply beginning to tune out. Furthermore, the event combined both sporting and non-sporting events, covering a variety of different forms of entertainment and involving a huge number of stakeholders. This posed a risk of creating confusion or uncertainty as to the core elements of the celebrations in the minds of the public.

To combat this, the organisers spent a lot of effort on the communications aspect of the various celebrations. Clear and consistent messaging was delivered at key times, aimed at various target audiences depending on the content in question.

Planning and measuring
The fact that the overall event was a one-off portfolio of smaller, individual events presented challenges in planning for demand and measuring impact. Some activities involved registered participants which made the advance planning and retrospective measurement of these relatively easy. Others, such as public exhibitions and open days had no registration nor any similar precedent and so were not as simple. Furthermore, most activities involved different combinations of stakeholders resulting in different approaches taken when planning for and measuring success.

In light of this, this was seen as a very positive problem as well as an unavoidable one. In almost every case, the level of attendance and engagement from the public was higher than anticipated and ultimately did not cause too many problems regardless. Similarly, the fact that the event was a one-off increased its attraction and this was critical to success even if it made planning it more difficult.

KEY LEARNINGS AND RECOMMENDATIONS

Leverage your City’s assets
Planning for the Olympic Centenary began long before the event kicked off. A large amount of time was spent exploring the unique assets that the City of Lausanne had to offer and then planning how these could be best incorporated into the individual events. This included assets such as the exclusive ownership of the title of the Olympic Capital, the presence of so many International Sporting Federations and even the physical geography of the City itself being a lakeside, alpine City. Conversely, potential liabilities such as adverse and unpredictable weather were considered when organising the timing and location of activities to ensure that the chances of success were as high as possible.
Coordinate marketing and communications

With so many different activities spanning so many different members of the community, it is vital that there is a consistent and clear messaging at the top level. There needs to be a simple but effective marketing and communications strategy that is relevant to all events under the larger theme but that also connects with the different target audiences for the various individual events in question. Having a universal strategy that is supported by a centralised team that can be drawn upon by all activities and events also generates efficiencies and frees up resources that can be used elsewhere.
THE RENO TAHOE WGC HALL OF FAME DINNER

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<tr>
<td>Edition of the Games:</td>
<td>Squaw Valley 1960 Olympic Winter Games</td>
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DESCRIPTION OF THE PROJECT

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The Reno Tahoe Winter Games Coalition International Hall of Fame Dinner is an annual event which celebrates the Olympic heritage and status of the Reno Tahoe region.

The Reno Tahoe Winter Games Coalition (RTWGC) is a non-profit organisation that celebrates and promotes the Olympic heritage and status of the Reno-Tahoe region. The Coalition was created from the previous Reno Tahoe Winter Games Organizing Committee, another non-profit organisation which itself was born out of the hosting of the 1960 Winter Olympic Games in Squaw Valley.

The Coalition’s marquee event is the International Hall of Fame dinner which is held every year. The dinner celebrates the induction of new individuals into the Hall of Fame, recognising contributions from community residents that have made a particularly outstanding contribution to sport and the Olympic movement, both locally and on a wider scale. Young and upcoming talents are also awarded for their achievements throughout the year while special recognition is paid to persons who have displayed acts that are in pursuit of the Olympic values of friendship, excellence and respect.

As well as honouring specific individuals, specific tribute is paid to the broader Olympic status of the region, in particular the role it played in the hosting of the 1960 Games, its involvement in other candidate city bids and the development of interest in bringing the Games back to the region in the future.

The Coalition has gone from strength to strength and continues to play a central role in discussions about someday bringing Olympic competition back to the region. The annual dinner has become a feature of the sporting calendar and welcomes the major players in regional sport including government officials, local businesses and athletes. The event has become an important fundraising source for the continued operations of the organisation.
OBJECTIONS

Promote social and constructive behaviour
The RTWGC specifically singles out the Olympic values as the core ideals in what they are trying to achieve for the region. One of the highlights of the International Hall of Fame Dinner is the recognition of local community members who have gone beyond their call to promote the development of sport in the region. These individuals are specifically acknowledged on the night itself, but also in the local media and on the organisation’s website, showcasing them as role models and ambassadors for the Olympic values across the Reno Tahoe region.

Promote the City by leveraging its affiliation with the Olympic Movement
Prior to the first Hall of Fame Dinner held in 2011, the region had no central focal point or physical gathering through which to celebrate its Olympic heritage. There was no tangible recognition of the Legacy of the 1960 Games or the role that the region had played in the story of the Olympic movement. The annual dinner provided a wonderful opportunity for residents to relive the magic of the 1960 Games, generating a sense of pride in themselves and in the region. It is also a reminder to the rest of the country and to the world Reno Tahoe is still very much a part of the Olympic discussion and that increased future involvement remains on the radar.

