LEVERAGING TOURISM LEGACIES: SOCIAL CAPITAL AND THE 2010 GAMES

by

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MA., Euro-Arab Management School, 2004

PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF

MASTER OF RESOURCE MANAGEMENT

In the
School of Resource and Environmental Management

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SIMON FRASER UNIVERSITY

Spring 2010

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ABSTRACT

Conflicting views exist concerning the extent to which the planning, development and delivery processes related to mega-events leave positive tangible and intangible legacies for the host destinations. This research suggest that the 2010 Tourism Consortium activities have built the foundation for a legacy of social networks and social capital that can be leveraged well beyond the Games.

Growing evidence reveals that investing in social capital yields various streams of human, intellectual, and financial benefits which are the fundamental blocks for sustainable tourism development. This research examines 'the extent to which preparations for the 2010 Vancouver Olympic and Paralympic Games acted as a catalyst in building and nurturing social networks and social capital between and within tourism organizations'. The 2010 Tourism Consortium provided a pertinent venue for examining Consortium partnership development, social networks and social capital theories in the context of mega-event legacies.

Keywords: Olympic and Paralymic Games; social capital; social networks; 2010 Tourism Consortium; mega-event legacies; leveraging; tourism DMO; partnership; collaboration; VANOC.

QUOTATIONS

Sport has the power to change the world, the power to inspire, the power to unite people in a way that little else can... sport can create hope...it is an instrument for peace.

Nelson Mandela

You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be wroth a dime.

Babe Ruth

ACKNOWLEDGEMENTS

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GLOSSARY

CTC   Canadian Tourism Commission
DMO   Destination Management Organization
IOC   International Olympic Committee
NOC   National Olympic Committee
RCMP   Royal Canadian Mounted Police
Tourism BC Tourism British Columbia
VANOC   Vancouver Organizing Committee
WG   Working Group
 YVR   Vancouver International Airport

CHAPTER 1: INTRODUCTION

1.1 Research Rationale

Mega-events such as the Olympic and Paralympic Games are short-term events with the potential to generate long-term positive and negative legacies for the host destination (Essex & Chalkley, 2003; Hall ,1989; McCloy, 2002; Ritchie 1984). A stronger tourism infrastructure is one of the frequently mentioned legacies that provincial and federal institutions expect to emerge from their investments in mega-events such as the Olympic Games. Central to realizing the potential of such investments is the creation of tourism partnerships and creation of networks, which can collectively optimize the use of the infrastructure and associated media exposure generated. While based primarily on anecdotal evidence, observers have suggested that the Games become a catalyst for greater coordination, collaboration, partnership as well as collective social capital development amongst stakeholders who might not ordinarily be inclined to work together. For example, there are local, regional and national tourism organizations which under Games related urgencies might seek partnerships with each other that would otherwise not have happened. While such collaboration are well-established under the Olympic umbrella of sports development, little empirical evidence of such social capital development is documented with respect to tourism. While many local tourism businesses seek ways to benefit from the Games on an individual basis, they may lack the fundamental skills or resources

needed to access such opportunities. In such cases, networks become useful vehicles for the sharing of resources, information and knowledge among different players who would like to have a 'piece of the pie'.

Using the theories of social networks and social capital as a frame, this research uses the '2010 Tourism Consortium' as a case study to examine how tourism organizations formed partnerships and built networks with different stakeholders to ensure that positive tangible and intangible sustainable tourism legacies emanate from the 2010 Winter Olympic and Paralympic Games.

1.2 Research Objective and Questions

The overarching objective of this research is to measure 'the extent to which the preparations for the 2010 Vancouver Olympic and Paralympic Games acted as a catalyst in building and nurturing social networks and social capital between and within tourism organizations'.

To meet this objective several specific questions are addressed:

1. What circumstances led to the formation of the 2010 Tourism Consortium and its operations?
2. To what extent did the preparation for the 2010 Olympic and Paralympic Games influence the formation of social capital in the Tourism Consortium?
3. What legacies emanating from these activities are expected to extend beyond the Games?
4. What role did VANOC play in supporting and facilitating tourism related social networks and social capital development?

1.3   Research Approach

1.3.1   Literature Review

A literature review provides the theoretical background and rationale needed to guide the examination of the research questions. Within the context of mega-event legacies, the review sought to explore and build upon the literature of stakeholder collaboration and partnership, the theories of social networks and social capital formation and development, and leveraging sustainable tourism legacies from hosting the 2010 Games.

1.3.2   Case Study

A case study approach of the '2010 Tourism Consortium[1]' was undertaken to explore stakeholders partnership, social network and social capital theories in context of hosting the 2010 Games. Two research methods guided the collection of data and information used to inform this study's findings. They are described in the following sections.

1.3.2.1   Online Survey

Two online surveys were tailored for respondents at the Steering Committee and Working Groups (WGs) levels in the 2010 Tourism Consortium. Each survey was divided into four sections incorporating information about the: Consortium participants; Games impact on DMO tourism organization internal relations; Games impact on relationship developed amongst Consortium

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[1] The 2010 Tourism Consortium compromises of Tourism BC, the Canadian Tourism Commission, Tourism Vancouver, Tourism Whistler and Tourism Richmond who forged partnership to collaborate on overall 2010 Games related planning and implementation processes.

members; as well as other relations and linkages developed with non-Consortium partners as a result of the Games preparation process.

1.3.2.2 Semi-structured Active Interviews

A second data collection method involved the use of semi-structured active interviews. It questioned the same members (Steering Committee and WGs) of the 2010 Tourism Consortium about more specific dimensions of their experiences and perspectives. The objective was to gain greater elaboration and understanding about the Consortium development process as well as the creation of social capital embedded in social networks associated with their activities.

To triangulate the study results, two key informants from VANOC also participated in a semi-structured active interview. The interview consisted of both open and closed ended questions. It was tailored to measure social networks and related social capital developed with Consortium members.

1.4 Research Significance

At the theoretical level, it was anticipated that this research would illustrate that planning for mega-events, leveraging sustainable tourism benefits and creating positive legacies requires the formation of networks of relationships and partnerships with other organizations whether in the tourism sector or other interested stakeholders. It was assumed that networks would facilitate the sharing of information, knowledge and learning needed to ensure positive legacies flowed to the host destinations while minimizing negative ones. In addition, it was expected that this research would take the concept of social

network one-step further and suggest how social capital was built and fostered within these networks. The premise was that well developed social networks can create social capital needed to sustain fruitful interactions and joint initiatives well past the final day of the Games.

At a more applied level, it was intended for this research to provide a tangible legacy that clearly described the evolution of the Olympic Tourism Consortium networks and highlighted the importance of such partnerships in capitalizing on tourism opportunities shaped by the Games. The intent was that the final study would be of great value not only to the 2010 Tourism Consortium, but also other host destinations developing tourism strategies designed to maximize tourism legacies from their mega-events.

1.5 Research Structure

This report is organized into six chapters as illustrated in figure (1.1). Chapter 2, identifies the overriding concepts and theories framing the study. Case study and methods of inquiry employed by this research are discussed in Chapter 3. Chapter 4 presents the research findings, while Chapter 5 discusses key findings in the context of the literature review and highlights key observations. Finally, Chapter 6 presents the study's conclusions and suggestions for further research.

Figure 1.1 Research structure

| Chapter 1 Introduction | Chapter 2 Literature Review | Chapter 3 Case Study Method of Inquiry | Chapter 4 Findings | Chapter 5 Discussion | Chapter 6 Conclusion |

Background to the study

Problem statement

Study Rationale

Thesis Structure

Mega-event Legacies and Leveraging Tourism Benefits

Tourism Organizations Partnership

Social Networks and Social Capital

Case Study Context

Research Objectives and Questions

Research Methods

Data Analysis

Limitations & Strengths

Consortium Purpose and Development

Bonding Social Capital

Bridging Social Capital

Linking Social Capital

Legacies

VANOC and Tourism

Discussion

Summary of research

Recommendations

Future Research

CHAPTER 2: LITERATURE REVEW

2.1 Introduction

The following literature review frames and informs answers to the overall research objective: 'To measure the extent to which preparations for the 2010 Vancouver Olympic and Paralympic Games acted as a catalyst in building and nurturing social networks and social capital between and within tourism organizations'**.**

Section 2.2 provides an overview of tangible and intangible mega-event legacies as well as highlight specific features on using the Games to leverage tourism benefits.

Section 2.3 explores the nature of tourism organization with Olympic Games preparation activities. More specifically, it provides insights into the forces driving cooperation and partnership amongst tourism DMOs involved in Games preparations.

Section 2.4, outlines the theoretical foundation for social network theory and social capital theory development. This helps frame those dimensions of these two related phenomena that are central to the research question.

Drawing from the preceding thematic discussions, the assessment framework (Appendix 11) was developed to guide the measurement of social networks and related social capital in context of Games preparation process.

2.2 Mega-Event Legacies

Mega-events such as the Olympic and Paralympic Games are defined as

> Major one time or recurring event of limited duration, developed primary to enhance the awareness, appeal, and profitability of a tourism destination in the short and/or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention (Ritchie 1984, p. 2).

Roche (1992) also defines it as "large –scale cultural or sporting events designed to attract tourists and media attention" (p. 564). Despite the significant imprint emanating from hosting mega- event, Whitson and Horne (2006) argued that the growing passion behind hosting the Games is related to growth in mass communication, especially satellite TVs; increased media revenue and sponsorship; and the emanating legacies from hosting such an event.

Although, no single comprehensive definition for mega-event legacy was discovered in my review, previous studies showed that hosting mega-events can generate a diverse range of tangible legacies including: upgraded infrastructure and superstructure; sports venues; cultural centres such as public art, exhibitions, museums, and urban transformation; as well as less intangible legacies such as citizen memories, stories, community pride, and post Games depression as the attention of the media shifts to other Olympic host destinations (Cashman, 2003; Chappelet, 2003; Essex & Chalkely, 2003; Hiller, 1998, 2003; Preuss, 2007). Depending on the context, such legacies can be positive or negative, intended or unintended, costly or inexpensive, planned or unplanned as well as popular or unpopular with varying stakeholder groups. Drawn from the literature Figure 2.1 provides a summary of both tangible and intangible legacies.

Figure 2.1 Tangible and intangible legacies

Built and Physical Environment
Venues/sport facilities
Infrastructure
Superstructure
Cultural attractions

Destination Marketing

Tangible Legacies

Economic Legacy
Increase tourism revenue
Employment
Business opportunity

Intellectual capital
Transfer of Knowledge and skills
Transfer of Olympic knowledge

Expanding Networks
Social capital
Human capital
Community revitalization
Community Spirit
Volunteerism

Intangible Legacies

Sport Participation
Competitive skills

Environmental
Beautification
Going green

Symbol, Memory History, and Image

Note. Adapted from *Building a legacy: Sports mega-event should last a lifetime*, by A.T.Kearney, 2005, Chicago: A.T. Kearney Inc. Copyright 2005 by A.T. Kearney Inc. Adapted with permission

The IOC launched the 'Olympic Games Global Impact' (OGGI), a project aims to measure the social, economic and environmental sustainability of the Games from the bidding stage to two years post-Games (Preuss, 2007, p.210). However, Preuss (2007) argued that in contrast to impact, which is a short-term impulse, measuring legacies over a period of two years is not enough to capture all the transformation in the host city structure. Hiller (2003) also noted that due to some political pressure, Olympic Organizers usually reveal and emphasise on positive outcome, while neglecting or minimizing the negatives ones.

Though most scholars attempt to measure the tangible legacies of mega-events, little effort has focused on measuring some of the more intangible dimensions- especially those associated with social networks building and related social capital development. Before moving to a deeper understanding of these focal themes, it is important to understand how 'legacies' are formed Figure (2.2).

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Figure 2.2 Legacy model
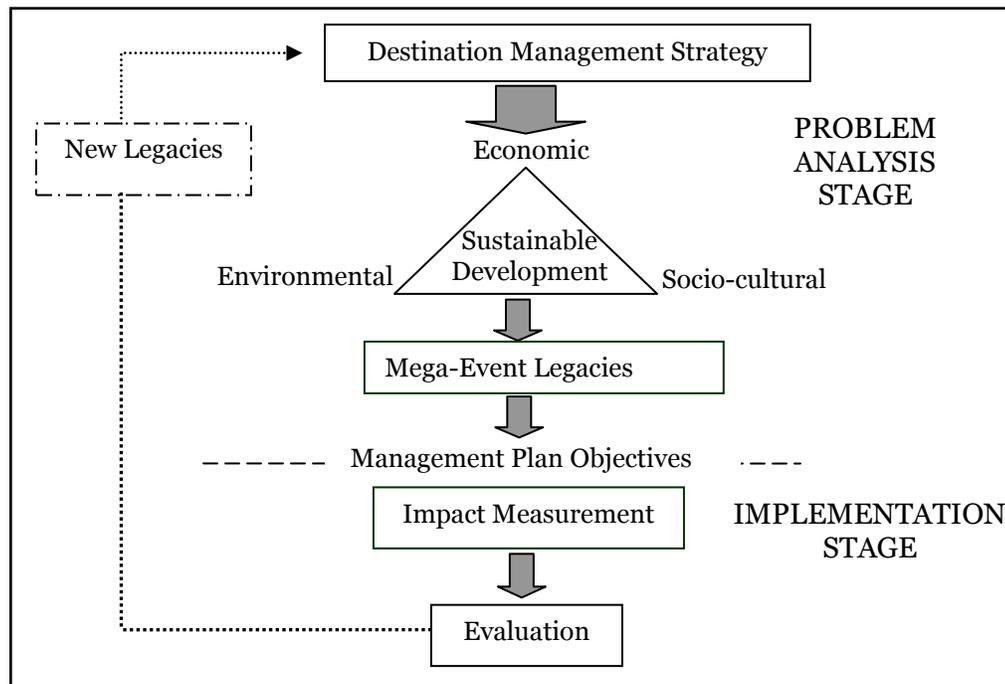
Note. Adapted from "The legacy ecosystem management framework: From theory to application in the detention pond case study," by J. Coty, M. Stevenson, and K. Vogt, 2002, *Paper submitted to 9th International Conference on Urban Drainage* p. 15. Adapted with permission.

Figure 2.2's model adapted from Coty, Stevenson, and Vogt (2002), identifies an impact assessment framework focussed on assessing the sustainability of mega-events from environmental, socio-cultural and economic perspectives. It suggests that such assessment be based on measuring the outcomes of specific management goals and related programming activities. Essentially, it suggests that what is measured must be aligned with specific management goals and activities, as opposed to boarder sustainability goals set by other stakeholders. The outcome of the management activities for the most part determine the legacies that result.

Echoing Ritchie (2000) and Misener and Mason (2006a), Reid (2008) identified five key factors that are equally important when designing successful

legacies. These are: 1) community engagement through understanding communities priorities, needs and values; 2)start planning for legacies early on in the process; 3)ensure adequate resources are dedicated to after Games operations; 4)location of the host destinations is a crucial factor when designing legacies; 5) 'capitalize on an open policy window' around community's needs, norms and values. In addition, Essex and Chalkely (2003) argued that staging the Games, does not necessary translate into successful legacies. Legacies should be 'embedding' into the broader development plan of the host destination (Essex & Chalkely, 2003, Hiller, 2003; Ritchie, 2000).

Today, legacies have become a central theme when bidding to host Olympic and Paralympic Games. Pre-event planning for long-term legacies is crucial because "once an event is over, the 'show' is quickly packed up and organizers move on to other projects and careers" (Cashman, 2003, p. 35; Hiller, 2003). This is because Olympic Organizing Committees are only focused on short-term planning and delivering successful Games, rather than long-term planning for the host destination. Cashman (2003) point out that maximizing a positive return from city investment; satisfying bid promises of long-term benefits; ensuring optimum post-event use of Games venues and facilities; and supporting the advancement of more sustainable forms of development, are among the many commonly mentioned interests of those involved with the planning for Games.

Planning for Olympic tourism legacies requires tourism organizations' to take collective tourism actions to capitalize on the opportunities as well as

mitigate the diversionary effects that may occur. Given the typically fragmented

nature of the tourism system, it is critical that long-term strategic planning

involving all key stakeholders be taken. Given the enormity of Olympic Games,

thus need for collective action is paramount if positive legacies are to emerge.

Collective action emerges from diverse, inclusive and interacting stakeholders

involved in Games related activities. Pavlovich (2008) noted that inclusivity and

diversity of stakeholders adds a layer of complexity to the network. For instance,

from a supply side, such networks include horizontal interaction between tourism

organizations, vertical interaction with government and/or research institutions

and diagonal including cross-industry interaction (Pavlovich, 2008).

2.2.1 Leveraging the Games for Tourism

Without doubt, hosting the Games arguably creates a range of potentially

positive or negative implications. On the one hand, the Games is perceived as a

window of opportunities for tourism promotion and development. These

opportunities include potentially unparalleled destination image and media

exposure, improved infrastructure and superstructure, rejuvenated urban areas,

new tourism product developments, increased employment for specific groups,

added recreation venues for residents and visitors, as well as increased economic

expenditures by visitors (Cashman, 2003; Chappelet, 2003; Essex & Chalkely,

2003; Faulkner et al, 2001; Hall 1992; Hiller, 1998, 2003; Preuss, 2007; Ritchie,

1984; Ritchie & Aitken, 1984).

On the other hand, many scholars note that pre, during and post- Games

periods do not necessarily lead to additional growth in the tourism industry

(Ritchie & Smith, 1991). It is largely dependent on other external factors such as economic growth/recession, political climate and/or heath issues (e.g., SARS) (Faulkner et al, 2001; Whitson and Horne, 2006, p. 79). Another factor is occurrence of the 'diversion effects' (i.e., regular visitors diverting to other destinations due to adverse publicity associated with probabilities of travel congestion, increased prices, limited accommodation, etc) which ultimately can influence the revenues generated for tourism businesses (Chalip, 2002; Faulkner & Tideswell, 1999).

The majority of work to date has focused on measuring the Games potential impact. However, Chalip (2002; 2004, 2006), Faulkner et al (2001), O'Brien and Chalip (2008) argued that in order to have sustainable outcome there should be a paradigm shift from impact measurement to leveraging focus. Leveraging is referred to the process through which "benefits of a particular business opportunity or investment is maximized" (Weed, 2008, p. 70). Chalip (2004, p. 228) define leveraging as "a process through which the benefits of investment are maximized". Chalip stated that there are two main activities that needed to be undertaken when planning for an event. First, event stakeholders need to develop strategies and tactics prior to and during the event itself. He proposed four means for immediate leveraging including: entice visitor spending; lengthen visitors' stay; retain event expenditures; and use the event to enhance regional business relationship (Chalip, 2004, p. 229). Second, the need to adopt long-term strategies and activities, such as media exposure and image building, to optimise tourism benefits to their host destination (Chalip, 2004). The main objective is to have proactive planning as well as learn, evaluate, and improve

future leveraging strategies (Chalip, 2006; Faulkner et al, 2001; O'Brien and Chalip, 2008). Faulkner et al (2001) noted that leveraging an Olympic Games is "more than a creative marketing exercise; it is a task of stakeholder's coordination and commitment" (p. 238).

Drawn for the interviews, Consortium's DMOs have deployed several strategies and tactics, discussed below, to leverage the 2010 Games impact.

- Increase awareness and repositioning Canada, BC region, Vancouver, Whistler and Richmond, by capitalizing on media exposure
- Increase tourists arrival and spending in host destinations
- Increase market share in the nine key markets (US, UK, Germany, Japan, South Korea, China, France, Mexico, China, Australia)
- Minimize the 'aversion effect' of the Games
- Raise the profile of the tourism industry as a legitimate and leading export industry.

Key tactics that were deployed including:
- Major media programs including: inviting journalists to come and experience Canada; inviting athletes to come and stay with Canadian families and tour the country
- Working with TV broadcasters (accredited and unaccredited media), providing them with stories and footages about diverse regions, cultures, attractions to be aired during their Olympic coverage
- Developing long-term relationship with key sponsors and Olympic broadcasters
- Attracting high yield markets, targeting new businesses such as meeting, incentives and convention sectors.
- Post-Games: converting people's awareness and interests into actual visitation

Leveraging the Games cannot be simply accomplished by a single organization. An interlocking web of networks, including key stakeholders in various tourism sectors, government bodies at all levels, as well as other strategic

partners, are required to ensure all opportunities are fully exploited. This research demonstrated that the new relationships developed, that brings together groups who might otherwise not work together, from the leveraging activity have rendered a legacy of social networks and social capital development, which may in itself, "engender significant future economic activity, strategic advantage, and/or return to scale" (Chalip, 2002, p. 14).

2.3   Tourism Organizations Partnership

Global forces are driving public and private organizations to engage in a wide variety of strategic alliance building, cooperative and partnering activities designed to capture collaborative[2] and competitive advantage. Due to the complex, diverse, and fragmented nature of the tourism industry, frequently individual tourism stakeholders do not possess all the resources needed to obtain and maintain competitive advantage (Bramwell & Lane, 2000; Marzano, 2008, Scott, Baggio & Cooper, 2008). This is the case especially with respect to mega-events such as the Olympic Games. Echoing scholars studying tourism collaboration and partnership, this research supports the notion that despite sometimes differing and even conflicting interests, tourism stakeholders endorse collaborations and partnerships as a means of bringing together different types of capital (human, intellectual, and financial) as well as other resources required to capture the individual and collective benefits such event can produce. Hence, stakeholders, who influence and/or are influenced by such an event, may work

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[2] Collaborative advantage: A concept developed by Huxham (1996) as the synergy produced by partners as a result of the collaboration process, that would not otherwise have been available (Caffyn 2000: 202)

collaboratively if they feel they can realize the benefits gained from working

together as opposed to acting unilaterally.

Much has been written about the role of collaborative planning and action

in the context of tourism. Jamal and Getz (1995) define collaboration as a

"process of joint decision making among autonomous, key stakeholders" (p. 188).

According to Gray (1989, p. 5, quoted in Gray & Wood, 1991, p. 4) collaboration is

"a process through which parties who see different aspects of a problem can

constructively explore their differences and search for solutions that go beyond

their own limited vision of what is possible".

Tourism partnership has been defined by Long (1997) as being

> The collaborative efforts of autonomous stakeholders from
> organizations in two or more sectors with interests in tourism
> development who engage in an interactive process using shared
> rules, norms and structures at an agreed organizational level and
> over a defined geographical area to act or decide on issues related to
> tourism development (Long, 1997, p. 239, quoted in Caffyn, 2000,
> p. 201).

Many researchers suggest that well managed collaborations and

partnerships enabled stakeholders to articulate their concerns; learn from the

process; learn from each other; reduce conflict; respond collectively to changing

circumstances; share resources, risk and rewards; and develop mutual trust

(Bramwell & Lane 2000; Reilly 2001, Scott et al, 2008). Additionally, Reilly

(2001) and Frame, Gunton and Day, (2004) suggested that social capital is

generated as a by-product of collaboration efforts among stakeholders. Tables

(2.1 and 2.2) summarise these benefits and also identify the range of challenges

associated with realizing these benefits. However, the overriding perspective of

some researchers is that through such collaborations "processes of

institutionalisation occur: shared perceptions, participations patterns and

interaction rules develop and are formalised" (Kickert et al, 1997:6 quoted in

Bramwell & Lane, 2000, p. 5).

Table 2.1 Potential benefits of tourism planning collaboration and partnership

- Inclusivity and diversity of stakeholders may introduce change and improvement in event planning.
- Power and control over decision-making may be diffuse to other event stakeholders who are affected by the issue.
- More constructive and less adversarial attitudes may encourage future collaboration between event stakeholders.
- Event stakeholders, who are directly affected by the issue, may bring their knowledge, expertise, attitudes, and other capacities to the planning and implementation processes
- Innovation and effectiveness can result as a by-product from working together.
- Partnerships between event stakeholders can promote individual/personal capacity through learning about the work, skills and potential of the other partners as well as develop group interaction and negotiating skills that leads to successful partnerships.
- There maybe improved coordination and organization with respect to the Games related activities
- Engaging event stakeholders ensures greater consideration of the economic, environmental and social issues that affect the sustainable development of resources.
- There may be pooling of resources by event stakeholders, which might lead to more effective and efficient use.
- Engaging stakeholders in decision-making process might produce more flexible and sensitive outcome with respect to local circumstances and changing conditions.
- Non-tourism activities may be encouraged, leading to a broadening of the economic, employment, and societal base of a given community or region

Note. Adapted from *Tourism collaboration and partnerships: Politics, practice and sustainability,* by B. Bramwell and B. Lane, 2000, Clevedon: Channel View Publications. Copyright 2000 by Bill Bramwell, Bernard Lane and the authors of individual chapters. Adapted with permission

Table 2.2 Potential challenges to collaboration and partnership in tourism planning

- Limited event stakeholders participation
- A partnership may be a 'window dressing' to avoid tackling real problems
- Healthy conflict between event stakeholders may 'soften' over time
- Collaborative effort maybe under-resourced in terms of: additional staff time, leadership and administrative resources.
- Problems associated with 'free riders' (inactive or uninterested stakeholders who reap the benefits from partnerships)
- Some event stakeholders may have higher BATNA (Best Alternative to Negotiated Agreement) which lessen their willingness to collaborate
- Event stakeholders with less power maybe excluded from the collaborative process or may have minimum input and/or influence on the planning and implementation processes.
- Power could pass to stakeholders in position of authority and/or with more political skills
- Some partners might intimidate others by threatening to leave the partnership in order to pursue their own self-interest.
- Accountability to various constituents may become blurred due to the broader range of stakeholders involved and thus may obscure who is accountable to whom and for what.
- Future collaboration between event stakeholders is difficult to predict compared to those developed by a central authority.
- The vested interest of multiple stakeholders might hinder innovation
- The need to develop consensus, and disclose new ideas in advance, might discourage entrepreneurial development.
- Engaging diverse stakeholder may be costly and time consuming
- The complexity of engaging diverse stakeholders makes it difficult to provide equal and balanced opportunity for participation throughout the process
- Consensus in decision-making may be hard to attain
- The influence and power of some event partners may lead to the creation of cartels.

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In this research, the term partnership(s) denotes various forms of collaborative, highly structured agreements between tourism destination management organizations (DMOs) developed to ensure sustained benefits (legacies) for all participating parties because of collective actions taken pre, during and post 2010 Olympic Games.

Partnerships are typically initiated as a result of both internal and/or external forces (Frame et al, 2004; Reilly, 2001; Selin & Chevaz, 1995; Waddock, 1989). The external forces include: 1) governing legal system which may mandate partnerships especially in cases involving government funding; 2) additional

networks that involve stakeholders in arrangements with partners holding more power and/or resources; 3) third party organizations that impose interactions and partnerships with non-traditional parties; 4) common goal and vision amongst interested stakeholders; 5) crisis, (such as the case of mega-project) whether good or bad, often call for collective action; 6) visionary and forward thinking leaders; 7)incentives or benefits from partnership (self interest, monetary, etc) (Selin & Chevaz, 1995; Waddock, 1989). At least one factor is required for partnership to exist (Waddock, 1989).

Drawn from the literature, Reilly (2001) identified internal factors necessary to ensure successful collaborative approach. These include: 1) a central purpose, clear and shared vision as well as good timing; 2) inclusivity of all interested stakeholders as well as their ability to represent their constituents; 3) a clear set structure that defines roles, grounded rules, ensure open communication and facilitate the follow of information; 4) an open and transparent process supported by individual stakeholders who have minimum level of power; 5) sufficient resources, leadership and skilled mediator who effectively guide the process as well ensure census-based decision-making (Reilly, 2001, p. 56).

Partners need to periodically broaden their focus and agenda through a feedback loop (Selin & Chevaz, 1995; Waddock, 1989) or a contingency plan (Reilly, 2001) to ensure ongoing partners' commitment, and survival of the partnership. For instance, the 2010 Tourism Consortium can broaden their focus

through continuing working together post Games in certain aspects such as bidding in a coordinated fashion for future events.

2.3.1 Partnership lifecycle

Caffyn (2000) has done an interesting study on how tourism organization partnerships change over time and whether they share common dynamics and evolution processes Figure (2.3). She describes a six-phase model of this process. It includes the following phases: pre-partnership; takeoff; growth; prime (maturity and stability); deceleration; and partnership survival or termination Figure (2.3). She suggests that partnerships are generally temporary in nature due to underlying management challenges and varying involvement objectives and expected outcomes. Hence, planning for beneficial "exit strategies" is crucial to managing partnerships (Caffyn, 2000, p. 200). She also proposes a range of possible outcomes that could be the foci and goals of effective partnership. They are described in Figure 2.3. While many factors shape the trajectory and characteristics of partnership, she concludes that the most critical to their longevity and success are: the availability of funding; the commitment of partners to the process; how power is managed; and the personal character and behaviour of the partnership leaders.

Figure 2.3 Partnership life cycle model

Phases

| 1 Pre-Partnership | 2 Take-off | 3 Growth | 4 Prime | 5 Deceleration | 6 Continuation or 'after-life' options |

Partnership characteristics

Success (y-axis)

Years (x-axis): 0, 1, 3, 6, 9

Phase 1 — Pre-Partnership:
- Issue identification
- Ideas explored
- Formulation of objectives
- Securing commitment and funding
- Developing a common purpose

Phase 2 — Take-off:
- Launch partnership formally
- Seeking wider support
- Staff appointed
- Inventory of resources
- Needs assessment
- Objectives refined
- Work program set
- Trust develops between partners

Phase 3 — Growth:
- Early projects implemented
- Establish identity
- Expand activities
- Refine internal organization
- High commitment
- Innovation
- Leadership

Phase 4 — Prime:
- Stability & credibility
- Held up as ex. of good practice
- Additional fund secured
- Monitoring progress
- Activities consolidated
- Delegating/tendering some activities
- Increased administration

Phase 5 — Deceleration:
- Stagnation of activities
- Loss of interest
- Questioning commitment
- Uncertainty
- Loss of momentum
- Objectives re-valuated
- Reviewing commitment

Phase 6 — Continuation or 'after-life' options:
- Community takes it on
- Absorbed into bigger partnership
- Split between partners
- Taken on by one organization
- Continues in different form
- Continues same
- Produces other projects
- Finishes completely

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✿ 2010 Tourism Consortium Current Position

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Consortium organizations, specifically Tourism BC, Tourism Vancouver and Tourism Whistler, had previous working relations before biding for the 2010 Games. The Tourism Consortium partnership was a natural and organic evolution of their existing relationship. With less than a year to host the 2010 Games, the 2010 Tourism Consortium organizations are in their prime stage (Figure 2.3). Although, Consortium members would like to continue partnership in some aspects post 2010, future research is required to investigate the survival of such collaborative partnership post Games.

Collaboration, cooperation and partnership, though separate notions, are closely intertwined with network formation and social capital paradigms. The strategic dimensions of networks and their contributions to social capital are discussed in the following section.

2.4   Social Networks and Social Capital

The concept and role of social networks and social capital complement the preceding discussion. Collaborations and partnerships act as the catalyst for the development of intra and inter-organization networks. Stakeholders with common goals and interests tend to form a web of networks that may lead to stronger and more stable relationships with those involved. Over time, these networks of collaboration create an intangible by-product known as social capital (Reilly, 2001). This section outlines the theoretical foundations for understanding social networks and social capital formation and links them to the focus of the study's research.

2.4.1 Social Capital Theories and Concepts

To effectively understand social capital, a range of theories and concepts should be considered. These include perspectives on stakeholder theory, social networks, and resource dependency theory.

2.4.1.1   Stakeholder Theory

Stakeholders are "any group or individual who can affect or is affected by the achievement of the firm's objectives" (Freedman 1984, p.5, cited in Getz, Andersson, & Larson 2007, p. 105). In the context of mega-events, stakeholders are "those people and groups with a stake in the event and its outcomes, including all groups participating in the event production, sponsors and grant-givers, community representatives and anyone impacted by the event" (Getz 1997, p. 15, quoted in Spiropoulos, Gargalianos & Sotiriadou, 2006, p. 171). Stakeholder theory emphasises on the importance of three main attributes (power, legitimacy and urgency) in shaping the salience of stakeholder interactions (Mitchell, Agle & Wood 1997, p. 866-877, cited in Getz et al 2007, p. 105). Power is "the ability of a party that it has or can access to impose its will in the relationship" (Mitchell et al 1997, p. 866-877, quoted in Getz et al 2007, p. 105). It is typically demonstrated by the stakeholder's authority and availability of resources. Legitimacy is "the generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, and believes" (Mitchell et al 1997, p. 866-877, quoted in Getz et al 2007, p. 105). It helps tourism stakeholders gain credibility within the industry as well as within their working environment.

Urgency is "the degree to which stakeholder claims call for immediate attention" and overall stakeholder salience is "a function of possessing these three stakeholder attributes" (Mitchell et al 1997, p. 866-877, quoted in Getz et al 2007, p. 105).

Typically, the management of mega-events, unlike most tourism organizations, has a limited time span. Consequently, identifying salient stakeholders and ensuring inclusivity of their interests during the planning and implementation processes is crucial (Reid & Arcodia, 2002). Inclusivity and collaboration amongst stakeholders helps reduce conflict as well as develop more effective and efficient tourism experience (Jamal & Getz, 1995; Reid & Arcodia, 2002). In an Olympic Games context it can help, increases the likelihood of Games success thorough: the generation of new and innovative ideas; better management of scarce resources; increased the level of trust amongst stakeholders; improve the quality and legitimacy of decisions; incorporate collective stakeholders opinions and interests into the decision making process; and strengthened capability and capacity of both individuals as well as their organizations. Sustained stakeholder engagement throughout the planning and organization process can also help to maintain the overall unity of purpose and direction needed to deliver such events.

2.4.1.2   Social Network

Social networks "consists of a finite set or sets of actors[3] and the relation[4] or relations defined on them" (Wasserman and Faust, 1994, p. 9). Additionally, Castells (1996, quoted in Dale 2005, p. 23) describe networks as "interconnected nodes of people, characterized with open structures that are able to expand without limits, and can integrate new nodes as long as these nodes share the same communication codes."

Network theory allows us to understand the relationship developed between different stakeholders who have a stake in organizing events (Getz et al, 2007). In addition, it assist in pointing important players/organizations in the network 'brokers' as well as provide insight on how knowledge is diffused in the network (Kilduff & Tsai, 2003). Generally, scholars agree that social networks are the fundamental blocks for building social capital and that social capital is the resource embedded in these social networks (Lin & Erickson, 2008).

Three concepts of importance to this study's research: - structural, relational and embeddedness.

2.4.1.2.1   Structural

Social structure is defined as the "pattern of connectivity and cleavage within social systems" (Wellman 1988: 26, quoted in Kilduff & Tsai, 2003, p. 21) or "architectural pattern of networks" (Pavlovich, 2008, p. 80). Social structure

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[3] Actors are social entities such as an individual, corporation, or collective social unit. For example, individuals in a group, department within an organization, public service agency in a city, or a nation in the world (Wasserman and Faust, 1994: 17)

[4] Relation is the collection of ties that that link actors to one another (Wasserman and Faust, 1994).

defines the 'patterns of relationship' between different stakeholders. This understanding helps explain the ways in which "actors cluster together in social space" (Burt, 1978, quoted in Kilduff & Tsai, 2003, p. 21). Network structure analysis can be used to describe entire systems and/or specific parts of them. It helps managers understand the micro, meso and macro linkages (Kilduff & Tsai, 2003) (or who is in the network) that individuals and/or organizations may possess. The structural features of networks examine the diversity and density[5] of interaction amongst different stakeholders in the network, thus "indicating the overall health of the networks; that is, whether it is under, over, or effectively connected" (Pavlovich, 2008, p. 94). For instance, the literature suggests that denser connections: helps individual's access information (Brass & Burkhardt, 1992, cited in Pavlovich, 2008) and resources (Powell et al, 1996, cited in Pavlovich, 2008); lower transaction costs (Freeman, 1984: cited in Pavlovich, 2008); and increase certainty in decision-making (Pavlovich, 2008). Power and structural-holes play important roles in networks dynamics.

Power is defined as the "ability to impose one's will or advance one's own interest" (Reed 1997, p. 567) as a result of stakeholders interaction. Diverse sources of power flow into networks including: "formal authority, control of scarce resources, control of decision processes, control of boundaries, interpersonal alliance, and symbolism" (Morgan 1986, cited in Getz et al 2007, p. 105).

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[5] Density of interaction is referred to the level of interconnection between members "compared to the maximum possible number of connections that could exist between actors: the higher the proportion, the more dense the network" (Kilduff and Tsai, 2003: 30).

Structural holes: Burt (1992, cited in Kilduff & Tsai, 2003) argued that one could benefit more from relations developed with diverse unconnected groups rather than establishing strong relationships with diverse members within one single connected group. By spanning across different unconnected networks, individuals/organizations may gain access to new and different information that may be the source of unanticipated entrepreneurial opportunity (Kilduff & Tsai, 2003; Pavlovich, 2008) –something that is less likely to occur on an intra-network basis.

2.4.1.2.2   Relational

Relational aspects of networks address the nature of relations or connections between stakeholders (Pavlovich, 2008). It deals with the position of individual/organization within the network, either central or peripheral (Freeman 1984, cited in Pavlovich, 2008). The literature suggests that individuals/organizations with central positions gain faster access to information and resources compared to those at the peripheral position (Brass & Burkhardt, 1992, as cited in Pavlovich, 2008).

Additionally, the quality and intensity of interpersonal ties[6], ranging from strong to weak (Granovetter, 1973), are important for the functioning of the network, and they play different roles in individual's lives. Strong ties link homogeneous members, where their relationship is characterized by "frequent, long lasting and affect-laden" arrangements (Krackhardt, 1992, p. 218-19, quoted in Kilduff & Tsai, 2003, p. 33). In contrast, weak ties, characterized by

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[6] Granovetter (1973: 1361) defined ties as "a combination of the amount of time, the emotional intensity, the intimacy, and the reciprocal services which characterize the tie"

"infrequent and distant" relationships (Hansen, 1999, p. 84, quoted in Kilduff & Tsai, 2003, p. 33), linking wider and more heterogeneous members. While diverse information flows in a weak tie (Granovetter, 1973), strong ties may assist in the transfer of complex information (Hansen, 1999, cited in Kilduff & Tsai, 2003). From the relational aspect of networks, managers can identify "how connections may better be structured in order to build value in the destination" (Pavlovich, 2008, p. 94). Dale (2005) also pointed out that the diversity of the network affects access different types of critical capital.

2.4.1.2.3   Embeddedness

Embeddeness highlights the importance of social relations in shaping transactions. For instance, Granovetter (1985) argued that in an open market, people tend to work with or do transactions with individuals and/or organizations that they know well and/or are recommended by trusted members in the network. As Granovetter noted, such social influence act as an external force that "insulates itself into the minds and bodies of individuals…, altering their way of making decision" (Granovetter, 1985, p. 486). Generally, Uzzi (1997, p. 134-5) argued that "the longer an actor has made embedded contacts within their present and past networks, the more the benefits of embedded ties can be stockpiled for future needs" (quoted in Pavlovich, 2008, p. 81).

Through an appreciation of social networks, a greater understanding of how social capital is formed and mobilized can be established. This research recognize that the expansion of the networks by including key stakeholders leads to: better informed decision; promote and improve innovative capacity through

sharing of information and knowledge; leads to better distribution of resources; reduce and share risk and uncertainty; as well as coordinate business activities (Costa, Breda, Costa, & Miguene, 2008). Dale (2005) also added that networks helps in building "empowerment, trust, cooperation and collective norms" (p.26), Furthermore, supporting social networks formation builds and encourages social capital development (Cohen & Prusak, 2001).

2.4.1.3   Resource Dependency Theory

Resource dependency theory provides a rationale and strategic approach for creating competitive advantage for corporations and organizations. According to Pfeffer & Salancik (1978) resource dependency occurs "in an inter-organizational relationship when one party has a high need and another has control over the resources that satisfy the other's need" (quoted in Getz et al 2007, p. 104). Resources include tangibles (monetary, other forms of assets) and intangibles (sharing of knowledge and expertise, trust, sharing of risk and reducing uncertainty) (Pfeffer & Salancik, 1978, as cited in Getz et al, 2007).

Resource dependency theory explicates why individual and/or organizations seek collaboration, cooperation and partnership, despite their immediate self- interest might be better informed by acting alone (Gray & Wood, 1991). For instance, although different stakeholders possess resources, such as expertise, knowledge, capital, etc, they recognize that they do not have all the necessary resources required to achieve their objectives (Bramwell & Lane, 2000). It also arises from stakeholders recognizing the synergetic gain from working collaboratively as opposed to acting alone. Thus, by working

collaboratively, stakeholders are able to capitalize on their limited resources, while also protecting them from depletion, share risk and reduce uncertainty.

2.4.2 Networks Types

Two broad categories of networks exist in the literature: goal directed and serendipitous. They differ in their operational and structural dynamics (Kilduff & Tsai, 2003). The goal-directed networks are formed around clear structured goals that members embrace. In them, clear boundary or separation between members and non-members is evident. They also have an administrative body or a leader (broker) responsible for planning, coordinating, and managing the activities required for the functioning of the network (Kilduff & Tsai, 2003, p. 89). Goal directed networks also have a "centre-periphery structure" that "grows from the centre outwards" (Kilduff & Tsai, 2003, p. 95). Over time, members in the network are bonded with generalized trust, shared rules, values and norms, to resemble a formal organization. Structural holes might develop between active connected groups (clustered at the centre of the network) and passive (scattered groups at the periphery) members (Kilduff & Tsai, 2003). The effectiveness of such networks depends primarily on the commitment of its members, common pooling of resources, and building connections with outside agencies (Dredge 2006; Kilduff & Tsai, 2003). Such networks strategically link themselves to a select set of other groups for the explicit purposes of stimulating and facilitating the transfer of knowledge and information that will lead to greater levels of innovation and competiveness (Dredge 2006; Kilduff & Tsai, 2003).

Serendipitous networks are developed randomly by interacting members (Kilduff & Tsai, 2003). Networks are built and evolve through relationship developed between two actors in the absence of pre-existing goal. Thus, individuals in serendipitous networks decide "who to connect with, what to transact, and so on, without guidance from any central network agent concerning goals or strategy" (Kilduff & Tsai, 2003, p. 90). Such networks rely on "chance and opportunism" (Kilduff & Tsai, 2003, p. 92), such as accepting an offer to join the board of another organization or forming partnership to serve ones own self-interest. Since members do not have defined network structure, their meetings are based on social occasions as opposed to prearranged network events (Kilduff & Tsai, 2003). As a consequence, members are connected with a small cluster of the network rather than a larger group. Having such loose boundaries, adding or losing members does not affect the overall network. Over time, strong bonds of trust may develop between small clusters of connected members and a loosely defined collective culture is shaped (Kilduff & Tsai, 2003). Such networks typically produce structural holes between different clusters. Active members tend to act as brokers of information as well as they often emerge as leaders or representatives of the groups (Kilduff & Tsai, 2003).

Understanding different types of networks gives better understanding of networks trajectories in terms of their "characteristics, stages of growth, structural dynamics, implications for individual actors, and patterns of mitigation and transformation" (Kilduff & Tsai, 2003, p. 90). Although in theory, different types of networks generate different trajectories, in reality goal-directness and serendipitous networks exist or alternate in the same network (Kilduff & Tsai,

2003). For instance, the 2010 Tourism Consortium was organized around shared goals of capitalizing and leveraging the 2010 Games impact. However, post Games, relationships developed between members, who happen to like each other, may continue in the absence of pre-structured goals, hence transformed into serendipitous interactions.

2.4.3 Social Capital

Social capital is emerging as an important concept and guiding framework for a growing range of development policymakers (Chiveralls, 2006; Field, 2008; Franklin, Holland & Edward, 2006). It is championed as a concept suited to application in academic disciplines and management fields concerned with such topics as: poverty reduction, urban and regional studies, public participation, health science, social policy, criminology, business studies, social and economic geography and history (Field, 2008; Rydin & Holman, 2004; Schuller, Baron & Field, 2000), as well as sustainable development (Serageldin & Grootaert, 2000) and preservation of natural resources (Dale, 2005). However, its utility as a guiding management framework or legacy building tool in the context of tourism and mega-events has not occurred.

The foundation and conceptualization of social capital is traceable to three eminent theorists Pierre Bourdieu, James Coleman and Robert Putnam. Although, they agreed that such social capital evolves around the extent and nature of social relations, each has a distinctive take on what constitute social capital and what it does.

Bourdieu believes that history and power plays critical role in social capital formation (Arneil, 2006). He was concerned about the way in which economic capital together with other forms of capital produce social inequality (Arneil, 2006; Field, 2008). In summary, he proposed that individuals within a given social stratification, who have historically accrued power, secure and maintain their position through their connections and social capital developed with other privileged individuals in their networks (Arneil, 2006; Field, 2008; Lewandowski, 2006; Lin, 1999, Schuller et al, 2000). Additionally, the social boundaries of the groups are defined according to their economic, symbolic and cultural capital (Lin, 1999). Bourdieu also acknowledged that social capital like other forms of capital requires investment (Field, 2008).

James Coleman suggests that social capital is defined by its function. "It is not a single entity, but a variety of different entities having two characteristics in common: they all consist of some aspect of a social structure, and they facilitate certain actions of individuals who are within the structure" (Coleman 1994, p. 302).

He argues that unlike human and physical capitals, which are private properties of an individual, social capital is a public good in which its benefits accrued to all members in the network (Coleman 1994, p. 116). He sees social capital as an unintentional by-product of interaction processes that provide a base and rationale for reciprocity, shared norms, and sanctions on 'free riders'. Such capital motivates individuals to work cooperatively for mutual gain (Coleman 1988).

Putman defines social capital as "features of social organization, such as trust, norms, and networks that can improve the efficiency of society by facilitating coordinated actions" (Putman, Leonardi, & Nanetti 1993, p. 167). It represents the "features of social life-networks, norms and trust- that enable participants to act together more effectively to pursue shared objectives" (Putman, 1995, p. 67). Putman, emphasise that social capital contributes to collective action through networks characterized by shared norms, values, reciprocity, and trust, that facilitate cooperation, flow of information, and the creation of ideal forms of ideal forms of democratic culture and economic development.

Other theorists such as Christian Grootaert (1998), Fukuyama (1995), Michael Woolcock (1998, 2001), and Portes (1998) also attempt to define social capital. Overall, social capital in this research is understood as "norms and networks that facilitate collective action" (Woolcock 2001, p. 70). Central to the idea of social capital is the notion that social networks are fundamental blocks for the creating of intangible capital (social capital). They involve interaction and cooperation between stakeholders, not just in the form of strong ties that an individual may possess, but also weaker ties with other members in their network. Over time, the relationship developed within the networks, guided by norms, values, and sanction, acts as a resource that assists individuals and organizations gain access to the power and resources they need to meet their individual and collective interests. These relationships formed require investment – time, space and money- like any form of capital. It is also important

to note that social capital "does not refer to collective action itself but the potential for such collective action to occur" (Onyx 2005, p. 4).

Like any tangible capital, investment in social networks and related social capital, do not only generates return, but also grow and nurture with effective use (Cohen & Prusak, 2001). For instance, minimum level of trust is required for individuals to interact and form social capital. Interesting enough, over time, social capital developed breeds and increases level of trust between individuals.

2.4.3.1   Social Capital Development

Several authors attempt to identify the factors contributing to building social capital. For instance, Cohen and Prusak (2001) stressed the importance of space and time for co-workers to meet, interact, participate and communicate during their working day. They also emphasised that such work interactions have vastly more influence in building social capital than team building exercises or attending special events.

Dale (2005) highlights the linkages between social capital and sustainable development. Figures 2.4 and 2.5 respectively demonstrate key elements contributing to building or damaging social capital. Researchers (Bohm & Nichol 1996; Dale 2001, Etzioni 2000; Robinson 2004; cited in Dale 2005) identified these key elements as being engagement, trust, cooperation, collective norms, knowledge diffusion, and a sense of shared futures as building blocks for social capital. Conversely, they suggest that social capital is destroyed through human vested self-interest, expertise, alienation, distrust, disconnection, anomie, and suicide.

Figure 2.4 Building social capital   **Figure 2.5 Destroying social capital**
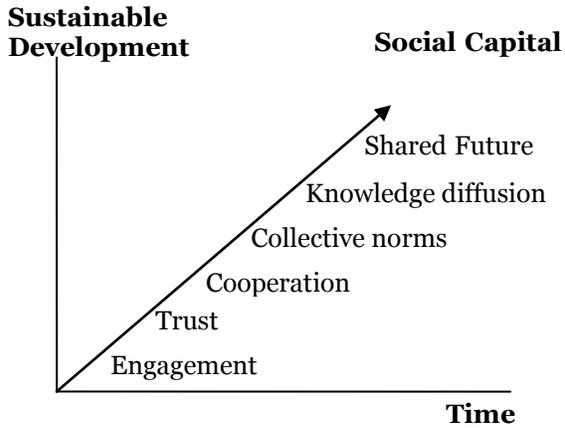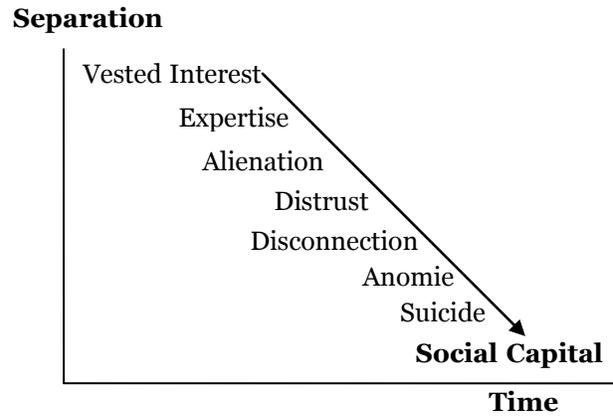
Sustainable Development

Social Capital

Shared Future
Knowledge diffusion
Collective norms
Cooperation
Trust
Engagement

Time

Separation

Vested Interest
Expertise
Alienation
Distrust
Disconnection
Anomie
Suicide

Social Capital

Time

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Dale (2005) emphasised that "although these diagrams are linear, in reality, the movement one point to another is far more complex" (p. 21). She also acknowledged the role of networks in building social capital and ensuring sustainable development. Figure (2.6) illustrates the relationship between networks and social capital, while integrating the elements necessary for sustainable development.