EVALUATION

Every year, the success of the Dinner is discussed by the organising committee in the aftermath of the event. The feedback, attendance and financial results of that year’s events are compared to previous years and media coverage is assessed to gauge the awareness of the event within the local community.

KEY CHALLENGES

Increasing the size of the event
The population of the Reno Tahoe region is quite small and the resort that hosted the 1960 Games was the smallest ever to host Winter Olympic competition. While the ambition and motivation of the organisers can rival any other city or region in the world, this presents some limitations in terms of growing the event. As the event is so highly received by the local community and is such a vital source of funding for the RTWGC, growth is clearly a desired objective and so these limitations present a continuous challenge.
The organisers have sought to address this by partnering with local media to generate greater awareness of the event. They have also noticed that some years see increased numbers around changes in related circumstances, such as discussions on a potential future bid or an upcoming Games for example, a fact that they have used to their advantage.

**Picking a suitable date**

The region is lucky enough to have a successful and well-supported college American football team. As a large number of the population – and even more of the local sports community – are season ticket holders for the team, often organisers found that the event clashed with home games during the college football season. Furthermore, the schedule for the games was released after the preliminary date set by the organising committee for the Hall of Fame Dinner.

The RTWGC have responded to this uncertainty by introducing flexible dates for the event. Based on the feedback received from the local community, the date for the dinner was moved from its original October placeholder to earlier in the year, usually in April. This coincided with a less clustered and competitive schedule for local sports events.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Differentiate from the outset**

There are many other awards and hall of fame-style events at different universities and sporting institutions at all levels across the region. As a result, it is absolutely critical to clearly differentiate the RTWGC Hall of Fame Dinner in terms of its brand values from the very beginning. This means being strict in the application of the recognition criteria and being limited in the number of calibre of awards that are handed out. This helps to increase the perception of the RTWGC offering as a high calibre and prestigious event, aligning it to the attributes of the Olympic movement. This approach is extended to only awarding the most deserving individuals but who can also confirm attendance at the event.

**Involve the public in selection**

Through partnerships with local media, the organising committee openly invited the public to submit suggestions for nominations for each upcoming Hall of Fame Dinner. While the ultimate decision on who was to be awarded remained with the judging panel, this helped to create a sense of community buy in to the project as well as generate increased media coverage and public awareness. It had the further benefit of heightening the perception of the eventual winners as role models within the community, as well as increasing the sense of achievement and fulfilment within the nominees in light of the fact the public singled them out specifically for recognition.
The St. Louis Olympic Centennial Celebration was a commemorative public event to mark the 100-year anniversary since the hosting of the 1904 Olympic Games in the City.

This one-off celebration was combined with a range of supporting sporting events throughout the month of June, each of which were strategically selected to increase the positioning of sport within the City and within the lives of its residents. The overall vision behind these proceedings was to promote the City externally as an attractive destination for sporting events while simultaneously increasing the perception of St. Louis as a sporting City internally within its own communities.

Organised by the non-profit St. Louis Sports Commission, the Centennial capitalised on the increased public attention around sport and the Olympics in the lead up to the 2004 Athens Games a few months later. This included the hosting of the United States Olympic trials for both diving and the women’s marathon as part of the celebrations. It also saw the City play a central role in the Athens 2004 global torch relay, being one of only three American cities to take part in what was the first ever international staging of this ceremonial procession.

As well as focusing on the 1904 Games, the organisers used the programme to shine a light on the broader Olympic history of the City and the role it had played in the development of the Olympic movement in the United States. This saw many of the City’s own Olympic athletes, both past and present, invited along to the various events.

The Centennial Celebration was very well received by local citizens and helped to put St. Louis on the map as an event host. Approximately 10,000 members of the public turned out to the official Centennial Celebration while a large number of the local athletes, politicians and businesses that were first engaged by the programme remain heavily involved in sport in the City today.
OBJECTIVES

Celebrate Olympism and its values
With so much time having passed since hosting the Olympics, there was a degree of disconnection between the City, its residents and the 1904 Games. The Centennial Celebration was seen as a wonderful opportunity to re-establish this missing connection with the City’s Olympic heritage and to spread the Olympic Values among citizens. To achieve this, Olympism and its associated values were placed at the centre of the strategic communications plan. This plan placed a heavy focus on inspirational stories from St. Louis’s Olympic past as well as personal testimonials connected to Olympism from famous local Olympians past and present.

Promote the City by leveraging its affiliation with the Olympic Movement
The Centennial Celebration was used as a promotional platform to highlight the City of St. Louis as a great place to host elite sporting competition. The organisation of several Olympic-related competitions showcased an ability to successfully organise and deliver large-scale events to a national and international audience. By leveraging the emotional power of the Olympic connection, organisers also helped generate a feeling of goodwill and support amongst the local population for sport and the hosting of sporting events in the future.