Figure 2.6 Sustainable development
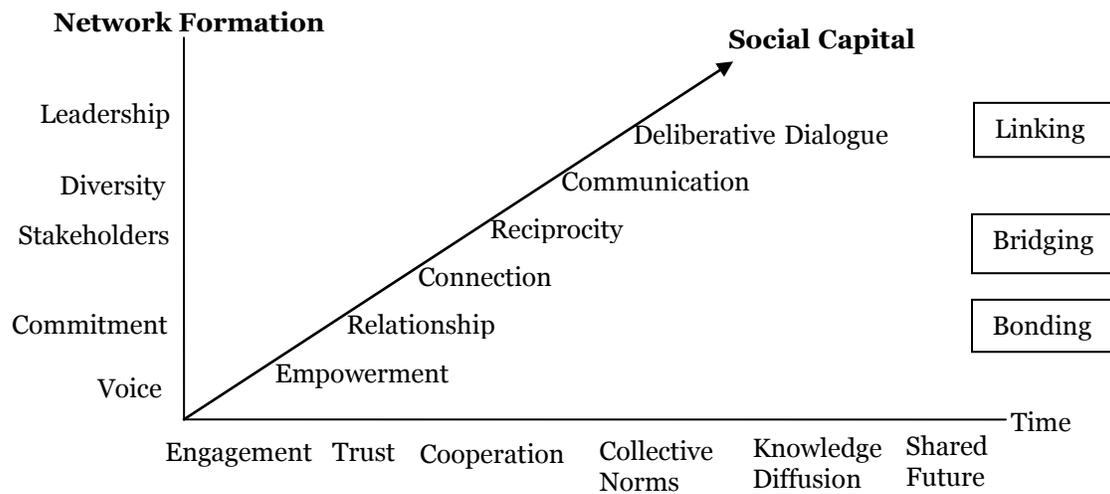
Network Formation

Social Capital

Leadership

Diversity

Stakeholders

Commitment

Voice

Deliberative Dialogue

Communication

Reciprocity

Connection

Relationship

Empowerment

Linking

Bridging

Bonding

Time

Engagement   Trust   Cooperation   Collective Norms   Knowledge Diffusion   Shared Future

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Figure (2.6) suggests that to develop social capital, stakeholders need to be engaged, whether intellectually, emotionally or both, to solve a problem domain or achieve a common goal. Stakeholders also need to have minimum level of power to ensure serving themselves as well as others (Dale, 2005). Trust, one of the crucial criteria in building social capital, is both an input and accumulative output of the process. Although it is fundamental on the bonding level, it might have different dynamics on the bridging and linking levels (Dale, 2005).

Cooperation is identified as the first step in network formation. It is the glue that holds people together and keeps them connected to achieve shared goals (Dale, 2005). Shared norms and values are then developed within the network. Mayhew (1982: 18) quoted in Dale (2005, p. 25) defines norms as "patterns of expectations, regulations, laws and so on [depending on the degree of formalization] by which concrete patterns of social life are actually regulated".

Norms characterized by trust, cooperation and reciprocity are developed over time that makes it costly for individuals to deflect (Catt, 2007). Romas-Pinto (2006) argued that even in imbalanced power relationships, cooperation is more likely attained when strong-shared norms prevent stakeholders in position of power to utilize the benefits of collective action to their own self-interest. Dale (2005) continues to stress the importance of engaging diverse stakeholders with minimum level of power in a deliberative dialogue. Such inclusivity and diversity of stakeholders ensure knowledge diffusion, reducing conflict and a mean by which the future is shared (Dale, 2005).

2.4.3.2   Social Capital Categories

The literature identifies three categories of social capital: bonding, bridging and linking social capital. Influenced by the work of Granovetter (1973) *The Strength of Weak Ties*, Gittel and Vidal (1998) first introduced the bonding and bridging capital to specify links between "like each other" and "unlike each other" (Ramos-Pinto, 2006).

The following graph captures the multi-dimensionality of the concept and distinguishes between three categories of social capital developed within each type of network. Each form of network is essential to satisfy different needs (Onyx, 2005).

Figure 2.7 Social capital categories

Linking social capital (Power and resources)

Stakeholder C

Stakeholder B

Stakeholder A

Individual / actor

Bridging social capital (Inter-organizational relationship)

Bonding social capital (Intra-organizational relationship)
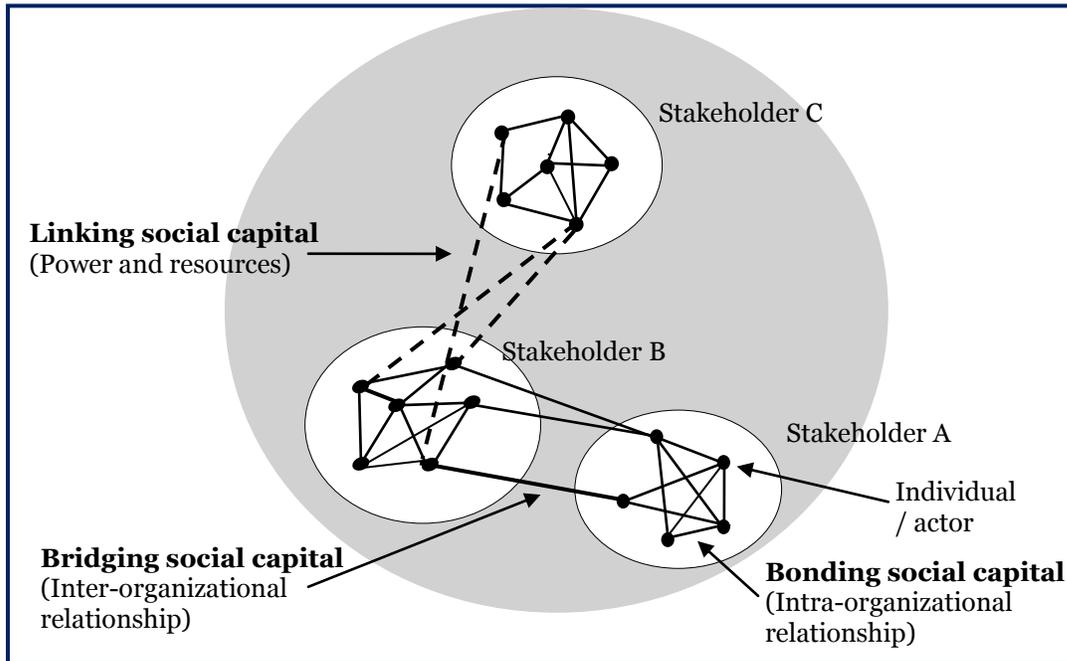
2.4.3.2.1   Bonding social capital

Bonding social capital is best portrayed as the ties or relationship built between people of similar demographic characteristics such as family members, close neighbours, friends and colleagues (Putnam, 2000; Woolcock 2001). Such homogeneous networks help its members in 'getting by' (Putman, 2000) in their daily life.

Since the three categories of social capital are context dependent (Grootaert, Narayan, Nyhan-Jones, & Woolcock, 2004; Schuller et al 2000), in this research, bonding social capital is understood as the nurture of new or existing relationships amongst tourism DMO co-workers as a result of Games preparation process. Estlund (2003) argued that in an organization people are interacting and "working together more than ever before" (p.6). For instance, on

a daily basis, co-workers routinely interact, cooperate, and socialize with each other. Their interaction ranges from work related issues to personal events such as family, sports, etc. (Estlund, 2003). Hence, over time co-workers within an organization develop a "real sense of belonging" (Estlund, 2003, p. 7) which promotes constructive relationships base on mutual trust and understanding, shared norms and values, and reciprocity. In such environment, co-workers might experience some conflict but they will push through to get the work done (Estlund, 2003).

Based on anecdotal evidence, hosting mega-events might increase co-workers interaction and cooperation to get the work done. Individuals interact with other actors, whether within the same department or across others. Expansion in social networks, which might or might not include individuals with previously working relation, is essential to ensure effective Games related planning processes. Over time, intangible capital is formed that fosters relationships amongst co-workers coined as bonding social capital.

2.4.3.2.2 Bridging social capital

While bonding social capital is 'inward looking' between homogeneous groups, bridging social capital is 'outward looking" encompassing diverse people who might have not previously interacted with each other (Putman, 2000; Schuller et al, 2000). Several social theorists agree that bridging relationship assist network members in 'getting ahead' (Putman, 2000) through accessing unattained resources, sharing knowledge and information. This helps individuals

and organizations achieve individual and collective goals (Burt 2000;

Granovetter, 1973; Lin, 2001; Woolcock 1998).

In this research, bridging social capital refers to the horizontal linkages built and developed amongst Tourism Consortium members. Such horizontal linkages are built when individuals realize that achieving their goals requires collective action as opposed to working alone. Hence, inclusivity of all interested stakeholders is crucial to ensure the survival of any project. Bridging social capital allows it members to attract and capitalize on other potential resourceful partners into the network. Intellectual, human, and financial capitals are among the many resources that stakeholders can attract. Over time, it cultivates a feeling of trust, connections, cooperation, reciprocity that are essential ingredients for collective action (Estlund, 2003).

Halpern (2005), based on the work done by Woolcock (1998) and Gittel and Vidal (1998) demonstrated (Figure 2.8) how different communities are shaped based on the varying blends of bonding and bridging capital. He pointed out that both types of capital are necessary to ensure a vibrant community.

Figure 2.8 Developing different communities as a result of bonding and bridging social capital formation
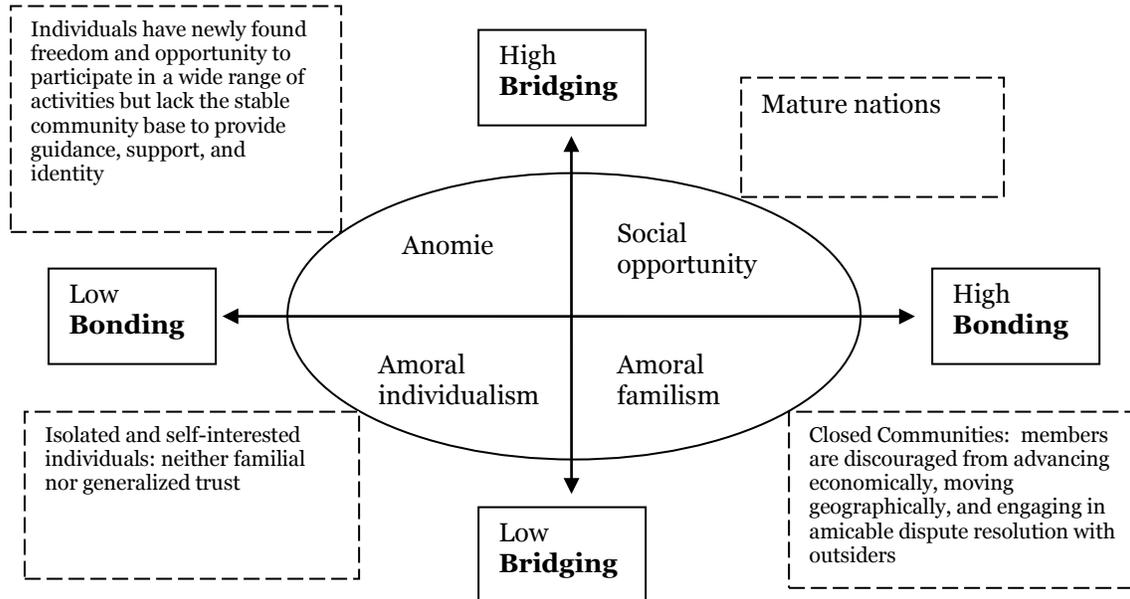
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From "Social capital and economic development: Toward a theoretical synthesis and policy framework" by M. Woolcock, 1998, *Theory and Society,* p. 172-173. Copyright 1998 by Kluwer Academic Publishers.

Michael Woolcock (1999) introduced the concept of linking social capital (Ramos- Pinto, 2006). The idea of linking social capital was developed in response to the criticism that "A theory of social capital that focuses only on relationships within [Bonding] and between [Bridging] communities opens itself to the criticism that it ignores power" (Harriss 2002: 10, quoted in Chiveralls 2006, p. 136). Szerter and Woolcock define linking social capital as a "subset of bridging social capital that can be particularly useful in creating productive relationships between formal institutions and local communities" (Szreter & Woolcock, 2004, p. 655; quoted in Ramos- Pinto, 2006, p. 58). Grootaert et al (2004, p. 4) defines it as "ones connections to people in position of authority such as representatives of public (police, political parties) and private (banks)

institutions". Additionally, it is also referred to as "the vertical bridge across asymmetrical power and resources" (Halpern, 2005, p. 25). Thus, building linking social capital requires building connections and involving institutions possessing different scales of power and resources that help individuals and/or organizations leverage their resources to attain their desired goals (Grootaert et al, 2004; Rydin & Holman, 2004). Following these lines, examples of linking social capital are demonstrated in the relationships developed amongst Consortium members and other key strategic actors in VANOC, IOC, federal and provincial governments, 2010 Legacies Now, among many others.

In Figure 2.9, Halpern, (2005, p. 24) outlines how different combinations of bridging and linking social capital occur at different level of governance. This model illustrates that a society with high levels of bridging and linking capital typically are "highly interconnected, thereby sharing power and resources through a never ending and evenly spun web of connections" (Halpern, (2005, p. 25). In contrary, a society with low levels of the same capital, and depending on its bonding social capital, is characterized by fragmented, "relatively disconnected personal networks" (Halpern, 2005, p. 25). He also suggested that in such society, "power and resources are heavily clustered" into isolated groups and "protected enclaves" (Halpern, 2005, p. 25).

**Figure 2.9 Developing different forms of governance as a result of bridging and
linking social capital formation**
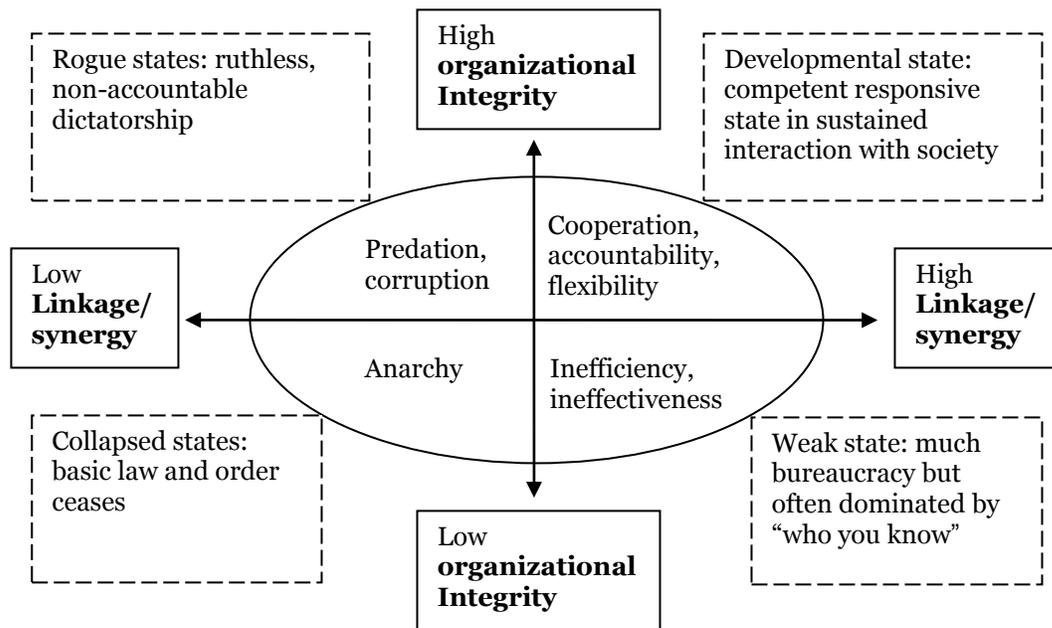
High
**organizational
Integrity**

Rogue states: ruthless,
non-accountable
dictatorship

Developmental state:
competent responsive
state in sustained
interaction with society

Predation,
corruption

Cooperation,
accountability,
flexibility

Low
**Linkage/
synergy**

High
**Linkage/
synergy**

Anarchy

Inefficiency,
ineffectiveness

Collapsed states:
basic law and order
ceases

Weak state: much
bureaucracy but
often dominated by
"who you know"

Low
**organizational
Integrity**

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2.4.3.3 Social Capital as a Multilayer Concept

Many scholars agree that social capital is "not a single entity, but is rather

multi-dimensional in nature" (Grootaert & Bastelaer, 2002; Grootaert et al,

2004, p. 3; Serageldin & Grootaert, 2000). The three layers of social capital are

micro, meso and macro levels. The micro level of analysis focuses on the

individual as a unit of analysis (Grootaert & Bastelaer, 2002; Halpern, 2005). For

instance, and in this research, the micro-level represent co-workers relationships

and associated intra-networks development within their tourism DMO. The

meso level extends beyond individuals to include horizontal linkages

demonstrated in the inter-organizational relationship (between tourism DMO's)

and related social capital development. The third, macro level, deals with the

"the institutions and political environment" (Grootaert & Bastelaer, 2002:3) and

is illustrated in relationship built and developed with institutions and organizations with power and resources such as VANOC, IOC, federal government, sport federation among many other.

Figure 2.10 Multi-dimensionality of social capital
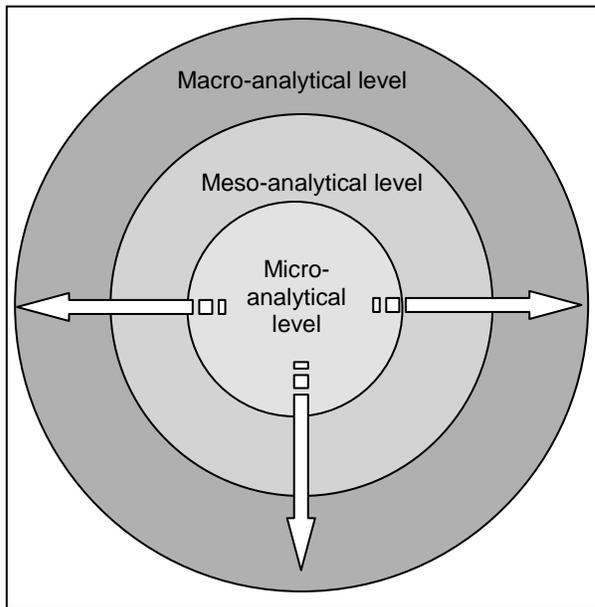
2.4.3.4 The Bright and Dark Sides of Social Capital

Social capital is a resource that can be used 'good/useful', 'bad/harmful' or 'neutral' even by the same actors (Dale 2005; Field, 2008; Halpern, 2005; Krishna 2002; Putman, 2000; Ramos-Pinto 2006). The following section summarizes some of the pros and cons of social capital.

Social networks and related social capital developed acts as a resource that facilitates the flow of information and knowledge amongst different stakeholders, i.e. increase intellectual capital (Coleman, 1988; Grootaert & Bastelaer, 2002; Serageldin & Grootaert, 2000). Accessing valuable information allows decision-

makers take appropriate, efficient and effective decisions. Moreover, it enhances the creation of innovative solution to solve a problem domain or reach attained goals. Furthermore, brokers[7] of information posses a valued resources (information) by which they can exert power in the network.

Social capital increases human capital as well as organizational capacity to achieve their goals, as Putman put it, "social capital enhances the benefits of investment in physical and human capital" (Putman 1993, p. 36). Human capital is described as the 'sum of personal capacity' (Coleman 1988; Dale 2005; Onyx, 2005), reflected in the knowledge and skills acquired by individuals, through education and/or other means, that are used in the creation of wealth. Nahapiet and Ghoshal (1998) proposed that "it is the interaction between social and intellectual capital that underpins organizational advantage" (p. 259). They suggest that social capital influence the creation of intellectual capital, through diffusion of information and knowledge sharing, which ultimately leads to organizational advantage.

Reducing conflict amongst diverse stakeholders through interest base negotiation rather than predetermined position as well as lowering transaction cost, due to increased level of trust and cooperation among members are by-products of building social capital. Grootaert and Bastelaer (2002) also noted that social pressure, fear of exclusion, sanction by members in the network reduces opportunistic behaviour. Thus, social capital over time facilitates collective action.

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[7] Brokers are actors who are well connected and act as a source of information for different networks

In contrast, social capital also has potentially negative dimensions, according to how it is used. Social capital like other forms of capital requires investment - money, time and space (Cohen & Prusak, 2001). Such investment might be difficult to afford by many people (Riley & Eckenrode, 1986, cited in Kilduff & Tsai, 2003).

Since actors can use their connections to promote their own agenda, social capital could create inequality between members in a society. For instance, privileged groups, who have access to members with more power and resources, are better positioned compared to unprivileged ones (Grootaert et al 2004; Field, 2008). Accordingly, individual upward mobility and access to resources are dependent on their connections and networks (Woolcock & Narayan, 2001).

Closed and interlocking social networks can also produce unfavourable outcomes for both its members as well as outsiders (Božović, 2006). For instance, trust developed between network members may breed mistrust with other actors who are not connected to the same network (Božović, 2006; Cohen & Prusak, 2001). In other words, this situation may lead to the exclusion of 'outsider' groups who may have useful resources to share (Grootaert et al 2004; Kilduff & Tsai, 2003). In this vein, commitment between two trading partners, might be costly, since actors might decline better opportunities due to their pre-existing commitment (Johnson, McMillian, & Woodruff, 2002, cited in Božović, 2006). Conversely, potential partners who are not part of the network, are faced with higher transaction costs. By the same token, high social capital within a

misguided group, such as street gangs or mafia can lead to negative effects on the wider social system (Cohen & Prusak, 2001).

2.4.3.5 Measuring Social Capital

From a research perspective, a variety of different methods exists to measure social capital. Some assessments of social capital focus on measuring the structure of networks, while other investigations assess the extent of trust and /or civic engagement as an indicator of its level of development. This research measure social capital using a blend of structural and cognitive dimensions.   The structural approach focuses on network linkages to organizations and institutions (Grootaert & Bastelaer, 2002; Krishna, 2000; Uphoff, 2000); and the character of power dynamics. Cognitive social capital studies centre on identifying more subjective intangible elements such as shared values, norms and rules as well as reciprocity that facilitates collective action (Grootaert & Bastelaer, 2002; Krishna, 2000; Uphoff, 2000). Both dimensions are crucial since the cognitive aspect determines the extent to which stakeholders move toward collective action. In contrast, network structure characteristics shape how such action is facilitated (Krishna & Shrader, 1999; Krishna & Shrader, 2002; Uphoff, 2000).

Empirical evidence suggests measuring social capital using a combination of quantitative and qualitative instruments (Grootaert & Bastelaer, 2002). This approach helps researchers "confirm and corroborate results, elaborate or develop analysis, provide richer details, and initiate new lines of thinking by studying surprising results or paradoxes" (Rossman & Wilson, 1985, 1994, quoted in Krishna & Shrader, 2002, p, 22). This study's research incorporates

quantitative survey methods and more qualitative face-to-face interviews to gain

a deeper understanding of what constitutes the social capital in the 2010 Tourism

Consortium case study. Chapter (3) details the quantitative and qualitative

approaches employed. Figure 2.11 outlines the overall framework used to guide

the social capital assessment process.

Figure 2.11 Framework for measuring social capital

Political

Social Capital

Social

Economic

Categories
- Bonding
- Bridging
- Linking

Network Structure
- Size
- Diversity
- Communication (Mode/ Frequency)
- Power relationship

Network Composition
- Intra-organizational Network (within Organization)
- Inter-organizational network (Consortium members)
- Other external linkages
  Government
  VANOC
  Media, etc

Network Quality
- Norms, Values and Rules developed within the network
- Common purpose/ goal

Network Transactions
- Sharing support, cooperation/ collaboration
- Sharing knowledge, skills and information
- Negotiation

Legal

Institutional

Technological

Cultural

Positive Social Capital
- Increase intellectual Capital
- Increase confidence in organizational capacity to achieve goals
- Increase human capital: personal capacity
- Increase financial capital
- Lower transaction cost
- Conflict resolution

Negative Social Capital
- Social inequality
- Closeness of network (bonding), thus preventing building bridging capital
- Higher transaction cost
- Increase opportunity for free riders

Note. Adapted from *Measuring Social Capital: An Australian Framework and Indicators,* by R. Edwards, 2004, Australian Bureau of Statistics, (Information Paper 1378.0), p. 14. Copyright 2004 by Commonwealth of Australia. Adapted with permission.

CHAPTER 3: CASE STUDY AND METHODS OF INQUIRY

3.1 Introduction

The purpose of this research was to understand 'the extent to which the preparation of the forthcoming 2010 Vancouver Olympic and Paralympic Games acted as a catalyst in building and nurturing social networks and social capital between and within tourism organizations'. A case study concerning how planning processes and activities associated with the "2010 Tourism Consortium's" initiatives was used to answer the study's guiding research questions. This chapter details the context and rationale for the choice of the case study, as well as the methods used to collect and analyse the data collected to answer the study's questions. In this process, it highlights the strengths and weaknesses of the approaches used to inform the research and its findings.

3.2 Case Study Context

3.2.1 2010 Tourism Consortium Overview

Tourism benefits are frequently highlighted as anticipated benefits associated with hosting Olympic Games and other mega-events. However, researchers concur that positive tourism benefits only occur if host tourism organizations systematically plan for, and strategically leverage, such benefits through targeted pre and post Games tactics. In the case of the 2010 Olympic and Paralympic Games, the five host destinations formed the '2010 Tourism

Consortium' to work with related provincial and federal agencies to plan for and

capture a range of tourism legacies. Their objectives were to:

- Ensure that Consortium members were aligned with the 2010 marketing strategies, develop the industry as well as collaborate on visitor servicing activities
- Develop joint programs and initiatives
- Speak with one voice (to VANOC, the IOC and National Olympic Committees, government, etc) when dealing on Games-related matters (Tourism 2010 Resource Centre, 2008)

Chaired by Tourism BC, the Consortium is composed of five host tourism

DMOs (Figure 3.1)- the Canadian Tourism Commission, Tourism BC, Tourism

Vancouver, Tourism Whistler, and Tourism Richmond.   Their group also works

with other strategic organizations (Figure 3.1) including the BC Ministry of

Tourism, Culture and the Arts, 2010 Legacies Now, the BC Olympic Games

Secretariat and several federal government agencies with Olympic

responsibilities, as well as the District of West Vancouver. However, the core

partners in the Consortium are as indicated in Figure 3.1.

-Figure 3.1 Tourism Consortium and key strategic partners
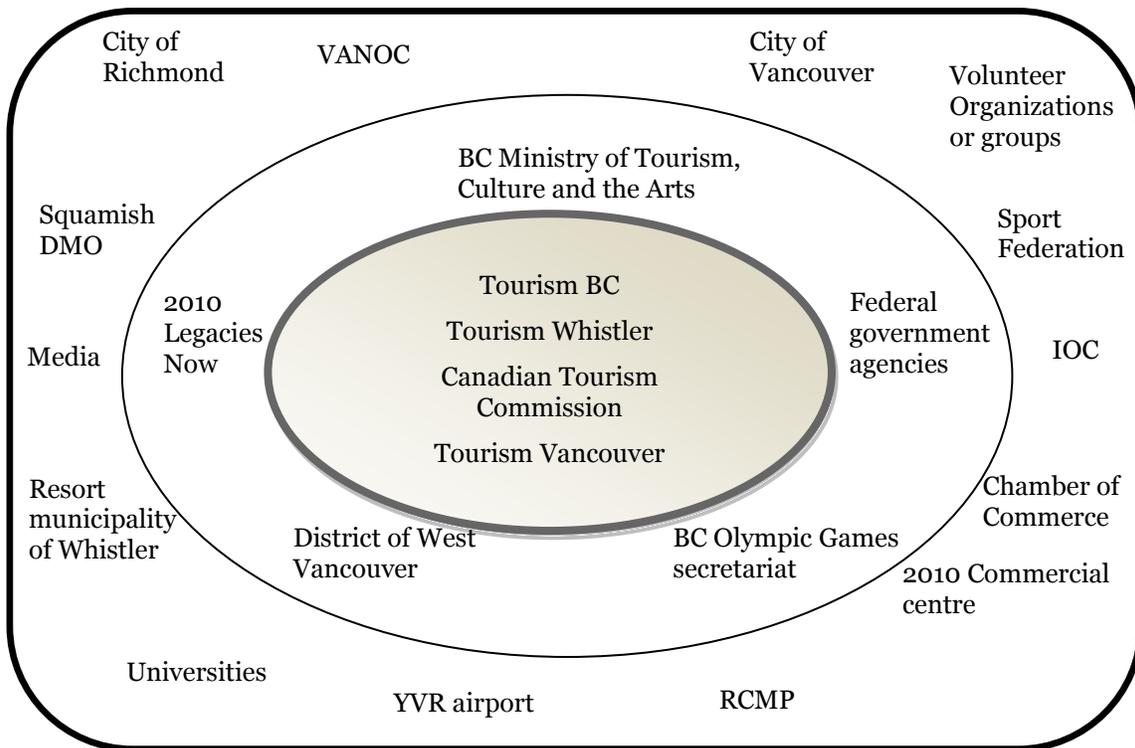
Although tourism DMOs might carry different and even conflicting mandates, the '2010 Tourism Consortium' is an intriguing example of such organizations coalescing around a common goal. The five core tourism stakeholders entered the partnership anticipating benefits flowing to their own as well as the collective Consortium destinations. To understand how the 2010 Games facilitated collective action, it is important to comprehend the diverse interests of tourism DMOs and their objectives with respect to hosting the Games (Table 3.1).

3.2.1.1   Canadian Tourism Commission- CTC

The CTC, a national marketing organization, is responsible for promoting Canada as a four-season tourism destination in its nine key international markets

(US, UK, Germany, France, Mexico, China, Australia, Japan, and South Korea).

Along with key partners they conduct research and studies as well as promote

tourism product and industry development (Canadian Tourism Commission,

n.d.)

Built on the unprecedented opportunity of hosting the 2010 Games, the

CTC has received $26 million from the Government of Canada to develop and

implement an Olympic Games Tourism Strategy. The Strategy is aligned with the

CTC's overall mandate and objectives. The CTC Olympic Strategy (summarized

in Table 3.1) involves a three-phase approach. The first phase, January 2008 to

September 2009, crystallized around brand building for Canada. During this

phase, the CTC created a 'tourism personality' for Canada; strengthened partners

relationships and build destination capacity (Canadian Tourism Commission,

n.d.). In the second phase and during the Games time, the CTC will focus on

media relations and web communications (from October 2009 to April 2010).

The final phase, harvesting "after glow effect", is designed to reap the effort built

in Phases I and II as well as during the 2010 Games.

3.2.1.2   Tourism British Columbia

Tourism BC[8], a leading tourism destination management organization,

had the mission of ensuring the growth of tourism in BC through delivering a

quality visitor experience. After becoming a Crown corporation in 1997, Tourism

BC's mandate, as defined in the Tourism British Columbia Act, was to

- "Market British Columbia as a tourism destination

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[8] As of April 1st, 2010, Tourism BC is falling under the Ministry of Tourism, Culture and the Arts.

- Provide information services for tourists
- Encourage enhancement of standards of tourist accommodation, facilities, services and amenities
- Enhance professionalism in the tourism industry
- Encourage and facilitate the creation of jobs in the tourism industry
- Collect, evaluate and disseminate information on tourism markets, trends, employment, programs and activities, as well as on the availability and suitability of infrastructure and of services that support tourism activities
- Generate additional funding for tourism programs" (Tourism BC, 2008, p. 4)

Tourism BC developed the 2005 – 2015 Tourism Industry Strategic Framework, which illustrated activities needed to be in place for achieving its stated supply and demand side goals, together with marketing and promotion activities needed to meet its desired tourism growth by 2015 (Tourism BC, 2008). Tourism BC 2010 Games related objectives and strategies are integral to achieving these goals (Table 3.1).

3.2.1.3   Tourism Vancouver

With a vision to be "the global leader in destination sales, marketing and visitor experiences", Tourism Vancouver's mandate is to promote Greater Vancouver for leisure, meeting and event travellers (Tourism Vancouver, 2009, para. 2).

Building on the Expo 86 experience, which placed Vancouver on the world map as a tourism destination, Tourism Vancouver intends to capitalize on the 2010 Games, by turning the world's eyes on Vancouver as the most liveable and a 'must-experience' destination. Their ' Tourism's 2010 Plan' (Tourism Vancouver,

n.d.) has strategies to be deployed pre, during and after the 2010 Games (Table 3.1).

3.2.1.4 Tourism Whistler

Tourism Whistler is responsible for marketing the Resort Municipality of Whistler as a year round mountain resort destination. It is a not-for-profit organization that serves 7000 members who own, manage or have businesses on Resort land. With a vision to "achieve global recognition as the best, four-season, sustainable mountain resort destination" (Tourism Whistler, 2010, para. 9) Tourism Whistler intends to capitalize on the Vancouver 2010 Games. It has developed objectives and strategies (Table 3.1) designed to ensure positive legacies emanate to their resort from hosting this event.

3.2.1.5 Tourism Richmond

Tourism Richmond is a non-profit organization whose mandate is to promote Richmond as a multicultural destination. In 2004, the city of Richmond received approval to build the Richmond Olympic Oval (Tourism Richmond, 2009). As a 'venue city', Tourism Richmond joined the Consortium. With their vision "to double tourism spending by 2015", Tourism Richmond intends to capitalize on the 2010 Games by using them to leverage their specific tourism goals (Tourism Richmond, 2007, p. 2).

Table 3.1 Tourism DMO' s 2010 Games related strategies

Objectives	CTC	Tourism BC	Tourism Vancouver	Tourism Whistler	Tourism Richmond
Increase destination awareness	√	√	√	√	√
Enhance destination image and brand building	√	√	√	√	√
Leverage Media Exposure	√	√	√	√	√
Provide media (accredited/ unaccredited) with images and stories	√	√	√	√	√
Maximizing Media ROI	√	√	√	√	√
Execute innovative marketing strategies	√	√	√	√	√
Maximize Travel and Trade Sales	√	√	√	√	√
Search new market opportunities	√	√	√	√	√
Capitalize on existing Market	√	√	√	√	√
Capitalize on Asian Market	√	×	×	×	√
Increase visitation pre-during and post games	√	√	√	√	√
Increase visitors spending (Accommodation, and other services and amenities)	√	√	√	√	√
Increase the length of visitation	√	√	√	√	√
Convert high yield customers	√	√	√	√	√
Ensure seamless visitor experience and providing adequate visitor centres	×	√	√	√	√
Build long-term relationship with top sponsors	√	√	√	√	√
Leverage partners funding	√	√	√	√	√
Support VANOC's commitment to applying sustainability principles and practices	√	√	√	√	√
Promote the Games as Canada's Games	√	×	×	×	×
Developing and delivering programs to assist in Games success	√	√	√	√	√
Developing new organizational capacity and products	×	√	√	√	√
Networking (partnership and collaboration) with other strategic agencies	√	√	√	√	√
Ensure sustainable legacies to their host destination	√	√	√	√	√
Meetings Convention and Incentive Travel	√	×	√	×	√
Enhance destination development (Transportation; venues; upgrading sporting venues, civic theatres and other major attractions)	×	√	√	√	√
Enhance business development	√	√	√	√	√
Ensure adequate training for volunteers	×	√	√	√	√
Working with First Nations to upgrade their tourism product	×	√	×	×	×
Ensure accessibility (air and internal transfers)	√	√	√	√	√
Establish Vancouver as a must-experience destination for conferences and leisure travel	×	×	√	×	×
Ensure adequate research and measurements are in place	√	√	√	√	√

Note. From Key informant Interviews; Canadian Tourism Commission, n.d.; Tourism BC, 2008; Tourism Richmond, 2007; Tourism Vancouver', n.d.

Table (3.1) clearly demonstrates that although tourism DMOs might have different specific mandates they all share many similar goals and strategies with respect to the Games. Consequently, in 2008, Tourism BC along with the input from Tourism Vancouver, Tourism Whistler, the Canadian Tourism Commission, and the Ministry of Tourism, Sport and the Arts, developed a comprehensive Joint 2010 Tourism Strategy. It specifically focused on a range of pre, during and after the 2010 Games strategies to leverage a range of positive tourism legacies from this mega-event (Tourism BC, 2008). This Joint plan documented the areas of cooperation for the Consortium and designated which DMO would chair or lead specific working groups addressing each area of cooperation. Tourism partners agreed to form eight working groups to address specific themes (Figure 3.2) deemed important to successfully deliver the 2010 Games. The eight working groups include: Research and Measurement, Visitor Services, Travel Trade, Media Relation, Destination/Brand marketing, Leveraging Sponsors, Beijing 2008, and Events. Using a collaborative approach, the DMOs have worked together to avoid work duplication, maximize the economic benefits to the host destinations, as well as capitalise on previous lessons learned from other Olympic and Paralympic Games to enlighten their activities (Tourism Vancouver, n.d.).

Figure 3.2 Areas of cooperation between tourism DMO's
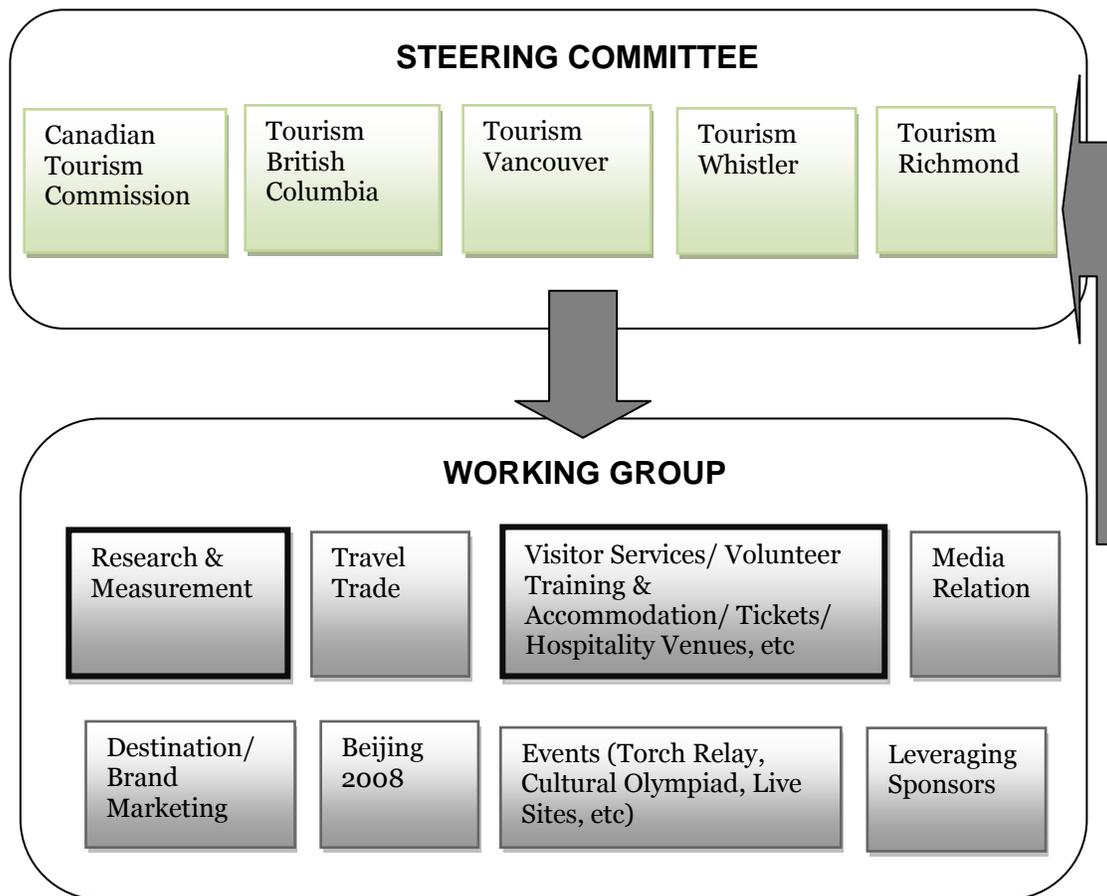
3.2.2 Case Study Rationale

Using the Consortium as a focus, this study's research used a single-case

study method with three embedded units of analysis (Yin, 2009) (The Steering

Committee members, the Research and Measurement WG and Visitor Services

WG). Yin (2009) stressed that a case study is an empirical examination that

- investigates a contemporary phenomenon in depth and within its real-life context, specially when
- the boundaries between phenomenon and context are not clearly evident (Yin, 2009, p. 18)

The 2010 Tourism Consortium was selected as the case study for the following reasons. First, the formation of the 2010 Tourism Consortium was a direct result of hosting the Vancouver 2010 Games. Thus, the case study represented a distinct opportunity to measure both phenomena: social networks and social capital in context of a specific Olympic and Paralympic Games preparation process. Such causal relationships between the phenomenon and the context help to shed light on some explanatory variables not yet discussed in the literature (Yin, 1993).

Second, based primarily on anecdotal evidence, observers have suggested that the Games became a catalyst for greater collaboration, partnership and collective social capital development. This is a unique case particularly for tourism stakeholders who might not ordinarily be inclined to work together. This case study provides a unique opportunity to highlight the importance of partnerships as a fundamental factor in capitalizing on tourism opportunities shaped by the Games as well as legacies emanating from hosting such an event.

Third, this case study provides a first opportunity to measure social networks and social capital phenomenon in the context of mega-event legacies for tourism DMOs. To triangulate the study results, this case study used a mix of quantitative and qualitative evidence. Although the data collection methods were specifically tailored to the study, the overall methods developed are flexible enough to be applied to other mega-events or in different setting.

Fourth, the boundaries of the case study were clearly set. The mandate of the Consortium's activities were identified early on in the development of Games

tourism leveraging process, and this created a clear scoping for this study's research. All Steering Committee members, Research and Measurement WG members, and Visitor Services WG members were willing to provide their time and insights on the inner workings of the Consortium.

Finally, the research provides a tangible legacy in the form of a document documenting the evolution of the Olympic Tourism Consortium network. It was felt that such a document would be of value to not only for the Olympic Tourism Consortium, but also for other host destinations developing tourism strategies designed to maximize tourism legacies from mega-events.

3.3   Research Objective and Questions

The overarching objective of this study was to understand 'the extent to which the preparation of the forthcoming 2010 Olympic and Paralympic Games acted as a catalyst in building and nurturing social networks and social capital between and within tourism organizations'. The specific investigations explored the extent to which preparations for the Games shaped the activities of tourism destination management organizations (DMOs) and their staff- especially those involved in the 2010 Tourism Consortium.

3.3.1   Research Questions

A set of research questions were formulated to better understand the overriding research objective. The following key questions, derived from the literature review, are elaborated in both the online survey and interview questions.

1. What circumstances led to the formation of the 2010 Tourism Consortium and its operations?
2. To what extent did the preparation for the 2010 Olympic and Paralympic Games influence the formation of social capital in the Tourism Consortium?
3. What legacies emanating from these activities are expected to extend beyond the Games?
4. What role did VANOC play in supporting and facilitating tourism related social networks and social capital development?

3.4   Research Methods

A case-study approach was used to explore the impact of the Vancouver 2010 Game on partnership development; social networks and social capital development; and emanating legacies from hosting such an event. Fifteen key informants involved with the 2010 Olympic Tourism Consortium provided the primary data collected in this study. They participated in two data collection processes: standardized online survey (quantitative) as well as a semi-structured active interview (qualitative). All, but one interview, were individual face-to-face and online questioning (filling online-survey). All data collections occurred between December 2008 and April 2009.

Originally, the researcher had designed three formats within each data collection method. The first tier of questions were addressed to the Steering Committee members, the second tier were for the Working Groups (Research and Measurement and Visitor Services) while the third tier were for employees in Tourism Vancouver and Tourism BC involved in Games preparation activities. Unfortunately, the researcher decided to omit the third tier of participants from the primary research after learning that there were few or no co-workers involved in Consortium related activities at the organizational level.

After the primary data analysis was completed the researcher interviewed two members from VANOC with the intent of gaining additional perspectives and a better understanding of the relationship between Consortium and VANOC members. These additional interviews were conducted in November and December of 2009 after gaining approval from Simon Fraser University's Office of Research Ethics.

3.4.1 Questionnaire Pre-testing

Pre-testing of the questions (interview/ online survey) was conducted with a colleague associated with the Centre for Tourism Policy and Research. The second round of pre-testing was undertaken with the Chair of the Research and Measurement WG. Pre-testing ensure consistency in interview questions, minimize potential biases associated with respondents misinterpretation of questions, and ensure alignment of the survey instruments with the research questions. These assessments led to refinements to the range of questions and modes of interviewing used.

3.4.2 Quantitative Approach

The first method of inquiry involved the use of online surveys. These were tailored to the Steering Committee and the Working Groups (WG) members. Each survey was divided into four sections covering: information about the participants, respondent perceptions of the Games impact on overall DMO's internal relationships and operations; respondent perceptions of the Games impact on Consortium members' relationships; and Games impact on developing external non-Consortium linkages.

Drawn from the literature, a Likert-type[9] questionnaire was designed to capture the structural and cognitive dimensions of social capital (Appendix 1 and 2) guided by the assessment framework developed (Appendix 11). The usefulness of using close-ended questions stems from their ability to cover 'a lot of ground' within a limited time frame (Palys & Atchison, 2008). Responses were coded and scored from 5 (high positive social capital) to 1 (high negative social capital). For questions phrased negatively, scores were reversed to ensure compatibility with other positively stated questions. The online survey link was e-mailed to the 15 respondents prior to the active interview (Appendix 1 and 2).

3.4.3   Qualitative Approach

The literature provided the fundamental foundation for developing the interview questions. The Consortium members open-ended interview questions (Appendix 3 and 4) followed an interview guide that covered a specific set of content themes. The level and extent of questioning was dependent on the level and involvement of Consortium team in the process. The VANOC interview questions (Appendix 5) included both open and closed ended questions. Both the interview questions and the online survey were previously approved by the Ethics Review Committee at Simon Fraser University.

Qualitative research methods seek to explore, examine and develop an in-depth understanding of a situation or case as well as explain human behaviours and perceptions (Palys & Atchison, 2008). This research used semi-structured

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[9] Liket-type questionnaire: Developed originally by Rensis Likert, Likert scale are characterised by two attributes. 1) the item is an assertion rather than a question; 2)the respondent has to indicate the level in which he *agree* or *disagrees* with the assertion (Palys and Atchison, 2008: 176).

open-ended questions. Using such method is superior, specifically in exploratory research, when the researcher wants to explore and develop in-depth understanding of respondent's opinions, perspectives and concerns without being constrained by narrow response categories as in the case of close-ended questions (Palys & Atchison, 2008).

In contrast to the traditional methods of interviews, where respondents are the source of information and the interviewer follows structured questions, this study's researcher used an active interview approach. It "involves an ongoing question and answers dialogue between researcher and respondent" (Palys & Atchison, 2008, p. 153) with the aim to "uncover subjective meanings" (Holstein & Gubrium, 1995, p. 7). In this approach, the interaction and collaboration between the respondent and interviewer co-produced the knowledge reported (Holstein & Gubrium, 1995). Furthermore, responses from one interview cannot be replicated because "they emerge from different circumstances of production" (Holstein & Gubrium, 1995, p. 9). In contrary to the conventional interviews, where the interviewer reports facts, interviewers in an active interview collect information and articulate it in context according to the commonly occurring themes and perspectives (Holstein & Gubrium, 1995).

3.4.4 Data Collection Process

The online survey link was e-mailed to all study participants together with the Project solicitation and project description. Respondents were asked to fill the online survey prior to conducting the interview.

The interviews took place at times and locations of the respondents' preference. One interview was conducted via telephone as requested. The researcher's supervisor attended most of the meetings held and also the telephone interview session. At the beginning of each interview the purpose and specific objectives of this research were explained and the interview template was provided to respondents. All respondents were asked to sign the consent form approved by Simon Fraser University's Office of Research Ethics. The researcher asked for and received a verbal consent from every respondent before conducting the interviews. The interviews lasted from forty-five minutes to two-and-a-half hours.

The active interview was guided by an assessment framework (Appendix 11) that incorporates different themes. During the interview process, the interviewer asked probing and clarifying questions to draw-out meanings and narratives (Holstein & Gubrium, 1995). Expressing interviewer's personal feelings, opinions, and perspectives were avoided during the interview process. However, during the interviews and to ensure open communication, the interviewer shared her perspective with respondent on occasions where issues were sensitive or responses were elusive.

All interviews were taped (after permission was received) and transcribed verbatim. To ensure the privacy of participants all tapes and transcripts were stored in a safe place with restricted access. In addition, personal identities were concealed unless the researcher received authorization from the interviewee.

3.4.5 Participants Selection and Recruitment

The selection of participants was based on the respondent's involvement in the 2010 Tourism Consortium. The three groups selected for the case study were the Steering Committee members, the Research and Measurement WG and the Visitor Services WG. The two working groups were selected based on their known levels of previous interaction and collaboration. The Research and Measurement WG had generally a higher level of interaction and collaboration between its members prior to hosting the Games compared to the Visitor Services WG. This helped facilitate explanations associated with changes in the dynamics of interaction and relationship after planning for such a mega-event. The WGs all had members from each of the DMOs. Table 3.2 describes the number and distribution of participants interviewed and responded to the web survey.

Table 3.2 Distribution of respondents interviewed

Respondents Tourism Consortium Members	Total Number of Respondents	Number of Respondents to online Survey	Number of Respondents to face-to-face Interviews
Steering Committee Members	5	5	5
Research & Measurement WG	5	5	4
Visitor Services WG	5	4	5*
TOTAL	15	14	14

*All were face-to face interview with the exception of one was telephone interview

To assist in triangulating the study results, two other actors from 'VANOC' were interviewed. These key informants were selected based on their position, experience, knowledge and interaction with Consortium members.