EVALUATION

The success of the programme was evaluated through combined quantitative and qualitative measures. Harder measurements around the number of events hosted during and after the event were combined with softer studies into shifts in attitude amongst both local citizens and wider audiences regarding St. Louis and its connection with sport.

KEY CHALLENGES

Connecting past and present
The 1904 St. Louis Games were only the third edition of the modern Olympics, predating even the introduction of the famous 5 Olympic Rings. There were no witnesses still alive to provide first-hand accounts of the Games and there was very little footage or material relating to the Games on record. Furthermore, the first half of the twentieth century saw U.S. cities like St. Louis totally transform such that only a handful of the original infrastructural elements from the 1904 Games remain. This
created a difficulty in connecting local residents to what was being celebrated.

The organisers combatted this by blending the commemoration of the 1904 Games with a broader celebration of the City’s overall Olympic heritage and its wider contribution to the Olympic movement even after the St. Louis Games and across the subsequent 100 years.

**Measuring soft legacy**

Two key aims of the organisers were to improve the external perception of St. Louis as a destination for top class events and enhance the internal civic attitude towards the position of sport. The intangible nature of both of these outcomes meant that measurement was not an easy task.

To help capture these softer intangible outcomes, the St. Louis Sports Commission worked closely with local educational and research bodies on a series of local observational studies. These studies measured movements in the responsiveness of local community to sporting events, alongside their knowledge and appreciation of the City’s Olympic past as well as changes in the broader perception of St. Louis as a sporting destination.

**KEY LEARNINGS AND RECOMMENDATIONS**

**Tell a compelling story**

Even though none of today’s living residents had experienced the St. Louis Games, the organisers found that the use of stories was one of the key communication devices behind the success of the Centennial. Focusing on sharing interesting and inspirational stories in the media helped to create a buzz amongst citizens and to establish a real connection between the local communities and the City’s Olympic heritage. It was discovered that people were particularly drawn to the stories behind the remaining sites and venues left in the City that hosted Olympic events, as well as hearing directly from famous local Olympians as they shared their own emotional personal success stories.

**Balance history and innovation**

The core focus of the Centennial Celebration was of course the commemoration of the 1904 Games and the respectful treatment of the historical elements being presented. However, it was also recognised early on that to remain engaging and interesting, a degree of innovation needed to be introduced for it to be a success. This saw organisers integrate new technology and creative presentations into the historical exhibitions on offer. Musical performances by the St. Louis Symphony Orchestra were combined with fireworks displays, while virtual lookbacks at the St. Louis in 1904 captivated locals who had never before seen their City in this way.
OLYMPIC CENTENNIAL JUBILEE

Olympic City: Stockholm
Country: Sweden
Edition of the Games: 1912 Olympic Summer Games

DESCRIPTION OF THE PROJECT

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Stockholm Olympic Stadium and Olympic Games Centenary 1912-2012

The Olympic Centennial Jubilee was a yearlong festival held in the City of Stockholm to mark the 100 years since the hosting of the 1912 Summer Olympic Games.

The celebration contained a packed programme of over 115 events which took place across the Greater Stockholm area. This encompassed events of all types and sizes. Cultural and educational events including museum exhibitions, historic city tours and introductions to new sports - many of which were free of charge - were offered to locals and visitors in the City. Similarly, many sporting events were held as part of the celebrations, ranging from mass participation events such as the Jubilee marathon to elite competitions and world championships.

The purpose of the project was to highlight to the citizens of Stockholm the rich Olympic history of the City. The organisers wanted to generate an atmosphere of enthusiasm and energy, reviving the Olympic flame and spreading the Olympic values amongst the entire population of Stockholm.

The City of Stockholm works to ensure that all its residents are, and continue to be physically active, especially young people. That was one of the most important goals with the project.

The programme itself was run by the City of Stockholm and more specifically the Sports and Recreation Administration. However, there was a significant level of support and involvement from other stakeholders including local sports clubs, various national federations and the International Olympic Committee itself.

The event was received extremely positively and many of the events and features of the 2012 programme still remain today. Much of the skills and knowledge that was generated in hosting such a variety of events in the City have assisted in the continued development of Stockholm as a world-class destination for elite international sporting events.
OBJECTIVES

Celebrate Olympism and its values
With the Games having been hosted so long ago, one of the primary aims of the Jubilee celebrations was to reignite the Olympic flame among the citizens of Stockholm. The 1912 Games were a pivotal moment in the history of the Olympics as they were the first to bring the Games into their current concentrated format, prioritising the spectator and serving as a model for all subsequent Games. This contribution to the modern Olympic experience was at the heart of the Jubilee messaging which aimed to connect with this proud past and boost the collective moral of citizens as a result.