3.5 Data Analysis

The online data were analyzed using a consensus based summary system suggested by de Loe and Wojtanowski (2001). The technique aims to identify perspectives (statements) that the majority of respondents have agreed and supported, over those where respondents were divided (de Loe & Wojtanowski, 2001). In this study varying levels of consensus were based on the following protocols: High consensus existed if 70% or more of the respondents ratings were in one category, or 80% or more were in two adjoining categories; Medium consensus occurred when at least 60% of their ratings were in one category or 70% were in two adjoining categories; low consensus happened when 50% or more of their ratings were in one category or 60% were in two adjoining categories; and No consensus was apparent when less than 60% of ratings were in two adjoining categories (de Loe & Wojtanowski, 2001). In most cases, responses were measured via modified Likert scale questions asking level of agreement or disagreement with statements.

The researcher also developed categorical means indices to identify and compare responses between the distinct groups of respondents. Categorical means were calculated based on the frequency of a particular response, divided by the total number of responses.

Data emanating from the active interviews were categorized based on their relevance to each of the overriding research questions as well as commonly occurring themes and perspectives expressed by the respondents. Additionally, from the interview transcript the interviewer searched for implicit meanings and

perspectives to ensure all dots of the authentic narratives were connected. The

information generated was used to elaborate on and highlight overriding

response trends emerging from the on-line survey process.

3.6   Research Limitations and Strengths

3.6.1   Limitations

Although different measures were incorporated to triangulate the study

results, the following summarize some research limitations:

- In a highly political business environment where relationships matter, participants often fear revealing their identity. However, all efforts were made by the researcher to develop atmosphere of trust and confidence. Respondents were granted confidentiality with respect to their identity, data reporting and record-keeping.

- Unfortunately, due to minimum or no involvement of co-workers (with respect to Consortium activities) at the organizational level, the researcher had to omit the third tier of respondents from the study. Incorporating their perspective might have given better understanding to the nature of the bonding social capital.

- The sample size (n=15) is not representative of the all the Consortium's groups as well as (n=2) VANOC staff. However, being a purposive sampling, the researcher made all efforts to ensure the participation of all members within the three target groups.

- The single case study offers poor basis for generalization and building theories (Yin, 2009). However, in contrast to statistical generalization, case studies rely on analytic generalization in which "the investigator is striving to generalize a particular set of results to some broader theory" (Yin 2009, p. 43). Based on this study, it is difficult to draw conclusions about the Games impact in nurturing broader levels of social network and related capital development. The knowledge associated with this research related specifically to the Vancouver Olympic experience. Thus, a comparative assessment is required (similar research is required in other mega-events host destination as well as adopting similar methodologies) for more appropriate generalization.

- While the researcher endeavoured to appropriately pre-test the online survey questions to ensure clarity of expression and understanding of the questions, participants may still have misunderstood or misinterpreted

questions. By the same token, the researcher may have also misinterpreted responses during the interview process.

- Weaknesses associated with interviewing technique include potential bias associated with the researcher interpretation of meanings. However, the dual nature of the active interview may have helped to minimize interviewer bias as well as assist in developing more reliable results.

3.6.2   Strengths

Regardless of the preceding potential limitations, this research possesses

some methodological strengths. They are as follows:

- All efforts were made to triangulate the study results (using both quantitative and qualitative methods to cross examine the results as well as interviews with members from VANOC). This helped in building confidence in the validity and reliability of results.

- Acknowledging the multidimensional nature of social capital, this research used a blend of both structural and cognitive dimensions of social capital to measure the three categories of social capital (linking, bridging and bonding social capital). Each category of network and related capital is essential to satisfy a need and may also exert a different outcome.

CHAPTER 4: RESEARCH FINDINGS

4.1   Introduction

The overriding purpose of this research is to describe and measure the social capital developed by the 2010 Olympic Tourism Consortium during its preparations for the Vancouver 2010 Game. The primary research question addressed was: 'To what extent have the Olympic Games acted as a catalyst in building and nurturing social networks and capital within and between tourism organizations?' The following sections address this question by describing: the 2010 Olympic Tourism Consortium and its activities; Consortium group informants interviewed; findings emanating from those interviews; expected legacies generated; and recommendations for tourism organizations intending to leverage benefits from future mega-events of this type.

4.2   Key Informants' Profile

The fifteen participants interviewed in the study were primarily senior level executives and managers in their respective organizations. For the most part, they had the authority and power to make decisions concerning actions to be taken by their organizations in matters related to Consortium business. In the online survey, respondents were asked about the duration of their employment within their organizations and in their current positions. This provided an indication whether they had spent enough time in their current position and at the Consortium table to build social networks and related capital. In addition, it

offered a further indication of their appropriateness as a respondent to the line of questioning to be followed in the interviews.

All fourteen respondents had spent at least a year to two years within their organizations (Table 4.1). Half of the respondents (50%) had held their current positions for at least three years (Table 4.1). About (43%) of them were employed in their positions for at least 6 years. These indicators suggest that most of them had at least some opportunity to develop networks and affiliations within their areas of business.

Table 4.1 Key Informant Characteristics

Members Characteristics	
Current organization	• Less than a year = 0 • 1-2 years = 28.6% (n=4) • 3-5 years = 28.6% (n= 4) • 6 and more years=42.9% (n=6)
Current position	• Less than a year = 21.4% (n=3) • 1-2 years = 28.6% (n=4) • 3-5 years =42.9% (n=6) • 6 and more years= 7.1 % (n=1)

These figures refer to the percentage number of respondents. Figures may not add up to 100% due to rounding and respondents not answering the question.

4.3   Consortium Purpose and Development

The 2010 Tourism Consortium was born organically as a result of a series of informal discussions and meetings held by the four tourism DMOs (CTC, Tourism BC, Tourism Vancouver and Tourism Whistler) where they recognized that the 2010 Games provided a once-in-a-lifetime experience that could be harnessed to maximize tourism opportunities and sustainable legacies for their host destinations. This organic succession started in 2006 when the BC Olympic

Secretariat together with the Ministry of Sport, Tourism and the Arts[10] (as was called during that time) and VANOC invited the four tourism agencies to discuss their promotion and marketing plans for BC during the Games. Though each tourism DMO had their individual preliminary plans in place, they were viewed by the BC Olympic Secretariat, the Ministry of Sport, Tourism and the Arts and VANOC as constrained due to the minimum level of collaboration between tourism DMOs. In addition, the DMOs felt that the Provincial government (Ministry of Sport, Tourism and the Art) was positioning itself to assume their roles regarding 2010 Games preparations, as one key informant highlighted "we recognized if we don't do something, someone else will do it for us" (Key Informant 3). As a result of these circumstances, the DMOs felt a collective sense of urgency to consolidate and formalize their relationships. They also felt that by securing a collective leadership position and improving their ability to work together they might be able to gain access to more critical VANOC, IOC, government, sponsor and media resources than would have been otherwise possible.

Indeed, resource interdependency was a critical factor driving the creation of the Consortium partnership. Members viewed the partnership as an opportunity to capitalize on their collective set of financial/monetary, knowledge and information, and other individual DMO expertise. As one member commented:

> "We couldn't be doing what we are doing without being part of a larger group. We are receiving funding from Tourism BC to help us with our

---

[10] Currently known as Ministry of Tourism, Culture and the Arts

visitor services program, … but [it] was clearly evident we didn't have the resources." (Key Informant 3)

A common vision and shared goals about Games' tourism legacies amongst tourism leaders and other DMO members also acted as an incentive in building the Consortium. They were all committed to finding a common ground that satisfied all parties. In this vein, a key respondent stated:

"It became fairly obvious that it was better to work together and identify how we are going to work together and set some objectives … and support each other where we can, than (to) obviously go down separate parallel path(s). We don't have the resources that CTC or TBC have." (Key Informant 3)

In addition, all respondents indicated that they either previously worked collaboratively and/or would probably do so after the Games in different capacities. Thus, for them the Consortium was a "natural extension to our partnership" (Key informant 4) and existing relationships. Furthermore, strong, forward thinking leaders as well as the urgency to get things done created an incentive for the formation of the Consortium.

In 2006, key DMO stakeholders (CTC, TBC, Tourism Vancouver and Tourism Whistler) formalized the 2010 Tourism Consortium. Tourism Richmond joined later (Steering Committee level) in the process (2008). In addition, other key strategic stakeholders that the Tourism Consortium considered partnering with included the BC Ministry of Tourism, Culture and the Arts, 2010 Legacies Now, the BC Olympic Games Secretariat and several federal government agencies with Olympic responsibilities, as well as the District of West Vancouver. However, tourism DMO members were the focus of this study. The expectations were that Consortium partnership provided a formalized venue platform for

coordinated action and 'one-voice' access with government, VANOC, sponsors, media and IOC stakeholders.

Tourism BC provided the initial resources to craft the Consortium's original 'Olympic tourism plan'. The Consortium's Steering Committee members developed this jointly created document. It set out the initial goals, objectives and tactics for eight separate but linked Working Groups. The Working Groups responsibilities covered eight major thematic areas including: Research and Measurement, Visitor Services, Media Relations , Travel Trade, Beijing 2008, Leveraging Sponsors, Events, and Destination Brand/Marketing. The Steering Committee ensured that each Working Group included adequate member representation at each WG table as well as an equitable distribution of DMO Chair responsibilities amongst the DMO members.

While the Steering Committee set the overall framework and objectives for each WG, each WG was responsible for developing its own goals, objectives and tactics within the overall strategy. This alignment was facilitated with the support of consultants familiar with the entire framework. All respondents felt that dialogue process used to develop WG objectives was broad and flexible enough to encompass the myriad objectives of the different organizations. As one respondent put it:

> "we may not always agree on a specific tactic and we might decide to do different things as a result, but overall we will [stay aligned to the Consortium objectives]." (Key Informant 8)

To ensure the ongoing integrity and coordination of the Consortium vision, it was agreed that each of the WG chairs would report to the Steering Committee members on a monthly basis.

As of summer 2009 and in less that six month to host the Games, the Ministry of Tourism, Cultures and the Arts announced that Tourism BC would become part of the Ministry of Tourism, Culture and the Arts starting April 1st, 2010 (Constantineau, 2009; Palmer, 2009).

4.4 Bonding Social Capital Development in the 2010 Tourism Consortium

This section describes key informant perspectives on the extent to which bonding social capital was developed as a result of Consortium related preparations for the 2010 Games.

4.4.1 Co-workers Relationship Building

Respondents expressed low consensus concerning the extent to which preparations for the 2010 Games had either greatly and/or somewhat increased their overall relationships with co-workers and that some specific capital building developments had happened. However, respondents had a high consensus (~86%) that Games' responsibilities were contributing to greater information sharing between departments as well as increased co-worker interaction beyond the workplace (Table 4.2). As one member highlighted "I would suggest because the project is outside of our norm we have learned to rely on each other [across departments], which is a good thing..." (Key Informant 9)

In addition, a medium consensus existed that information sharing with respect to professional contacts (~71%) as well as interactions with people in other business units/ departments in their DMO (~79%) had either greatly or somewhat increased. Emphasising this position, some members indicated:

"...now we have very specific program, where we do cross-functional business reviews and business planning exercises. So that part of the opportunity was again already in place but created another level where there was Olympic planning." (Key Informant 6)

"I think it has increased the volume of interaction, it increased the understanding of what other units do and increased respect to what other units do... I think it has strengthened relationships within the organization and it's proven." (Key Informant 11)

In contrast, no consensus existed amongst respondents concerning the extent to which trust (~57%), cooperation (~57%) and support (~50%) from co-workers to get the job done had increased (Table 4.2).

Table 4.2 Respondents' perspectives concerning impact of the 2010 Games preparations on co-workers interactions

Your Personal Relationship with co-workers	Consensus %		Categories	% Frequency of Responses				
				GI	SI	RS	SD	GD
Information sharing with other business units/ departments in this DMO	HIGH	85.7	GI-SI	21.4	64.3	14.3		
Information sharing with respect to professional contacts	MEDIUM	71.4	GI-SI	21.4	50	28.6		
Interactions with people in other business units/ departments in this DMO	MEDIUM	78.6	GI-SI	28.6	50	21.4		
Trust in co-workers to get the job done	NONE	-	NONE	14.3	42.9	35.7	7.1	
Support from co-workers to get the job done	NONE	-	NONE	14.3	35.7	42.9	7.1	
Cooperation with co-workers to get the job done	NONE	-	NONE	7.1	50	35.7	7.1	
Overall Average	**LOW**	**66.7**	**GI-SI**	**17.85**	**48.82**	**29.77**	**3.55**	

Rating: **GI**=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same
         SD=Somewhat Decreased   **GD**=Greatly Decreased
Consensus: **GI**=Greatly Increased   **GI-SI**= Greatly Increased or Somewhat Increased
         GD=Greatly Decreased   **GD-SD**= Greatly Decreased or Somewhat Decreased
         NONE=Neither Increased nor Decreased

Perspectives concerning co-workers relationship changes also varied amongst Consortium members groups. For instance, Consortium Steering

Committee members expressed the highest levels of agreement (mean = 4.4), that relationships with co-workers increased (Table 4.3).

Table 4.3. Respondents' mean levels of agreement concerning impacts of 2010 Games preparations on co-workers interactions

Your Personal Relationship with co-workers		SC	VS	R&M	ALL
a.	Trust in co-workers to get the job done	4.4	3.5	3	3.64
b.	Cooperation with co-workers to get the job done	4.2	3.5	3	3.57
c.	Support from co-workers to get the job done	4.4	3.5	2.8	3.57
d.	Information sharing with respect to professional contacts	4.4	3.5	3.8	3.93
e.	Interactions with people in other business units/ departments in this DMO	4.6	3.5	4	4.07
f.	Information sharing with other business units/ departments in this DMO	4.4	3.75	4	4.07
g.	Interactions with co-workers beyond the immediate workplace	4.4	3.75	4	4.07
Grand Mean		**4.4**	**3.57**	**3.51**	**3.85**

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG
All= Overall Mean
5=Greatly Increased   **4**=Somewhat Increased   **3**=Remained the Same
2=Somewhat Decreased   **1**=Greatly Decreased

4.4.2 DMO Staff Development and Overall Atmosphere

Views were split concerning the 2010 Games impact on DMO's staff development and overall atmosphere. About half (~51%) of the respondents believed that their organization's overall atmosphere and staff development had remained the same despite on-going preparations for the 2010 Games (Table 4.4). Respondents also expressed a relatively low level of consensus (~64%) that the sense of integrity of people in their DMO has increased because of this mega-event's planning requirements. In this vein, one respondent explained:

> "It has changed our organization in regards to... different celebratory things that we do to recognize milestones of the Olympic ... not that we didn't do that before but there are more milestones to celebrate now because of the Olympics." (Key Informant 7)

Overall, Consortium members felt that conditions had not changed with respect to: shared values and civic pride amongst employees in their respective DMOs; the ease of working with other DMO employees within their DMO; skills and knowledge required to get the job done; and personal commitment/ involvement in their DMOs ongoing operations (Table 4.4).

Table 4.4 Respondents' perspectives concerning impact of 2010 Games preparations on their DMO staff development and overall atmosphere

DMO Staff and Overall Atmosphere	Consensus %		Categories	% Frequency of Response				
				GI	SI	RS	SD	GD
The sense of integrity of people in this DMO	LOW	64.2	GI-SI	7.1	57.1	35.7		
The shared values of people in this DMO	NONE	-	NONE	14.3	28.6	57.1		
The civic pride of people in this DMO	NONE	-	NONE	21.4	35.7	42.9		
The ease of working with other people in this DMO	NONE	-	NONE	7.1	21.4	71.4		
The skills and knowledge required to get the job done	NONE	-	NONE	14.3	35.7	50		
Personal commitment/involvement in the DMO's ongoing operations	NONE	-	NONE	28.6	21.4	50		
Overall Averages	**NONE**	**-**	**NONE**	**15.47**	**33.32**	**51.18**		

Rating: GI=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same
     SD=Somewhat Decreased   **GD**=Greatly Decreased
Consensus: GI=Greatly Increased   **GI-SI**= Greatly Increased or Somewhat Increased
     GD=Greatly Decreased   **GD-SD**= Greatly Decreased or Somewhat Decreased
     NONE=Neither Increased nor Decreased

On a comparative basis, Consortium Steering Committee members were more in agreement (mean =4.07) than the other Working Group counterparts that 2010 Games preparations had increased the quality of the staff interactions and the overall atmosphere within their respective organizations (Table 4.5).

Table 4.5 Respondents' mean levels of agreement concerning impact of 2010 Games preparations on their DMO staff development and overall atmosphere

	DMO Staff and Overall Atmosphere	SC	VS	R&M	ALL
a.	The sense of integrity of people in this DMO	4	3.5	3.6	3.71
b.	The shared values of people in this DMO	4.2	3.25	3.2	3.57
c.	The civic pride of people in this DMO	4.2	3.5	3.6	3.79
d.	The ease of working with other people in this DMO	3.8	3	3.2	3.36
e.	The skills and knowledge required to get the job done	4	3.75	3.2	3.64
g.	Personal commitment/involvement in the DMO's ongoing operations	4.2	3.5	3.6	3.79
	Grand Mean	**4.07**	**3.42**	**3.40**	**3.64**

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG
All= Overall Mean
5=Greatly Increased   **4**=Somewhat Increased   **3**=Remained the Same
2=Somewhat Decreased   **1**=Greatly Decreased

4.4.3   DMO Interaction Frequency

There was a high consensus (~93%) that group meetings/workshops between co-workers had either greatly or somewhat increased as a consequence of the 2010 Games preparations. In particular, about 69% of the respondents felt that e-mail communication amongst co-workers had greatly increased and somewhat increased (Table 4.6).

Table 4.6 Respondents' perspectives concerning Games impact on forms and frequency of communication and interactions within tourism DMOs

Mode of Communication	Consensus	%	Categories	% Frequency of Response				
				GI	SI	RS	SD	GD
Group meetings/ workshops	HIGH	92.8	GI-SI	35.7	57.1	7.1		
E-mails	LOW	68.6	GI-SI	42.9	25.7	21.4		
Face to face communication	NONE	-	NONE	21.4	35.7	42.9		
Telephone conversation	NONE	-	NONE	14.3	28.6	57.1		
Formal letters	NONE	-	NONE		7.1	85.7		7.1
Fax	NONE	-	NONE			92.9		7.1

Rating: GI=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same
SD=Somewhat Decreased   **GD**=Greatly Decreased
Consensus: GI=Greatly Increased   **GI-SI**= Greatly Increased or Somewhat Increased
GD=Greatly Decreased   **GD-SD**= Greatly Decreased or Somewhat Decreased
NONE=Neither Increased nor Decreased

4.4.4 Workload Allocations

Overall, Consortium Steering Committee members believed that the number of person-hours committed by their organization to the 2010 Games preparations had increased over the past four years. About (40%) of respondents suggested that the workload had increased 81% or more during this period (Table 4.7). In this vein, some respondents noted:

> "So for our last 2 years we have been doing this on the side of our desk but, now really became full time work of our people." (Key Informant 8).

Steering committee members were convinced that the preparation for the 2010 Games had increased their employees' workload within their respective organizations. Accordingly, tourism DMOs had hired or reallocated additional staff to their departments for Olympic responsibilities. Most of the additional workload was linked to greater responsibilities in media, communication, and visitor services. One respondent commented on the benefits of relocating and volunteering:

> "I think it's a long term benefit. I think it gives someone who works in finance to [be] give[n the] chance to be front line during the Games and they are volunteering for the visitor services. It will be once in a life time experience for them... " (Key Informant 4)

Table 4.7 Steering Committee perspectives on 2010 Games employee workload

% hours Increased	% Frequency of Responses
0%	
1-20%	
21-40%	20
41-60%	20
61-80%	20
81-100%	40

4.5   Bridging Social Capital

The following section describes the extent to which respondents believed bridging social capital was developing as a result of Consortium related 2010 Games preparations.

4.5.1   Levels of Tourism Consortium Members Interaction

Overall, respondents believed that their level of interaction with other Consortium members had increased since the establishment of the partnership. The largest proportion of them (~57%) indicated they met professionally 2-3 times annually before the Consortium's establishment. A similar proportion suggested that they met 6 or more times annually with other Consortium members after its creation (Table 4.8). In this regards, several respondents noted:

> "I didn't really know a lot of those people very well and some of them I never met before, we work together and certainly established relationships. Good to know each other struggles … it has been very rewarding getting to know some of the players… " (Key Informant 8)

> "…we as a tourism industry are pretty tight I know these people if I don't know them personally, I now know their organization[s] very well and their roles and mandates." (Key Informant 2)

This perspective was most pronounced for the Steering Committee members as opposed to the two Working Groups (Table 4.9).

Table 4.8 Respondents' perspectives concerning Consortium members' interaction

Level of Interaction	Consensus	%	Categories	% Frequency of Responses					
				N	O	A	2-3	4-5	6+
Met with some of them professionally prior to the Consortium's establishment	LOW	57.1	2-3	7.1	7.1	14.3	57.1		14.3
Met with them professionally since the Consortium's establishment	LOW	57.1	6+			7.1	14.3	21.4	57.1
Met with them all personally prior to the Consortium's establishment	NONE	---	NONE	50	7.1	14.3	14.3	14.3	

Rating: N= Never   **O**=Once   **A**=Annually   **2-3**=2-3 times annually
     4-5=4-5 times Annually   **6+**=6 and more times annually

Table 4.9 Respondents' mean levels of agreement concerning Consortium members' interaction

	Level of Interaction	SC	VS	R&M	ALL
a.	Met with them all personally prior to the Consortium's establishment	1.4	0.25	2.2	1.36
b.	Met with some of them professionally prior to the Consortium's establishment	2.8	2.5	3	2.79
c.	Met with them professionally since the Consortium's establishment	5	3.75	4	4.29

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG
All= Overall Mean
0= Never   **1**=Once   **2**=Annually
 3=2-3 times annually   **4**=4-5 times Annually   **5**=6 and more times annually

4.5.2 Members' Representation and Adequacy

Overall, Steering Committee members expressed a high level of consensus and agreement (> 80%) that their organizations were adequately represented with enough stakeholders to accomplish their goals (Table 4.10). In contrast, Working Group respondents expressed a medium level of agreement on this issue. In particular, the Visitor Services WG respondents agreed (mean= 4.25) to a greater extent then the Research Group members (mean= 3.6) to be more

adequately staffed for their respective responsibilities (Table 2- Appendix 12). A

member from the Research WG explained:

> "I think people already had a full time job, and this is a whole another
> layer on to their full time job. So it put us as an organization and as an
> individual to reflect a little bit and reprioritize." (Key Informant 13)

All Consortium members clearly indicated that they felt their respective

groups were adequately equipped to: provide appropriate representation for their

constituents (100%); offer informed input to the collective interests of the group

(~98%); focus on the vision and objectives of the Consortium (~98%); work

cooperatively to get the job done (100%); supply help and support when needed

(~93%); and share information and contacts (100%) (Table 4.10). Meanwhile

respondents expressed a medium level of consensus that members could be

trusted to represent the collective interests of the group (Table 4.10). In this

regard, mixed views were pointed out by respondents as follows:

> "We have met more frequently and communicated with each other and
> see each other in different situations. Like any other committee, we have
> come to trust each other and it has come more effective as we are learning
> to work together..." (Key Informant 10)

Conversely, another respondent stated:

> "... sometimes decisions were made, we were not communicated and ...
> that definitely broke the trust a little bit and felt we are bit out on our own
> and had to fight for what we needed..." (Key Informant 4)

Overall, mean levels of agreement with the adequacy of the group

representation were highest for the Steering Committee (mean= 4.28) and Visitor

Services groups (mean= 4.08). it was less apparent for the Research WG

members (mean=3.82) (Table 2- Appendix 12).

Table 4.10 Respondents' perspectives concerning Consortium members'
representativeness and adequacy

Members Representativeness and Adequacy	Consensus	%	Categories	% Frequency of Responses				
				SA	A	A/D	D	SD
All interested members are included at the steering committee table	HIGH	80	SA-A	40	40	20		
Members who provide adequate representation for their constituents	HIGH	100	SA-A	35.7	64.3			
Members who provide informed input to the collective interests of the group	HIGH	92.8	SA-A	35.7	57.1	7.1		
Members who have a clear focus on the vision and objectives of the Consortium	HIGH	92.8	SA-A	21.4	71.4		7.1	
Members who are willing to work cooperatively to get the job done	HIGH	100	SA-A	28.6	71.4			
Members who provide help and support when needed	HIGH	92.8	SA-A	21.4	71.4		7.1	
Members who share information and contacts	HIGH	100	SA-A	28.6	71.4			
Members who can be trusted to represent the collective interests	MEDIUM	78.5	SA-A	21.4	57.1	14.3	7.1	
Adequate number of members to get the job done at the working group tables	MEDIUM	77.8	SA-A	22.2	55.6	11.1	11.1	
Members who commit the time and effort needed to contribute to the collective interests	LOW	64.2	SA-A	7.1	57.1	21.4	14.3	
Members who you would socialize with beyond the workplace	LOW	64.3	SA-A	14.3	50	28.6	7.1	
Overall Averages	**HIGH**	**85.7**	**SA-A**	**25.13**	**60.62**	**9.32**	**4.89**	

Rating: SA=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree
          D=Disagree   **SD**=Strongly Disagree
Consensus: SA= Strongly Agree   **SA-A**= Strongly Agree or Agree   **SD**=Strongly Disagree
          SD-D= Strongly Disagree or Disagree   **NONE**=Neither Agree nor Disagree

4.5.3 Members' Relationships

Nearly all respondents (~93%) expressed a high level of agreement and consensus that their relationships with other Consortium members were a good professional experience. As one member noted:

> "I think we learned from the process,... when there is common objective and a common goal, ... if there is something that is going to take place [whether geographic in nature or involve other DMOs] ... at least we know what the mechanism is." (Key Informant 6)

It was also viewed as being especially cooperative (100%) in Olympic and other tourism matters (Table 4.11), as a member indicated:

> "I think everyone is endeavouring to cooperate to the best of their abilities again within the bounds of their organization's directives and core responsibilities or objectives."(Key Informant 7)

There were several examples were Consortium members worked collaboratively such as in pooling their respective photographic images and other media materials for use by broadcasters. One member stated:

> "So we pooled our resources and ... VANOC partnered with us and it has been used in VANOC corporate video and we offer it to the broadcasters..." (Key Informant 3)

In addition, the Visitor Services WG developed a collaborative pre-event brochure 'Destination 2010Planning Guide' to help maintain a consistent message to visitors. Similarly, they also worked together to develop a common visitor services uniform, as one respondent shared:

> "... each one of us was going to use a different strategy, find funding, ... but we were going to get better much deal on sponsorship by working together." (Key informant 8)

A medium level of agreement and consensus (~71%) existed concerning the degree to which it was a good professional experience for all partnering members, and the extent to which group's members felt at ease forming relationships with each other (~79%) (Table 4.11). Overall, some Consortium members portrayed their relationship as a 'marriage'. One particular member said:

> "There are time when it is really great and there are time when it is not so great and there are time where you trust each other and there are time where you don't trust each other. ... because the dynamics change, people change, and the organizational priorities change... there are certain people that you end up building better relationship with because you see them more often or you spend more time together... there is lot of bonding that take place more ideas that get exchanged... and it isn't to exclude other partner... but it happen to us, ... decision have been taken that haven't been in the best interest of one of the partners ... and that erodes the trust or confidence..." (Key informant 3)

There was limited consensus and agreement (~64%) about how well the Tourism Consortium had opened doors to new working opportunities with other's tourism organizations (Table 4.11). It was perceived that the Tourism Consortium was involved in an ongoing evolution of working relations, as one member explained:

> "This is not a huge stretch for us... we have worked and developed partnership agreements with them. ... this is not a brand new relationship really it is just extending what we do naturally as organizations in the tourism business." (Key Informant 2)

Table 4.11 Respondents' perspectives concerning their relationships with Consortium members

Your Relationship with Members	Consensus	%	Categories	% Frequency of responses				
				SA	A	A/D	D	SD
A good professional development experience for you	HIGH	92.9	SA-A	50	42.9	7.1		
Cooperative in matters related to the Olympics	HIGH	100	SA-A	21.4	78.6			
Cooperative in matters related to other tourism issues	HIGH	100	SA-A	21.4	78.6			
A good professional development experience for them	MEDIUM	71.4	SA-A	21.4	50	28.6		
Ease (Not Difficult) in forming relationship with Consortium members	MEDIUM	78.6	SA-A	28.6	50	14.3	7.1	
Opened the door to new working opportunities with tourism organizations	LOW	64.3	SA-A	35.7	28.6	35.7		
Overall Averages	**HIGH**	**84.5**	**SA-A**	**29.75**	**54.78**	**14.28**	**1.18**	

Rating: **SA**=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree
         D=Disagree   **SD**=Strongly Disagree
Consensus: **SA**= Strongly Agree   **SA-A**= Strongly Agree or Agree   **SD**=Strongly Disagree
         SD-D= Strongly Disagree or Disagree   **NONE**=Neither Agree nor Disagree

4.5.4   Working with Consortium Members

Nearly all key informants indicated that they were very comfortable and /or somewhat comfortable (high consensus 100%) working with members on Consortium and other tourism issues (Table 4.12). Overall, high mean levels of agreement with the positions were evident (means= 4.86 and 4.71 respectively) (Table 4-Appendix 12). This was mostly because of underlying relationships that were already in place and that the Consortium took their partnership to a higher level of cooperation.

Table 4.12 Respondents' perspectives concerning their working relationship with Consortium members

Working with Consortium Members	Consensus %	Categories	% Frequency of Responses				
			VC	SC	U	SU	VU
Working with members on other tourism issues	HIGH	100	VC-SC	71.4	28.6			
Working with members on Consortium issues	HIGH	85.7	VC	85.7	14.3			
Working with members beyond the workplace	LOW	64.3	VC-SC	35.7	28.6	28.6	7.1	
Overall	**HIGH**	**88.1**	**VC-SC**	**64.3**	**23.8**	**9.5**	**2.4**	

Rating: **VC**=Very Comfortable   **SC**=Somewhat Comfortable   **U**=Unchanged
           SU=Somewhat Uncomfortable   **VU**=Very Uncomfortable
Consensus: **VC**=Very Comfortable   **VC-SC**=Very Comfortable or Somewhat Comfortable
           VU=Very Uncomfortable   **VU-SU**=Very Uncomfortable or Somewhat uncomfortable
           NONE= Neither Comfortable nor Uncomfortable

4.5.5   Working Relationships amongst Consortium Partners

Steering committee members where asked to rate the extent to which they felt comfortable working with the following organizations (Table 4.13). While all respondents expressed high levels of comfort (>80%) working with Consortium members, these feelings were most evident with respect to Tourism Vancouver interactions (Table 4.13). However, all Steering Committee members expressed very positive views concerning not only their interactions with each other, but also (to a lesser extent) with agencies such as: the BC Ministry of Tourism, Culture and the Arts, BC Olympic Games Secretariat and 2010 Legacies Now (~60%) (Table 4.13).

Table 4.13 Respondents' perspectives concerning their working relationship with their organization and other Consortium Partners

Working with the Following Partners	Consensus %		Categories	% Frequency of Responses				
				VC	SC	U	SU	VU
Tourism BC	HIGH	80	VC	80	20			
Tourism Vancouver	HIGH	100	VC	100				
Tourism Whistler	HIGH	80	VC	80	20			
The Canadian Tourism Commission	HIGH	80	VC	80	20			
Tourism Richmond	HIGH	80	VC	80	20			
BC Ministry of Tourism, Culture and the Arts	LOW	60	VC-SC	40	20	40		
BC Olympic Games Secretariat	LOW	60	VC-SC	20	40	40		
2010 Legacies Now	LOW	60	VC-SC	40	20	40		
District of West Vancouver	NONE	-	NONE	20	20	60		

Rating: VC=Very Comfortable   **SC**=Somewhat Comfortable   **U**=Unchanged
      SU=Somewhat Uncomfortable   **VU**=Very Uncomfortable
Consensus: VC=Very Comfortable   **VC-SC**=Very Comfortable or Somewhat Comfortable
      VU=Very Uncomfortable   **VU-SU**=Very Uncomfortable or Somewhat uncomfortable
      NONE= Neither Comfortable nor Uncomfortable

4.5.6   Working relationships amongst Working Group members

The working groups were asked to rate the extent to which they felt comfortable working with their as well as other Consortium Working Groups. Overall, respondents were moderately in agreement that they felt comfortable establishing relations with the other WGs. However, they expressed only medium consensus (78%) that establishing such linkages with media relations groups were relatively comfortable to create. Most notably, the lowest level of consensus (~68%) was associated with building ties with the visitor services and the destination brand/marketing working groups (Table 4.14).

Whilst the Visitor Services WG had a high level of agreement (mean=4.5) that they either felt very comfortable and/or somewhat comfortable working with their own WG, the Research and Measurement WG felt either very comfortable and/or somewhat comfortable (means >= 4) working with the following WGs:

Research and Measurement; Media Relations; Travel Trade; Visitor Services; and

Destination Branding/Marketing (Table 4.15).

Table 4.14 Respondents' comfort levels with other Consortium Working Groups

Working with other Consortium Working Groups	Consensus %		Categories	% Frequency of Responses				
				VC	SC	U	SU	VU
Media Relations	MEDIUM	77.8	VC-SC	22.2	55.6	22.2		
Visitor Services/ Volunteer Training and Accommodation/ Tickets/Hospitality Venues, etc	LOW	66.7	VC-SC	55.6	11.1	33.3		
Destination Brand/Marketing	LOW	66.7	VC-SC	11.1	55.6	33.3		
Travel Trade	NONE	-	NONE	44.4	11.1	44.4		
Beijing 2008	NONE	-	NONE	22.2	33.3	44.4		
Research and Measurement	NONE	-	NONE	33.3	22.2	44.4		
Leveraging Sponsors	NONE	-	NONE	22.2	22.2	55.6		
Events (Torch Relay, Cultural Olympiad, Live Sites, etc)	NONE	-	NONE	22.2	11.1	66.7		

Ratings: VC=Very Comfortable   **SC**=Somewhat Comfortable   **U**=Unchanged
          SU=Somewhat Uncomfortable   **VU**=Very Uncomfortable
Consensus: VC=Very Comfortable   **VC- SC**=Very Comfortable or Somewhat Comfortable
          VU=Very Uncomfortable   **VU- SU**=Very Uncomfortable
          NONE= Neither Comfortable nor uncomfortable

Table 4.15 Respondents' mean levels of agreement concerning their comfort levels working with Consortium Working Groups.

Working with Consortium Working Groups	VS	R&M	ALL
Media Relations	3.75	4.2	4
Travel Trade	3.5	4.4	4
Beijing 2008	3.75	3.8	3.78
Research and Measurement	3.25	4.4	3.89
Visitor Services/ Volunteer Training and Accommodation/ Tickets/Hospitality Venues, etc	4.5	4	4.22
Leveraging Sponsors	3.75	3.6	3.67
Events (Torch Relay, Cultural Olympiad, Live Sites, etc)	3.75	3.4	3.56
Destination Brand/Marketing	3.5	4	3.78
Overall Averages	3.72	3.98	3.86

VS=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Very Comfortable   **4**=Somewhat Comfortable   **3**=Unchanged
2=Somewhat Uncomfortable   **1**=Very Uncomfortable

4.5.7   Consortium Operating Culture

Respondents expressed a high level of consensus and agreement that the

Consortium had created informal opportunities for members to discuss matters

that were not specifically Tourism Consortium related (~93%). The operating culture was also perceived to be one which created opportunities for members to discuss/ debate opposing positions in a respectful manner (~86%). In addition, a medium consensus existed amongst members that suggested the Consortium operating culture: made members feel their perspectives were considered in Consortium decision making processes (~79%); distributed agenda information to members in a timely manner prior to meetings (~71%); and created a collective confidence that the Consortium efforts would result in real benefits for their DMOs (~71%) (Table 4.16).

Conversely, no consensus existed concerning the extent to which the Consortium's culture had increased opportunities for consultations/ inputs from non-Consortium members. There was also no consensus that it made members appreciate the value of VANOC as an ally in building tourism opportunities for the region (Table 4.16).

Respondents believed that their relationship with VANOC was complementary in nature despite their different objectives. Two respondents captured that effectively:

> "So we would go about things a little bit different because we [Consortium members] have the eye for the guest but they [VANOC] have the eye for the sport." (Key Informant 8)

> "Obviously it has been very interesting experience working with VANOC because their goal is to run the Games, they really have nothing to do with the destination. ... spectator accommodation is an example, their objective is not to take care of the spectator, their objective is to take care of the Olympic family and sporting events." (Key Informant 6)

Table 4.16 Respondents' perspectives concerning Consortium's operating culture

Operating Culture	Consensus	%	Categories	% Frequency of Responses				
				SA	A	A/D	D	SD
Created informal opportunities for members to discuss matters that are not specifically Tourism Consortium related	HIGH	92.9	SA-A	14.3	78.6	7.1		
Created opportunities for members to discuss/ debate opposing positions in a respectful manner	HIGH	85.7	SA-A	21.4	64.3	14.3		
Distributed agenda information to members in a timely manner prior to meetings	MEDIUM	71.4	SA-A	14.3	57.1	21.4	7.1	
Made members feel their perspective were considered in Consortium decision making processes	MEDIUM	71.4	A	7.1	71.4	14.3	7.1	
Created a collective confidence that the Consortium efforts will result in real benefits for the DMO	MEDIUM	71.4	SA-A	21.4	50	28.6		
Created opportunities for members to meet regularly	LOW	64.3	SA-A	21.4	42.9	35.7		
Fostered opportunities to speak out on Tourism Consortium related matters	LOW	64.3	SA-A	21.4	42.9	35.7		
Increased opportunities for consultations/ inputs from non-Consortium members	NONE	-	NONE	7.1	35.7	42.9	14.3	
Made members appreciate the value of VANOC as an ally in building tourism opportunities for the region	NONE	-	NONE	7.1	35.7	35.7	21.4	
Overall Average	**LOW**	**68.3**	**SA-A**	**15.1**	**53.2**	**26.2**	**5.54**	

Rating: **SA**=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree
        D=Disagree   **SD**=Strongly Disagree
Consensus: **SA**= Strongly Agree   **SA-A**= Strongly Agree or Agree   **SD**=Strongly Disagree
        SD-D= Strongly Disagree or Disagree   **NONE**=Neither Agree nor Disagree

4.5.8 Policies and Procedures

A large majority of respondents (86%) expressed that they either strongly agreed or agreed, that the Consortium policies and procedures assisted members in collectively responding to changing circumstances, as well as in creating opportunities for members to reflect on and learn from previous experiences (Table 4.17).

There were several occasions where Consortium members responded collectively to changing circumstances. For example, due to a recent economic

downturn, the Visitor Services WG reduced the number of kiosks (visitor information centres) from 20 to 13 kiosks. These will be redeployed to other smaller communities after the Games.

The following statements from Consortium members summarize some of the lessons learned from previous experiences:

- They recognized the need to develop more quantitative measurements "so it's not just air that we are talking about"(Key Informant 2)

- Hosting mega-events does not necessary lead to increased post- Games visitation due to "diversion effect... people tend to stay away from destinations hosting the Olympics" (Key Informant 2). Thus, adequate strategies need to be in place to mitigate such an effect.

- Working collaboratively with partners to ensure a seamless visitor experience. For instance, developing one map that visitors and spectators can use was one of the Visitor Services objectives.

- Ability to capitalize on established networks and implement what they have learned in attracting future events. As one respondent stated:

  "Canada is the host nation for the GATT Summit in Muskoka in June of 2010 and the idea was thought, the media may be different but the principle still the same. So we are going to immediately apply what we know supporting the media for the Olympics and try to adopt the same ideas..."(Key Informant 2)

About (~79%) of the respondents believed that the Consortium facilitated collective decision-making. Overall, 71% of them also indicated that the Consortium's management process identified and followed-up on related issues in a prompt and business-like fashion.

There was no consensus among members concerning the extent to which it effectively resolved differences in power amongst members. Nor was there an agreed viewpoint concerning how it addressed conflict between members or between Consortium members and other external organizations (Table 4.17). It was often stated in the interviews that power in terms of especially financial resources played a significant role in the decision-making process. However, members also agreed that power tend to be less influential over time, as one member suggested:

> "There was that feeling, I think if you want to be included in this as an equal partner than you would better put your money in... I find that over time, .. has evened out... so we don't get as nearly as many decision imposed as they are now consulting us on any of the decisions that is being made. I think there is a power shift I guess from the strongest in terms of resources to we are all pretty equal." (Key informant 10)

In addition, almost half of respondents agreed that it was "personality more that power" (Key informant 6) that acted as a binding force behind the success of their groups.

Table 4.17 Respondents' perspectives concerning Consortium's policies and procedures

Polices and Procedures	Consensus	%	Categories	% Frequency of Responses				
				SA	A	A/D	D	SD
Responded collectively to changing circumstances	HIGH	85.7	SA-A	21.4	64.3	7.1		
Created opportunities for members to reflect on and learn from previous experiences	HIGH	85.7	SA-A	21.4	64.3	7.1	7.1	
Facilitated collective decision making	MEDIUM	78.5	SA-A	21.4	57.1	21.4		
Identify and follow-up on Consortium related issues in a prompt and business-like fashion	MEDIUM	71.4	SA-A	21.4	50	28.6		
Addressed conflicts between members	NONE	-	NONE	14.3	42.9	42.9		
Addressed conflict between the Consortium members and other external organizations	NONE	-	NONE	7.1	42.9	50		
Lead to the development of other non-Olympic Tourism plans	NONE	-	NONE	7.1	21.4	64.3	7.1	
Effectively resolve differences in power amongst members in the Consortium	NONE	-	NONE	14.3	28.6	35.7	21.4	
Overall	**LOW**	**62.5**	**SA-A**	**16.1**	**46.4**	**32.1**	**11.9**	

Ratings: SA=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree
          D=Disagree   **SD**=Strongly Disagree
Consensus: SA= Strongly Agree   **SA-A**= Strongly Agree or Agree   **SD**=Strongly Disagree
          SD-D= Strongly Disagree or Disagree   **NONE**=Neither Agree nor Disagree

4.5.9 Quality of Information and Knowledge Sharing

All respondents believed that their organizations had either benefited a lot or somewhat from information sharing generated by the Consortium. In addition, a high level of agreement (~86%) and consensus existed that suggested that information sharing had strengthened awareness of other members organizations' programs (Table 4.18).

A medium level of agreement and consensus was reported on how well the Consortium's process contributed to: sharing information transparently (~71%), and in a timely manner (~79%) as well as accessed previously unattained information sources (~79%) (Table 4.18). Two respondents stated:

"I think we all benefited each other... Probably learned things little bit sooner then you would if you just waited on your own. For instance [X] has very sound political connections he would tell us things on that front before I may have heard about them..." (Key Informant 4)

"I learned more about how municipal politics works and I didn't know anything like that before." (Key Informant 6)

Table 4.18 Respondents' perspectives concerning the quality of information and knowledge shared amongst Consortium members

Quality of Information and Knowledge Shared	Consensus	%	Categories	% Frequency of Responses				
				SA	A	A/D	D	SD
Strengthened awareness of other members organizations' programs	HIGH	85.7	SA-A	28.6	57.1	14.3		
Your organization benefited from these information sharing exchanges	HIGH	100	SA-A	50	50			
Accessed previously unattained information sources	MEDIUM	78.5	SA-A	21.4	57.1	21.4		
Shared information in a timely manner	MEDIUM	78.5	NONE	21.4	57.1	21.4		
Shared information transparently	MEDIUM	71.4	SA-A	14.3	57.1	28.6		
Shared DMO specific competitive intelligence	NONE	-	NONE	14.3	42.9	42.9		
Overall Averages	**MEDIUM**	**78.55**	**SA-A**	**25**	**53.55**	**25.72**		

Ratings: **SA**=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree
         D=Disagree   **SD**=Strongly Disagree
Consensus: **SA**= Strongly Agree   **SA-A**= Strongly Agree or Agree   **SD**=Strongly Disagree
         SD-D= Strongly Disagree or Disagree   **NONE**=Neither Agree nor Disagree

4.5.10 Mode of communication between members

Overall, respondents strongly agreed or agreed that they had increased the frequency of their communications by email (100%), face-to-face (93%) and telephone (79%) conversations (Table 4.19). Respondents had different perspectives on using various forms of communication. One respondent noted:

"now our meeting is an hour once a month or even every other month because we are finding, we are communicating effectively through e-mail or telephone ..." (Key Informant 7)

However, another respondent stated:

> "…when we have our face-to-face meetings…, I find those are very, very good and just making these relations stronger. So we have initiated more face-to-face meetings because we found we are maybe getting a little bit disconnected by only having phone calls…" (Key Informant 4)

Table 4.19 Respondents' perspectives concerning forms and frequency of interaction amongst Consortium members

Mode of Communication	Consensus	%	Categories	% Frequency of Responses				
				SA	A	A/D	D	SD
Face to face communication	HIGH	92.9	SA-A	50	42.9	7.1		
Telephone conversation	MEDIUM	78.6	SA-A	42.9	35.7	21.4		
E-mails	HIGH	100	SA-A	50	50			
Formal letters	NONE	-	NONE		14.3	42.9	42.9	
Fax	NONE	-	NONE			57.1	35.7	7.1

Ratings: SA=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree
   D=Disagree   **SD**=Strongly Disagree
Consensus: SA= Strongly Agree   **SA-A**= Strongly Agree or Agree   **SD**=Strongly Disagree
   SD-D= Strongly Disagree or Disagree   **NONE**=Neither Agree nor Disagree

4.5.11 Density of Consortium Interactions

Level of interaction varied amongst the Consortium Group members. A low consensus (~ 64%) existed concerning levels of communication on an informal basis per week (Table 4.20). These interactions were most pronounced amongst Visitor Services Working Group members (Table 11 –Appendix 12). In this vein, a member from the Visitor Services WG stated:

> "Up till I joined this group probably, I would speak to them twice a year or three times a year…. right now … apart of meeting once a month or more, I probably have e-mailed numerous times per week if not having phone calls depending on what form of communication is easier to get the message across …" (Key Informant 7)

Table 4.20 Informal communication among Consortium Members/week

Time/week	% Frequency of Responses
0	28.6
1	35.7
2	14.3
3-4	14.3
5-6	-
7+	7.1

4.5.12 Personal Capacity

Overall Consortium members expressed a relatively high level of agreement (mean = 4.07) and medium level of consensus (~71%) that the relationships built as a result of the Games had increased or somewhat increased their personal capacity to work with other professionals outside their organization (Table 4.21) which was most apparent amongst Steering Committee members (mean= 4.4) (Table 12 –Appendix 12).

The following statements represent respondent perspectives on how the preparation for the 2010 Games had increased their personal capacity:

> "I can't tell you how many things I have learned, about even how our organization works and who is responsible for what? Or who is capable of what? that certainly been great for me … and to really get sense of what goes on behind the scene and who the players are, … one of the biggest thing for me is the relationships that I have developed with people which will carry on long passed the Games… And learning my strength and weaknesses as a manager,… [and] managing or working on relationship with the tourism agencies, with government, with people at VANOC, many of whom are only here for short period of time and move on to the next Games." (Key Informant 3)

> "…it has probably improved my communication skills', it improved my ability to set deadlines, …it improved my understanding of other DMOs

issues and needs for sure. … I have a better understanding of where they are coming from more collectively…" (Key Informant 6)

"I am constantly learning there are times when I feel over my head, but you know what, that is how you learn and that is how you stretch." (Key Informant 5)

"I am getting more work done in the same time, I am more effective in making the things that matter happen because you are really given no choice but to prioritize…"(Key Informant 9)

"I think it gave me more insight in terms of developing leadership abilities and working with different groups … and [it has] gets me thinking about ways that I can try to influence the groups in terms of research…" (Key informant 12)

Consortium members, who had the opportunity to travel to Torino and/or Beijing during the Games time, expressed that those experiences had contributed immensely to their personal development. For example, two respondents' shared perspectives on this issue:

"I went to the Paralympics and it was just phenomenal experience …. So I looked at visitor experience. I went to tourism live sites and I understood what the logistics were about … and I understood the ticketing side of thing, I understood the transportation, and those kinds of things." (Key Informant 9)

"we are trying to simplify information, we are trying to have one map that is the biggest simple thing we want out of Beijing. … we are working with VANOC, the city Vancouver, to try and have everybody use the same source of information…" (Key Informant 6)

Table 4.21 Respondents' perspectives concerning 2010 Games impact on changing their personal capacity

	Consensus	%	Categories	% Frequency of Responses				
				IS	SI	RS	SD	DS
Personal capacity	MEDIUM	71.4	IS-SI	35.7	35.7	28.6		

Ratings: IS=Increased Significantly   **SI**=Increased Somewhat   **RS**=Remained the Same
        SD= Decreased Somewhat   **DS**= Decreased Significantly
Consensus: IS=Increased Significantly   **IS-SI**=Increased Significantly-Increased Somewhat
        DS= Decreased Significantly   **DS-SD**= Decreased Significantly or Decreased Somewhat
        NONE= Neither Increased nor Decreased

4.5.13 Organizational Capacity

Overall respondents expressed a relatively high level of agreement (mean=4) and medium level of consensus (~71%) that relations built as a result of the Games had changed their organization's capacity to work with external professionals (Table 4.22). The following are some factors that contributed to increasing DMO organizational capacity.

All parties acknowledged that, "because we have got the Olympics we have a bit of cachet now." (Key Informant 3). They felt they had developed the capacity to create new relations and establish contacts with government, top sponsors, sport federations, media relations and many other organizations. The same respondent continued:

> "we now can speak to them [sport goods manufacturers] and some of the other top sponsors... as partners beyond the Games. ... it has created a new bunch of lead opportunities that we would never have thought about it, pursued or been exposed to." (Key Informant 3)

Many potential enduring relationships among Consortium members were felt to have enabled the tourism DMOs to capitalise on their existing resources. There included sharing information and knowledge between members, relying on

each other's areas of expertise, accessing funds, and expanding networks with key stakeholders such as VANOC, IOC, government, media and sponsorship stakeholders.