Promote a healthy and active lifestyle
Local sports clubs and federations were strongly encouraged to get involved in the various events. A huge number took this opportunity and were heavily integrated into the marketing and promotion of the celebrations. This was particularly the case for Sunshine Week, a 7-day sport extravaganza with multiple sports demonstrations and introductions for the public. This was deliberately designed to highlight to the public the various sporting opportunities on offer to them in the City. With a growing population, this helped to inform many of the previously unaware citizens the various options open to them.

EVALUATION

Evaluation of the Jubilee was done on both a formal and on an informal basis. A huge amount of knowledge and experience was generated by the organisers and the various City departments involved in delivery which has already begun to be used in hosting further international sporting events. The Jubilee celebrations are seen as having been key in this success.

Key indicators have been used to measure the success of the event: 115 events; 25 international competitions; 65 arenas or venues, 10 municipalities involved; 130,000 participants; 20 Olympic historical markers displayed; 10 exhibitions; 68,000 web visits from 101 countries; 55 countries represented in competitions.

In addition to these figures, longer-term projects have been generated thanks to the Celebration of the Centenary: Sunshine days (Olympic days; constant preservation work on the Stadium; Permanent Stadium 1912 OG exhibition; discussions on a potential bid for the 2026 YOG, etc.).
KEY CHALLENGES

Reviving the Olympic Flame

The task of reviving the Olympic flame so long after hosting the Olympic Games was not easy. The organisers found that there was a lack of awareness and understanding about the great importance about the 1912 Stockholm Games amongst the local residents except the Olympic Stadium and some long-living human touch stories such as “The Japanese who disappeared”.

The educational and cultural aspects of the programme aimed to address this by informing the citizens of the City of the marvellous Olympic history all around them and the important contribution that the Stockholm Games made to the modern version of the Games.

Getting the whole City involved

One of the fundamental goals of the Jubilee was to ensure all areas and all communities across the City felt involved in the celebrations. The 1912 Games took place in a particularly concentrated area within the City and Stockholm has grown hugely since that time. This presented a challenge in trying to balance the connecting with the physical element of the City’s Olympic past and involving the wider communities from across Stockholm.

To do this, a special effort was made to host additional events in targeted areas outside of the centre of the City to involve more people. While many of the activities and events were based at Olympic sites, these were complimented by others that were dotted evenly across greater Stockholm.

KEY LEARNINGS AND RECOMMENDATIONS

Bring the past to life

When trying to connect people with an event that has long since passed, it is important to integrate a real and human element into the approach. The Jubilee organisers managed to do this through a number of innovative ideas. For example, relatives of some of the star athletes of the 1912 Games from all over the world were invited to various events, bringing them to the very sites where their ancestors had triumphed. Similarly, the Jubilee Marathon was fully themed in the style of the beginning of the last century. Vintage cars lined the streets and traditional clothing were worn by many of the organisers, athletes and spectators in attendance.

Start as early as possible

In order to organise a succession of events as big as the Centennial Jubilee, a huge amount of planning and organisation is required. This was particularly the case when planning the hosting of major sporting events as part of the celebrations, the bidding process for which often
began years in advance. Work on the project commenced in 2007, a full five years before the centenary year. This early start also had the advantage of allowing the organisers more time and scope to come up with creative and innovative ideas for the yearlong festivities, a factor that contributed hugely to the ultimate success of the project.
EPILOGUE

Either short or long, a book traditionally ends with an epilogue or a conclusion. This book is yours, made with your stories, your dreams, your achievements, your challenges and your solutions to reveal your Olympic legacy and keep the flame alive.

But this collection of cases is still a work in progress. Reasons not to close the book are the following:

- This toolkit aims at being a lively tool and an inspiration box, useful for future projects, new ideas or assessment of past activities.
- The door is open for new cases that will enrich the web version of the toolkit. Some cities are already in the process of validating their presentation. For others, it is clearly an invitation to share experiences with other Olympic Host Cities.

Don’t forget the web version!
The Toolkit is fully available on the Union’s website. The public webpages present the major tips of the cases, while the “members only” portal gives you access to practical information and data. It also provides the contact details of the relevant individual, office or department responsible for handling information requests related to this project as well as the official website. When available, additional information invites the reader to further explore the project and continue his/her inspiring journey. For any further information, the World Union of Olympic Cities’ team remains at your disposal at info@olympiccities.org.

This Toolkit has been made possible thanks to the participation and the involvement of the Cities themselves that have accepted to share not only their pride, their knowledge, their results and their success but also the challenges they faced, the weaknesses they overcame and the lessons they learnt from these various projects. The Union warmly thanks all Olympic Cities for being part of this journey. As Keeping the Flame Alive! is by its very nature a lively tool, stay tuned as more cases will come, allowing for new experience sharing and inspiration!
MEMBERS OF THE WORLD UNION OF OLYMPIC CITIES

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