In addition, tourism organizations were also able to attract high calibre and talented candidates to work for their organizations, as one member noted:

> "We have been ...able to attract talent that we might not be able to attract without the Olympics. A lot of the folks that come to work for us have said I really want this opportunity to work for tourism organization during the Olympics." (Key Informant 8).

Another member stated:

> "there a lot of people in our industry who have been waiting to change career, jobs, or retire but not doing that because the Olympic is just an awesome opportunity to be part of that. But I suspect part of their retirement plans might be take part or some of their wisdom to other major events or organizations around the world." (Key Informant 2)

On the other side, one respondent mentioned that they were able to employ two media people "in the nerve centre, in VANOC" (Key Informant 2) to learn from VANOC professionals. Key informant believed that being in the heart of events would equip and expand their personal capacity, which will eventually benefit their organization.

Interestingly, some tourism DMOs were able to reposition themselves and gain recognition from other Consortium members, as two respondents pointed out:

> "I think they have helped us provide a sense of leadership to the industry that we though we have, but we didn't. It just takes it to another level, we found ourselves thinking we were there and then realizing we aren't there yet, we probably never figured out that we aren't there." (Key Informant 2)

"...they phone us now and they say, we got this media group we want to bring them to [X] and we are now part of the team, whereas in the past they would bring them in and tour our city and we wouldn't even know that they have been here." (Key Informant 5)

However, some Consortium members were also "quite concerned about losing staff after the Olympics and [the possibility of a] burn out legacy ..." (Key Informant 11).

Overall, respondents agreed that they had gained the skills and knowledge required and that they hoped to redeploy what they have learned to other major events.

"... for me its post games and the relations I know with the IOC, the broadcasters, the sponsors, I can take that knowledge and really transfer it to any other Games. It will be different in each local host country, but the frameworks are there, the same people, sponsors and so on." (Key Informant 1)

Table 4.22 Respondents' perspectives concerning 2010 Games impact on changing their organizational capacity

	Consensus	%	Categories	% Frequency of Responses				
				IS	SI	RS	SD	DS
Organizational Capacity	MEDIUM	71.5	IS-SI	28.6	42.9	28.6		

Ratings: IS=Increased Significantly   **SI**=Increased Somewhat   **RS**=Remained the Same
       SD= Decreased Somewhat   **DS**= Decreased Significantly
Consensus: IS=Increased Significantly   **IS-SI**=Increased Significantly-Increased Somewhat
       DS= Decreased Significantly   **DS-SD**= Decreased Significantly or Decreased Somewhat
       NONE= Neither Increased nor Decreased

4.6 Other Relations and Linkages

This section describes key informant perspectives on the extent to which linking social capital was developed as a result of preparations for the 2010 Games.

4.6.1 Steering Committee Relationship with External Organizations

Respondents expressed varying perspectives concerning the extent to which their relationships had increased with specific external organizations resulting from Games preparation activities. The strength of this position varied between Consortium groups, as well as specific external organizations. For instance, Steering Committee members were most convinced that such relations were more pronounced with VANOC (100%), media groups (100%), the IOC (80%) and the Olympic Secretariat (80%) (Table 4.23).

Beyond the specific external groups mentioned in the survey, Consortium members noted other linkages that they had developed. For instance, specific respondent remarks in this regards included:

> "We have a National Tourism Working Group Consortia that includes every province and territory at the table. We meet 2 or 3 times a year, a couple times by phone ... this is very engaged group who at the beginning [they were] not sure what the Vancouver Olympic was going to do for them. Now, we are extremely engaged and understand fully how these opportunities reflect their tourism world. I would say that is another great legacy example of our tourism Consortium." (Key informant 2)

> "We started a committee in Richmond ... that had a direct involvement with the Olympic ... ROCC the Richmond Olympic Community Committee. ...we meet every month and it includes the Richmond School Board, the Richmond Chamber of Commerce, the City of Richmond being the Richmond Olympic Business Office, Tourism Richmond and Volunteer Richmond." (Key informant 5)

> "I am sitting at the table... with lot of folks that I will never cross paths with and that could be anybody from the RCMP to Four Host First Nations,... people who are responsible for transportation for the city of Vancouver, ... It's because of the Olympics that there is more of an urgency to resolve certain issues. So we might be involved with the mayors office to help with the street crime or homelessness issues maybe we would have been involved anyway... because we are player at the Consortium level or part of tourism industry, it accelerated... we get invited to all kinds of

meetings that we tended to ignore previously or not have been extended an invitation to." (Key informant 3)

In contrast, no consensus was apparent with respect to the extent to which relationships had increased with universities, the Olympic Commerce Centre, and local governments (Table 4.23).

Table 4.23 Steering Committee members' perspectives concerning external organizational linkages

External Organizations	Consensus	%	Categories	% Frequency of Responses				
				GI	SI	RS	SD	GD
International Organizing Committee IOC	HIGH	80	GI-SI	60	20	20		
Vancouver Organizing Committee VANOC	HIGH	100	GI	100				
Media	HIGH	100	GI-SI	60	40			
Olympic Secretariat	HIGH	80	SI	20	80			
Provincial Government	LOW	60	SI		60	40		
Volunteer Organizations or Groups	LOW	60	GI-SI	20	40	40		
Local Government	NONE	-	NONE	20	20	60		
Universities	NONE	-	NONE		20	80		
2010 Commercial Centre	NONE	-	NONE		40	60		

Rating: GI=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same
          SD=Somewhat Decreased   **GD**=Greatly Decreased
Consensus: GI=Greatly Increased   **GI-SI**= Greatly Increased or Somewhat Increased
          GD=Greatly Decreased   **GD-SD**= Greatly Decreased or Somewhat Decreased
          NONE=Neither Increased nor Decreased

4.6.2   Working Groups Relationship with External Organizations

Consortium Working Group members were less convinced that their relationships with external organizations had increased. Except for linkages with 2010 Legacies Now, there was no apparent consensus that their organization's relationships with specific external groups had increased as a result of the Consortium activities. They expressed a medium level of consensus that their relations with 2010 legacies Now had strongly or somewhat increased (Table 4.24).

Levels of agreement concerning increased external relations varied between the working groups. For example, the Research WG, perceived highest level of increased relations with media (mean = 4.0). In contrast, the Visitor Services Working Group, perceived the highest levels of increased relations were with Tourism Richmond (mean=4.0) and 2010 Legacies Now (mean=4.0) (Table 15-Appendix 12). These external linkages with Tourism Richmond were especially the case of the Visitor Services WG members because all DMOs with the exception of Tourism Richmond had previous working relations. Accordingly, their relationship were primarily strengthened through the Consortium activities. In addition, the same WG had a close working relation with 2010 Legacies Now which focused on rating their establishments, in terms of disability access.

While there was no consensus amongst members that their relationships with VANOC had increased. All Visitor Services WG members indicated that by joining Visitor Experience Integrated Task Team (VEITT), a program developed by VANOC, they were able to expand their linking networks with other groups. As one member noted:

> "...what they [VANOC] have done is just bringing together anyone who might be involved in the visitor experience,... Translink, YVR, the Tourism Consortium, ...people that I would have never met otherwise like the chamber of commerce from North Vancouver, West Vancouver ... Surrey, Tourism Surrey and more outlying areas that are working in the Olympics...the downtown Vancouver Business Improvement Association... meeting more people and learning more things..."(Key Informant 7)

The following summarizes some external linkages that were identified by the Visitor Services WG members as a result of the 2010 Games that were not mentioned in Tables (24):

- Tourism Vancouver working with property management and other companies dealing with non-tradition accommodation ensuring visitors accommodation during Games time

- Whistler.com selling cruise ship excursions for the first time in Vancouver

- Whistler working more closely with Tourism Squamish to leverage and maximize opportunities with Squamish Adventure Centre

- The Vancouver Police department providing basic training on how to be safe on the street

In addition, all respondents expressed that, because of the 2010 Games, they had expanded and developed new networks of relations with people working for the city of Vancouver and city of Richmond.

In contrast, the Research and Measurement WG did not perceive that their networks and external linkages were immensely expanded. In this vein, some respondents mentioned:

"we are working with non-Consortium members that we worked with in the past like SFU, ... or other universities in North America..." (Key Informant 11)

"I think it is pretty much the same. Members of the group have worked together on a number of different partnership activities, so we often come together. There are a couple of people who ...became involved in the group that hadn't participated... before in terms of their involvement..." (Key Informant 12)

Table 4.24 Working groups members' perspectives concerning external organizational linkages

Potential External Group Linkages	Consensus	%	Categories	% Frequency of Responses				
				GI	SI	RS	SD	GD
2010 Legacies Now	MEDIUM	77.8	GI-SI	11.1	66.7	22.2		
Vancouver Organizing Committee VANOC	NONE	-	NONE	22.2	33.3	44.4		
Media*	NONE	-	NONE	11.1	44.4	33.3		
Tourism BC	NONE	-	NONE	11.1	33.3	55.6		
Tourism Vancouver*	NONE	-	NONE		55.6	33.3		
Tourism Whistler	NONE	-	NONE		55.6	44.4		
The Canadian Tourism Commission CTC	NONE	-	NONE		44.4	55.6		
Tourism Richmond	NONE	-	NONE	11.1	44.4	44.4		
BC Ministry of Tourism, Culture and the Arts	NONE	-	NONE		22.2	77.8		
BC Olympic Games Secretariat	NONE	-	NONE	11.1	33.3	55.6		

Rating: GI=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same
         SD=Somewhat Decreased   **GD**=Greatly Decreased
Consensus: GI=Greatly Increased   **GI-SI**= Greatly Increased or Somewhat Increased
         GD=Greatly Decreased   **GD-SD**= Greatly Decreased or Somewhat Decreased
         NONE=Neither Increased nor Decreased
*One missing answer

4.6.3   New Working Opportunities

Overall, respondents expressed a medium level of consensus (~ 71%), and a medium level of agreement (mean =2.71) that the Tourism Consortium had opened new opportunities for their organization to work more closely with each other, than would have normally been the case (Table 4.25/16-Appendix 12). Highest level of agreement (mean=2.8) with this perspective were offered by Consortium Steering members (Table 16-Appendix 12).

All respondents also believed that the Tourism Consortium opened doors for their organizations to work closely with media, sponsors, VANOC and the IOC in a single organized and integrated fashion. As members commented:

> "it made us work collectively… [with] our customer… , did they want five people knocking on the door all aligned the same thing … five people… just waste of their time." (Key Informant 1)

"… what I have observed is that some of the other working groups, the media relation working group or the marketing group are working with organizations like VISA and NBC… organizations that they previously would probably not have find access to or not had as much interest… organizations like Microsoft, Google are interested in what we are doing because of the Olympics. They… open stores of relationships that we probably previously didn't have access to." (Key Informant 11)

Table 4.25 Respondents' perspectives concerning Consortium's role in creating opportunities for tourism organizations to work with external groups

New Working Relationships	Consensus	%	Categories	% Frequency of Responses		
				OI	RS	OD
	NONE	71.2	OI	71.4	28.6	

Rating: OI= Opportunity Increased   **RS**=Remained the Same   **OD**= Opportunity Decreased
Consensus: OI= Opportunity Increased   **OD**= Opportunity Decreased
            NONE= Neither Increased nor Decreased

4.6.4   Consortium's Role in Expanding Tourism DMO's Network

The majority of respondents (~64%) believed that without the impetus of the Consortium, opportunities to work with other groups would not have been developed. This belief was strongest among Consortium Steering Committee members.

4.7   Consortium Top Challenges

Respondents were asked to state the top three challenges their organizations faced working in the Consortium. These challenges are summarized in Table (4.26).

Table 4.26 Summary of Challenges for the 2010 Tourism Consortium members

Overall Challenges	Lack of incremental financial resources
	Lack of human resources relative to the workload required.
	Lack of consistent players throughout the planning process
	Deciding on Games' title "Vancouver 2010 Olympic and Paralympic Games"
	Recognizing Whistler as an equal partner
	Maintaining a collaborative approach in the complex (cooperative-competitive) relationships amongst members
	Power differences
	Dealing with VANOC
Visitor Services WG Specific Challenges	Doing 'more with less' and identifying ways to think out of the box
	Cutting back on original plans
Research & Measurement WG Specific Challenges	Having other working groups understand and appreciate the nature of research
	Identifying the appropriate time to start research
	Being dependent on other WGs submission of plans
	Lack over adequate funds to meet research needs
	The BC Olympic secretariat held responsible for measuring the overall impact of the 2010 Games.

4.7.1   Overall Challenges

Overall, all key informants indicated that a lack of financial resources was their biggest challenge. They felt that their original plans far exceeded the incremental budget they collectively received. Accordingly, they had to reprioritize and cut back as the planning and development process unfolded.

Consortium members also believed that their "workload has increased tremendously with 2010" (Key Informant 7). Simultaneously, they had inadequate human resources for the growing workload required. As one member noted:

> "…there is more tension, there is more demand on time and money and for human resources. The expectations to perform at a higher level is greater." (Key Informant 5)

Some Consortium members' highlighted a lack of consistency in the players at their group tables. One respondent commented:

"...there are so much turnover in people in the industry, ... people have lots of skills that are transferable to other industries..." (Key Informant 12)

Some respondents felt that involving more people from the beginning and ensuring open communication system within the organization would have really helped the Consortium. It would have been easier for new members to step-in on an equal footing. One member noted:

"So rather than having a small team leading for 3 years ... ensure that there is a spoke system, and ... make sure that their knowledge is being shared in a broader perspective." (Key Informant 7)

In fact the 2010 Games title, being called the 'Vancouver 2010 Olympic and Paralympic Games' was identified by Consortium members as an ongoing challenge. Some Consortium partners felt this gave Vancouver more cachet over other partners. One respondent pointed out "it's the Vancouver 2010 Games and six, seven years ago when we started this, ... Whistler was an equal partner and most of us ... also struggle with feeling that we are on unequal footing" (Key Informant 8)

The most commonly expressed challenge by Consortium members was maintaining a collaborative approach while still satisfying individual organizational goals and objectives. Individual organizations often have varying scopes and mandates that often involve competing with other tourism DMOs. In some cases, Consortium members were not fully able to understand other DMOs objectives, priorities, points of pressure and challenges. Consequently, there were

times when organizations exhibited self-interest over the collective interests

rather than the whole group. In this matter, two respondents pointed out:

> "So that happen from time to time ...but we try to sort those things out and make sure that we are all on the same page." (Key Informant 3)

> "How do we maximize as a group while still meeting our individual goals and objectives. ...we all have stakeholders, we all have performance benchmarks that we need to meet, but you just try to be professional and respectful and open."(Key Informant 5)

> Power differences amongst Consortium member were also identified as

additional challenges that influenced the decision-making process. One

Consortium members stated that:

> "different organizations have more money, and more power and more people... sometimes they share and sometimes they don't... sometimes they compete with us for different activities." (Key Informant 12)

The most frequently mentioned challenge to the Tourism Consortium's

relationships with VANOC was associated with sharing information transparently

and "underestimating the importance of communicating with key partners" (Key

Informant 4). This was highlighted by some key respondents as follows:

> "they have signed a lot of agreements and there is certain amount of information that they are not allowed to share. I think we wasted a lot of time in trying to generate some of that information..." (Key Informant 12)

> "There are things that have to remain confidential until certain times but... future organizing committees need to know that there are needs to be time to bend the rules a little bit... to ensure that the support is there. If you are going to put thick fences and road blocks up you will not get the support you need." (Key Informant 7)

4.7.2   Challenges specific for Visitor Services Working Group

Specific challenges for the Visitor Services WG involved identifying ways

to think 'out of the box' and to develop creative solutions. For example, tourism

DMOs were challenged to provide adequate accommodation for spectators. This was largely because VANOC had blocked 80% of the region's hotels for the 'Olympic Family'. Consequently, tourism DMOs were compelled to work cooperatively with the City of Vancouver, City of Richmond and property management companies to develop creative solutions for accommodating other spectators. Similarly, unanticipated budgeting cuts led them to creatively reduce the number of satellite kiosks they originally provided.

4.7.3 Challenges Specific for the Research and Measurement Working Group

The majority of the Research and Measurement WG members indicated that they received a minimal level of cooperation from many of the other WGs. They felt that this was due to: a lack of understanding and appreciation for the nature of research; providing insufficient time to WGs priorities and develop research projects; not receiving planning documents in time to help answer specific questions; and lacking appropriate allocation of funding to meet research needs. One respondent captured the above mentioned points effectively:

> "...there is always the challenge of people understanding and appreciating the nature of research. Starting from the beginning people are often ...excited to get the ball running and they don't think of the pieces that are required... We need to get the information and think it over and then decide on some sort of methodology for them. ... they don't really think as researchers." (Key Informant 12)

> "...there is always a gap of what they [Working groups] think they need to know and sometimes they think of research in a very different capacity ...they don't realize that this is research and they don't realize that there need to be some sort of organization of thought so as to be able to measure it and to assess it at the end of the day." (Key Informant 12)

Another respondent added:

> "... a lot of that initiatives particularly the research initiatives fall out the table because the funding wasn't there... I think start earlier and doing the research you need to do ... you end up recognize your research needs too late and after most funds have been allocated." (Key Informant 11)

Another challenge was attributed to the Federal Olympic Games Secretariat, who were formally assigned responsible for measuring the overall impact of the Olympics. This "covered off measuring the tourism impact as well." (Key informant 11). This eventually shifts the Research WG to focusing on a single objective, supporting the other WGs.

4.8   Legacies

The following section outlines key informant perspectives on the probable legacies emanating from the Tourism Consortium's activities.

4.8.1   Attained Consortium Objectives

Overall, all key informants were confident that the Consortium would achieve its objectives. As one member noted "I think there is a high probability of us accomplishing everything that we set out to and each organization will enjoy success" (Key Informant 3). This outcome is a result of each Consortium member's ongoing commitment to collaborate and maximize existing opportunities. One respondent added:

> "I am pretty confident that we are going to incrementally and materially increase the awareness level of Canada as a tourism destination well over and above what might naturally have happened. It will come earlier then we expected, will be amplified to a greater extent and it will be sustained longer as a direct result." (Key Informant 2)

4.8.2 Organizational Legacies

Respondents offered their viewpoints (Table 4.27) on what they or hoped would be their organization's legacies.

Table 4.27 Summary of organizational legacies

Organizational legacies	Increased destination awareness and media exposure of tourism DMO destinations (Vancouver, Whistler, Richmond, BC and Canada)
	Increased understanding and ongoing relationships amongst Consortium members
	Strengthened even more efficient and coordinated networks with key strategic partners (external linkages)
	Improved future businesses and increased visitor market shares
	Increased personal development amongst Consortium members
	Lowered transaction costs amongst Consortium members
	Increased organizational capacity 'to do more with less'
	Increased knowledge and information sharing
	Credible documentation of activities that could be carried to future host destination
	Increased credibility and legitimacy for the tourism industry
	Upgraded facilities and infrastructure which will lead to product development and new market segments

All Consortium members recognized that the 2010 Games provided a once-in-a-life time opportunity to maximize and leverage awareness and media exposure for their respective destinations. As one member stated:

> "...there is no advertising money that we could collectively invest for the kind of exposure that we are getting around the Olympics. ...it will educate people because broadcast, right holders and the newspaper, writers will talk about the destination. That wouldn't happen under normal circumstances, and it will take years and years to happen again." (Key Informant 3)

Although some tourism DMOs had previous working relations, all respondents believed that their relationships had 'moved to another level'. They also believed that their non-Consortium networks had expanded to include new strategic partners and opportunities to work with people out of their norm sphere of practice. As two member stated:

> "You are not playing with same folks as in our regular daily business. You don't deal with the IOC or all these sport federation or the top sponsors... It is just such a huge machine and we are only a small piece of it but an important piece..." (Key Informant 3)

> "I think just... with our industry those groups of partners who came together for common goals and looking and workshopping and brain storming ... to leverage the collective effort is good." (Key Informant 2).

Members hoped to build future businesses and increase the market share of people visiting their respective destinations.

The written documentation of joint plans, goals, objectives, tactics and "lesson learned so that they can pass it on" (Key informant 8) to future host destinations were also considered an ongoing legacy.

Increasing the credibility and value of tourism as a legitimate industry amongst the public was highlighted by one respondent:

> "...we want to ensure that we are viewed as a legitimate industry in our province that requires ongoing dedicated funding. There is a level of sophistication to what it is that we do...they will see it in the context of our work with sponsors, ... media reports, visitor servicing, the people that we have on the ground here will be exposed to tourism industry like never before." (Key informant 3)

Hosting the 2010 Games will also provide host destinations with a physical legacy in terms of new or upgraded facilities and infrastructure such as hotels, expansion of Canada-line, Convention Centre, Richmond Oval, among many others. From a tourism perspective such expansion will be accompanied by new

product developments and opportunities for new businesses, meetings business, major events, future sport events, and aboriginal tourism.

4.8.3   Consortium as a Role Model

Overall, all respondents believed that the Tourism Consortium was a unique model that enabled host destinations to leverage and maximize tourism opportunities for their respective destinations.

On a domestic level, it was emphasized that adopting a more collaborative approach when dealing with key stakeholders was a useful template to replicate. As one respondent stated:

> " I think the Consortium will have impact... we will take more collaborative approaches and... recognize the benefits of tourism stakeholders and DMOs speaking with one voice... when they deal with government or other businesses..." (Key informant 11)

On an international scale, key informants believed that adopting their blueprint and sharing their knowledge and lessons would provide a useful template for future Games related activities. In this vein, one respondent noted, "I think there is some opportunity to take this to next level and share globally with the future host destinations" (Key informant 9).

4.8.4   Sustained Relationships

Overall, all respondents expressed their interest in continuing to work with other Consortium members on different projects after the 2010 Games. They believed that the Consortium was "a great source of network knowledge" (Key informant 9) and the Olympic project was a "nucleus for the future of networks

amongst DMOs" (Key informant 9). Another respondent expressed their interest

in prolonging the relationship with Consortium members:

> "...that has been really great... I would love to have a way to keep the relationships going and maybe having different people." (Key Informant 4)

Consortium members also suggested that they

> "need to develop a post Olympics plan and strategy that is as collaborative... [because] if we don't have a plan and the infrastructure in place the day after [the Games] we may not sustain the benefits..."(Key informant 11)

Some respondents proposed areas of cooperation where Consortium

members could rally their effort in the future:

> "...we have a meeting on this next week, [about] how we are going to develop a strategy on which events we want to come here? Who is going to pay? Who is going to take the lead? so that is a new whole area for us as well." (Key Informant 4)

4.8.5 Recommendation for Future Organizing Committee and Tourism Agencies

Based on the Tourism Consortium's experience, respondents were asked

to provide recommendations to future bid/organizing committee and tourism

agencies their responses are summarized in Table (4.28).

Table 4.28 Recommendation to future Organizing Committee and tourism agencies

Future Organizing Committees	Ensure early participation and involvement of key partners in the process
	Ensure open communication and information sharing in a transparent manner
Tourism Agencies	Formalize and document relationships early on
	Ensure that the guidelines are in place before starting the process.
	Ensure resources are available for funding

	Ensure adequate representation of members at the table and involving more co-workers from the beginning
	Start early to ensure pre, during and post Olympic plans are in place
	Start research early to ensure adequate information is available
	Take the initiative to approach key strategic partners and work closely with them

Overall, respondents believed that future Organizing Committees should adopt the Consortium's blueprint. However, they also felt that other tourism partners should be involved earlier in the process. Respondent also stressed that future Organizing Committee should not "underestimate the importance of communicating with key partners" (Key informant 4) and sharing knowledge and information transparently to avoid work duplication. Another respondent highlighted the need to bend the rules sometimes when dealing with key partners, as discussed below:

> "Future Organizing Committee need to know that there are needs to be time to bend the rules... because if you are going to put thick fences and road blocks you will not get the support you need." (Key informant 7)

The following respondents suggestions to tourism agencies willing to leverage tourism benefits to their host destinations :

> "we want to start it much earlier, ... It would have been a good idea to have many of those relationships well in advance of the Beijing Games and to sort out things like the accommodation problem or other issues... so that you have a plan that precedes the Games, during the Games and after..." (Key informant 3)

> "I think I put those principles [guidelines] in place right from day one rather than waiting till problems arose and then coming with those set of principles..." (Key informant 4)

".. there is a significant issue around the funding... there wasn't a process that worked around how much funds are available and help the Consortium to allocate it..."(Key informant 11)

4.9 VANOC Key Informants' Profile

Two VANOC members also provided their perspectives on the nature of social capital developed by the Tourism Consortium. They were selected based on their level of interaction with Consortium members. Both had between 3-5 years working for VANOC on issues that included matters related to the Consortium's activities.

4.10 VANOC and Tourism

The respondents noted that VANOC's mandate and focus was to organize and execute the 2010 Winter Olympic and Paralympic Games. This included responsibilities primarily tied, but not limited to, land acquisition, venue construction, marketing, ticket sales, sports organization, as well as executing the actual event. While the collective vision and potential partners for the Games was initially shaped during the pre-Game bid phase, it was not until VANOC was established in 2003 (after the Bid was won) that the formal mission and partners for the event was established. In September of 2003 VANOC was incorporated and became

> "an entity with their partners the Canadian Olympic Committee, the Canadian Paralympic Committee, the Government of Canada, the City of Vancouver, the Resort Municipality of Whistler, the Province of BC, and local First Nations to set up the structure for the Games." (Key Informant 16)

Its stated mission was:

> "To touch the soul of the nation and inspire the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies. The vision is to build a stronger Canada whose spirit is raised by its passion for sport, culture and sustainability." (Vancouver 2010, 2009, para. 2)

Because of the recognized opportunity to leverage significant tourism benefits from the Games, as well as the planning experiences learned from the preceding Australian Games, several government tourism organizations and the Consortium felt they had "... an important role... and the Organizing Committee should have included them in the planning systems" (Key Informant 16). Tourism Consortium pushed hard to be seated at VANOC senior planning level, however, that was not to be the case and "they accepted that" (Key Informant 16). Instead VANOC established a distinct management area within its organization to ensure that their government partners (including the Consortium) would have "a voice and opportunities, and assist them with their marketing plans and in using and leveraging the brand" (Key Informant 16).

Overall, VANOC respondents believed that over time their relationships with Consortium members had grown stronger and that they had gained "a lot respect within the organization [VANOC] and with the IOC" (Key informant 16).

> "...they put plans on the table and asked a lot of questions, they did a lot of projects, that was very impressive... they are going to leverage the Games, I think they have done a great job..." (Key Informant 16).

4.11 VANOC Relations with 2010 Tourism Consortium

This section describes VANOC key informant perspectives on the extent to which relationship and related social capital were developed between Consortium members and VANOC staff.

4.11.1 VANOC- Consortium Interactions

VANOC respondents indicated that their level of professional interaction with Consortium members had increased significantly since the establishment of the organization. On average, they met 6 or more times annually for work purposes.

They indicated that they were particularly comfortable working with the Consortium DMOs such as Tourism BC. One VANOC respondent described the shifting and dynamic nature of their relationship with Consortium members as follows:

> "I think the relationship has both narrowed and grown...moving from planning and strategizing to the execution mode... dealing with fewer people more often. And, it has grown in cooperation, trust and support... so, the relationship has gone stronger and more efficient." (Key Informant 17)

4.11.2 VANOC Operating Relationship with the Consortium

VANOC respondents believed that their organization's operating culture encouraged and created opportunities for them to meet regularly with Consortium members. They felt that this culture not only increased opportunities for consultations/input from the Consortium, but also opened up opportunities to discuss opposing positions in a respectful manner. Indeed, they felt that VANOC's policies and procedures assisted members in collectively responding to

changing circumstances as well as in created opportunities for VANOC staff to reflect on and learn from previous experiences. They also felt that this openness and the way in which Consortium meetings were facilitated/organized helped VANOC appreciate the value of the Consortium as an ally in building tourism opportunities for the region. One respondent highlighted:

> "We [VANOC] have limited resources...both the Consortium and VANOC share resources, where relevant..." (Key Informant 16)

Respondents also believed that their relationship with Consortium members was relatively equal from a power perspective. Power was not perceived to be exercised in extraordinary ways by either VANOC or Consortium members. One respondent captured that effectively:

> "I think the project that we worked on was fairly equal in terms of financial and resource commitments. There weren't imbalances of power. ... ultimately VANOC could make decisions to share or not to share, to involve (itself) in plans or not to... but this could be said for or any of the groups... power resided in that they all could limit their (own) integration. ...and that seriously would limit our [VANOC] ability... overall it was quite equal." (Key Informant 17)

4.11.3 Information and Knowledge Shared

Overall, respondents felt that "VANOC had benefited greatly from information sharing" (Key Informant 17) with Consortium members. This extended to the transparency and timeliness of intelligence sharing. It cumulatively led to a perceived level of greater awareness and understanding of each others on-going initiatives and programs. Respondents suggested that this sharing also included professional contacts. For instance, VANOC connected Consortium DMOs with authorized ticket resellers outside of Canada and

associated with the National Olympic Committee. Similarly and from a research perspective, collaborative intelligence gathering has increased between VANOC and Consortium members. For instance, the CTC has shared much of its relevant research, especially that associated with rebranding Canada. Another research project involves VANOC providing Consortium researchers with Olympic 'Account holder' contacts for on-line survey purposes. Another project involves VANOC working with the Consortium's Research WG to facilitate 'Games time' and post-Games consumer research. Such collaborations are almost unprecedented in British Columbia.

Greater collaborations are also evident with respect to VANOC's activities with the Consortium's Visitor Services WG. The Visitor Services WG has worked with VANOC Marketing and Promotion team, as well as the Event Services team to develop spectator guide maps for the Games. Additionally, Consortium members have worked closely with VANOC to provide appropriate training for Visitor Centre staff. As one respondent articulated:

> "They [Visitor Services WG] are key component in training the staff that will be 'touching the spectators'. They are working very closely with us [VANOC] to provide that seamless spectator experience." (Key Informant 16)

The respondents also believed that the collaborations between VANOC and the Consortium have been invaluable in developing links between the Tourism 2010 Resource Centre and the Vancouver 2010 websites. These links are central to VANOC's communication strategy of keeping spectators and visitors informed, pre, during and post 2010 Games.

4.11.4 Personal Capacity

VANOC respondents believed that working with the Consortium was "definitely a personal learning experience" (Key Informant 17). Overall, they were impressed by the level of collaboration among Consortium members and felt that it is an exemplary model that should be considered for other mega-event activities. They believed that working with Consortium members had expanded their intellectual capital, specifically with respect to understanding the role of tourism DMOs, as well as in sharpening their destination marketing skills. As they put it:

> "I have learned a lot about tourism objectives, of even within the Consortium the different groups involved…" (Key Informant 17)

> "…Communication, destination marketing skill, the techniques they [Consortium members] use to market the destination…" (Key Informant 16)

Respondent also acknowledged that working with the Consortium expanded their networks not only on the professional level but also on a personal relations basis. One respondent suggests that:

> "As an individual it has been great journey for me just to get to know the tourism industry and the players within it and where everybody fits together and how government fits… To see these people [Consortium members], what they do and how they manage tourism, I made some good friends I would say." (Key Informant 16)

4.11.5 Organizational Capacity

Overall respondents expressed that working with the Consortium has increased VANOC capacity to 'do more with less' and was a "necessary piece of the puzzle" (Key Informant 17). As a consequence of the relationships, the

informants believed that they had achieved a lot more than would have been possible with solely VANOC's resources. One responded explained:

> "VANOC's need to communicate and build awareness without the support of the Tourism Consortium would have been a lot more work with fewer people. Therefore, some of it might not have been feasible. The Tourism partners did such a great job of reaching the US market... In an imperfect world you don't have enough time... so you must divide and conquer ...which happened with these two groups." (Key Informant 17)

VANOC respondents also believed that working with the Consortium ultimately assisted the organization especially with respect to "the ticketing and promotion of the Games in the international market and from the accommodation side" (Key Informant 16). It enabled them to concentrate on fulfilling 'Olympic Family' accommodation responsibilities, while leaving spectator accommodation issues for tourism DMOs to handle.

4.12 Consortium Related Top Challenges

VANOC informants felt that meeting individual Consortium member requests was their greatest challenge. Despite the Consortium's collective interests, separate organizational goals still existed. As one respondent suggested:

> "The nature of the Consortium that it is made of multiple bodies that are governed differently and have different objectives. Trying to meet everybody's expectations and objectives is a challenge ...different people with different ideas, and different directions ... all want to get as much out of this project as possible." (Key Informant 17)

Unexpectedly, the near-Games restructuring of Tourism BC also created a major challenge for VANOC. Tourism BC leaders "had to retreat, spend more

time managing the transition" (Key Informant 16) to direct government governance. Another VANOC respondent commented:

> "The shift of Tourism BC .... was a big challenge, due to the different structure and processes that members had to go through…" (Key Informant 17)

4.13 Legacies

The following section outlines VANOC informant perspectives on the legacies emanating from 2010 Games preparations.

4.13.1 Attained VANOC Objectives

Overall, key informants were confident that VANOC would achieve its objectives. They also felt that the Consortium's planning and programming objectives aligned with their organizational priorities and would help VANOC achieve its goals. However, as the Games approached they were concerned that ultimate success would depend on shifting the Consortium's emphasis from planning to execution.

4.13.2 VANOC Legacies

Table (4.29) summarizes the tourism related legacies that VANOC respondents felt would materialize as a result of the collaborations between it and the Consortium.

Overall, key informants believed that the Games provided a great opportunity to promote awareness of Canada, BC, and the host destinations at both the national and international levels. They felt that this legacy paralleled that created by 'Expo 86'. They indicated that VANOC's relationship with the

Tourism Consortium enabled the group to expand their networks and reach international groups they might otherwise have never encountered. Tourism DMOs also learned about untapped markets of Olympic enthusiasts who were interested in tickets and/or Cultural Olympiad events. Additionally, respondents also believed that Consortium members were positioned to capitalize on emerging virtual networks developed and shared by VANOC. Respondents also indicated that their interactions with the Consortium had helped them build the necessary professional networks and social capital needed to fine employment opportunities. .

From an organizational perspective, respondents emphasised that stakeholders, who might not previously be inclined to work together, learned to expand their networks and work in a cooperative manner. One respondent explained:

> "The fact that they [Tourism DMOs] learned to work together, that is the strongest point... Even the city operations learned to communicate better with the Games... We pushed our government partners to work together...." (Key Informant 16)

Documentation and sharing information with future host destinations was also a frequently mentioned legacy. As one respondent noted:

> "...there are very little information shared about past Games. VANOC will break records about information shared with future Games..." (Key informant 17).

Table 4.29 Summary of tourism related legacies

Tourism related legacies	Increased destination awareness (Vancouver, Whistler, Richmond, BC and Canada) on both national and international levels
	Expanded professional networks
	Increased community and organizational capacity to host mega-events.
	Increased VANOC staff intellectual capital
	Strengthened tourism DMO' confidence (pride) in being able to host the Games
	Expanded research measurement and intelligence that could be passed on to future Olympic host destinations.

4.13.3 Recommendations for Future Organizing Committees

Respondents were asked to provide recommendations to future bid/organizing committee to ensure the flow of tourism benefits to their host destinations (Table 4.30).

Overall, respondents believed that it is important to be proactive and "forge partnership with tourism bodies" (Key Informant 17) as well as other strategic partners early on in the planning process. One respondent expressed:

> "Bring the tourism organization in early. Make them part of your bid. Make them part of your planning. Hopefully government will recognize and resource them." (Key Informant 16)

Another respondent emphasised keeping communication open and transparent

> "...keep the lines of communication open at the very early stages. Identify different group's objectives for the long and short term. Try to determine what projects could be built from them reasonably." (Key Informant 17)

Respondents also believed that it is important to talk to previous "organising committees or tourism entities on best practices" (Key Informant 16). Respondents noted that future Organizing Committees should "go back to Sydney, go back to Salt Lake City, Torino... and learn from what we [VANOC] have gone through" (Key Informant 16). Respondents also expressed the importance of being out there in the market years ahead of the Games,

discovering potential client needs. For instance, knowing what the media need in term of stories will assist Organizing Committees in "setting themselves up for success" (Key Informant 16).

Finally, VANOC respondents all agreed that future Organizing Committee's should work closely with partners to ensure seamless visitors experience as well as ensure adequate plans are in place post Games.

Table 4.30 Recommendations to future Organizing Committee

Future Organizing Committees	Start the planning process very early and forge partnerships with tourism bodies and other strategic partners
	Communicate with previous Olympic Organizing Committees and adopt their best practices
	Conduct research on what identified client groups need to participate
	Work with key partners to ensure that spectators and visitors have a seamless experience
	Make sure to plan post Games

CHAPTER 5: DISCUSSION

5.1 Partnership Development

The '2010 Tourism Consortium' is a unique model that was developed to leverage and maximize sustainable tourism opportunities to the host destinations pre, during and after the 2010 Game. In 2006, key DMO stakeholders (CTC, TBC, Tourism Vancouver and Tourism Whistler) formalized the 2010 Tourism Consortium. Tourism Richmond joined the Steering Committee level later in the process (2008). Consortium members recognized the importance of engaging and collaborating with other strategic stakeholders, the BC Ministry of Tourism, Culture and the Arts, 2010 Legacies Now, the BC Olympic Games Secretariat and several federal government agencies with Olympic responsibilities, as well as the District of West Vancouver, on less comprehensive basis.

Uphoff noted, "People do not cooperate only based on self interest or altruism" (Uphoff, 2000, p. 231) generally, it is a mixture of both. In this case, , a number of overriding factors, in line with Waddock (1989); Selin and Chevaz (1995) and Frame et al (2004) discussion of external forces, created an ideal condition for the formation of the Consortium. First, leaders with long-term vision, forward and strategic thinking, understood that the Games provided a 'once-in-a-life time' opportunity to leverage media exposure, maximize tourism opportunities, and build future businesses to their respective destinations. Second, tourism DMO members felt that the 2010 Games is a mega project that

called for collective action. For many, their commitment to work collaboratively was an organic evolution of past working relations as well as a shared common goal. Third, much of their initiative was influenced by the need to have a unified body that act as a window of communication with government, IOC, VANOC, media, top sponsors and other strategic partners. This situation could be due to the typically fragmented environment that characterized tourism DMOs at that time and the vested interests of other key players.

Perhaps the most significant driving force was resource inter-dependency and the need to achieve some economies of scale by combining their resources. Through the Consortium tourism DMOs capitalized on their existing resources and shared risks associated with the unexpected world economic crisis. In addition, although not mentioned clearly by Consortium members, the urgency to get things done by setting 'February 2010' as a deadline acted as a catalyst for their collective action. As a result, the Consortium partnership created an ideal environment for members to think, interact, and act cooperatively, to expand their web of networks as a result of increased levels of trust, reliability, and commitment.

5.2   Social Capital Development

As previously discussed in the literature review, social capital is a complex and multi-layered concept. In this research, social capital is understood as "norms and networks that facilitate collective action" (Woolcock, 2001, p.70). The Tourism Consortium is a goal-oriented network which act as a fundamental blocks for the creation of an intangible capital (social capital). Interaction and

cooperation between stakeholders, not just limited to the strong ties that an individual may possess (such as social capital developed in tourism DMO), but also weaker ties with other members in their network. Over time, the relationship developed within the networks, guided by norms, values, and sanction, acts as a resource that assists individuals and organizations gain access to the power and resources they need to meet their individual as well as collective interests. Like any form of capital, these relationships formed require investment in time, space and money.

This research measured social capital using a combination of two dimensions. The first examined the social structure of networks and offered insights into their size and diversity, frequency of communication and power relations. The second, but no less important dimension identified, is the characteristics/quality of the networks including norms, internal rules, common purpose/goal; sharing of support, information and knowledge; collective action; resolving conflicts and applying sanction. Combining both dimensions helps researchers gain a more concrete and conclusive understanding of the phenomena compared to other previous studies that focused on measuring one dimension (Krishna and Uphoff, 2002).

Both dimensions were used to measure three categories of social capital as identified in the literature. The first category measured was bonding social capital, reflected in the relationship of co-workers within tourism DMOs. According to the literature, bonding social capital has the strongest ties between individuals (Granovetter 1973, p. 1362). It helps individuals or organizations

"getting by"(Putman, 2000). It was expected that the preparation for the 2010 Games would increase the overall bonding social capital. The findings suggest that bonding social capital was not appreciably changed in this case study.

Falk and Kilpatrick (2000, p. 103) pointed out "social capital is a product of social interaction". Although, the study findings (Chapter 4) revealed that interaction between departments/units increased with respect to information sharing, nonetheless, overall bonding social capital between co-workers did not increase dramatically. Several factors could have contributed to this situation. They were: the overall increase in the amount of workload and the urgency to get things done created a need to prioritize staff members time and focus on building external linkages which could draw on much needed outside resources. Moreover, respondents commonly agreed that they did not feel the Games eased working relations with their co-workers. Another justification could be attributed to the size of tourism DMOs. In relatively smaller size DMOs, respondents felt that they have already established high level of interaction and the Games preparation activities did not generate more reasons to work closely with one another.

In contrast, bonding social capital increased significantly at the Steering Committee level compared to that identified by the two WGs. This could be a result of their strategic position in the networks. At the top level, social capital is often measured cumulatively across all departments, compared at the WG levels where the expansion of bonding social capital options is relatively small. Thereof, since social capital seemed to grow mostly at the senior management level, and to

ensure their lasting value, it will be important to: a) retain these key people for a period of time after the Games to ensure their knowledge and experience passed-on to their organizations; or b) ensure that the growth in social capital occurs more broadly through involving more co-workers at the organizational level.

The second category measured was bridging social capital. Consortium members perceived the Games as a crisis project that called for collective action. Accordingly, it was the bridging rather than the bonding social capital that they capitalized on. They recognized that investment in such relationships was crucial for attracting the outside resources of human, intellectual and financial capital needed to get the job done.

The overall pattern of relationships amongst Consortium members was not smooth sailing. There were times when they had a great journey and other times where tension and mistrust were clearly apparent. The major sources of tension were: The Vancouver-centric Games title '2010 Vancouver Olympic and Paralympic Games'. Some members felt that they were not recognized as equal partner, although they were actively engaged during the bidding process. Dale (2005) pointed out that conflict is inevitable in cases of collective action. However, recognizing its existence is important to understand how much conflict is manageable. It was through open communication and dialogue that Consortium members better understood other members' objectives, challenges, point of pressure. This helped resolve some points of conflict. Consortium strategic members developed the "Steering Committee Guiding Principle' which became central for guiding their working relationships.

Power differentials were also sensed between tourism Consortium partners vying to meet their organizational needs. Power can be viewed from two different, yet complementary, perspectives. Financial power was most apparent amongst the tourism DMOs. However, Consortium members pointed out that over time, its role diminished considerably. In addition, power also was described by respondents as the interpersonal characteristics of successful leaders. It can act as a binding force within groups and a driving force behind achieving objectives.

In this regards, leaders at the Steering Committee level and Chairs/co-chairs at the WG level acted as brokers for building social capital. They recognized that leveraging sustainable tourism legacies required interactions amongst stakeholders. It can only flourish through cooperation, goodwill, and capitalizing on existing and new relationship networks. These networks played a critical role in increasing access to resources, information sharing and knowledge diffusion (Grootaert 1998) which are vital key for sustainable tourism development.

When comparing between the three groups, the Steering Committee members had the highest bridging social capital. Drawn for the interviews it was apparent that the Research and Measurement WG members had been very proactive in developing social networks and related social capital before hosting the Games. This is partly due to the nature of their work where they have to work cooperatively with other tourism DMOs as well expand their linkages to include other organizations such as universities in North America. For them the

preparation for the 2010 Games was another project that did not necessary lead to expanding their social networks and related social capital. In contrary, the Visitor Services WG were able to capitalize on the Games and expand their networks with members they do not necessary encounter under normal working conditions. They also learned to share information and work collectively to achieve a common goal. Visitor Services WG members had also the chance to enhance and increase their personal capacity. For instance, members who had the opportunity to travel to Torino and/or Beijing during the Games time expressed that they had developed better understanding of the visitor experience specifically in Games context.

The third category measured was linking social capital. The Games preparation activities cannot be organized in isolation from networks of stakeholders with power and resources. Hence, Consortium members expanded their networks and built new working relations with VANOC, IOC, YVR, RCMP, federal government, sport federations, media, top sponsors among many others. The '2010 Tourism Consortium' helped position the tourism industry as being coordinated, legitimate and organized. This opened windows of opportunities and communication with other strategic Olympic stakeholders. As a consequence, the tourism DMOs gained the capacity to expand their external linkages. They built additional linking social capital as a consequence of their strong bridging capital.

In essence, the 2010 Games has acted as a catalyst in building and nurturing social capital. To date it has produced a set of positive outcomes, they are:

1- Increased intellectual capital reflected in the transfer of knowledge and information sharing amongst Consortium members. Information and knowledge were diffused in two types of networks. 1) micro-level (within the organization networks) that satisfy tourism DMOs' needs for new information and knowledge. 2)macro-level (inter-organizational networks) that diffuse information and knowledge between tourism DMOs. These formal and informal networks are essential for the development of creative solutions and innovation thinking (Costa et al, 2008).

2- Perception of reduced transaction costs amongst Consortium members. Increased interaction and collaboration between members bridged the space between them and reduced social boundaries. Respondents also felt that they are helping to build the confidence needed to work collaboratively, increase levels of trust, create social ties, and assume mutual responsibility.

3- Increased human capital: Consortium members agreed that by working together they have acquired the stock of skills and knowledge required to get their job done. In addition, they were able to prioritize their time and use it in an efficient way. Moreover, members, who had the opportunity to travel to Torino and/or Beijing during the Games time, expressed that such experiences had contributed immensely to their personal development.

4- Increased economic capital: Tourism DMOs were able to draw on outside financial resources. For example, Tourism Vancouver initially sketched the satellite kiosks 'Visitor Centres' developed to be used during the Games time. However, Tourism BC took the lead in financing those kiosks and

ensured sustainable legacy by redeploying them to smaller communities post- Games.

5- Consortium members also believed that their organizational capacity has increased with hosting the Games. Capitalizing on other tourism DMOs resources, expanded organizational and individuals networks, as well as enhanced personal development of individuals within the organization were all factors contributed to such expanded capacity.   Thus, tourism DMOs can use social capital developed, together with other resources, as a tool to achieve their organizational goals.

In an attempt to triangulate the study results, linking social capital was also measured from a VANOC perspective. Overall respondents believed that working with the Tourism Consortium was a 'necessary piece of the puzzle'. VANOC was able to capitalize on the Consortium efforts to leverage 2010 Games impact. For instance, they worked closely with the Visitor Services WG to develop spectator guide map for the Games as well as provide adequate training for Visitor Centre staff; worked closely with the Research and Measurement WG on providing contacts on Olympic "Account holders" online surveys as well as facilitate Games time and post-Games consumer research.

VANOC staff felt that their relationship with the Tourism Consortium was especially beneficial in promoting the Games in the international and national markets, ticketing, and delegating spectator accommodation on the tourism DMOs shoulders.

5.3 Social Capital in the Domain of Mega-Event Legacies

5.3.1 Domestic Legacies

Enduring relationships were perceived to be the greatest potential legacy emerging from hosting the 2010 Games. To this point, Consortium members were able to capitalize on existing relationships and expand their web of networks to include other external linkages out of their regular domain. Investments in these networks are essential for the growth and vitality of organizations especially in the fragmented tourism industry. However, the extent to which these relationships and partnership will be sustainable needs further investigation after the 2010 Games.

Through the Consortium, members have capitalized on the specialized media relations of other DMOs as well as expanded their own media networks. For instance, Tourism Whistler, shared its web of ski contacts with other Consortium members. Additionally, Consortium members pooled their media resources (images and footages) in a database they can all share.

One of the legacies that Consortium members are hoping for is a strengthened position for tourism as a legitimate, credible and valuable industry in the province. The Consortium members believed that hosting some aspects of the Games will help raise their profile, improve their communication and relationships with government, and lead to valuable resource development opportunity with non-Consortium organizations.

Hosting the 2010 Games has already provided host destinations with impressive physical legacies such as upgraded facilities and infrastructure. These

include new hotels, transportation systems, a Convention Centre, the Richmond Oval, among many others. From a DMO perspective, such expansions lead to strengthened product development and new businesses opportunities that were not attainable under normal circumstances.

5.3.2   International Legacies

The '2010 Tourism Consortium' is becoming a recognized tourism organizing model that provides emerging best practices and a useful template for future Olympic host destinations to replicate.

Some Consortium members hope to share their knowledge globally with future host destinations such as London 2012 and Sochi 2014. By hosting these and other forthcoming Games hosts, they hope to expose them to Canada's Games experiences and related tourism planning activities. They see these sharing of experience as a valuable 2010 Games legacies

The preparation process for mega-events and the process of leveraging valuable tourism legacies are typically beyond the capacity of a single organization. The literature has identified cooperation, collaboration and partnership as crucial factors for tourism destinations longing for sustainable tourism development. This research further advocates that social networks developed as a result of partnership, over time produce invisible bonds, and social capital that links various parts of the tourism system. Social capital can be an essential and valuable ingredient for sustainable tourism development.

By the same token, VANOC has legitimized authority to exercise boundary control on whom to include or exclude in the event production process. However,

such a boundary is limited because the production of an event is dependent on different stakeholders (such as tourism DMOs) holding critical resources. Thus, future organizing committee should foster an environment in which partnership with key strategic stakeholders can emerge.

This research supports Dale's (2005) position that social capital is critical to achieving the goals of sustainable development. Sustainable development requires collective action by stakeholders. It involves engaging them in a meaningful and deliberative dialogue and including a diverse set of stakeholders. "Dialogue has the ability to bridge asymmetries within and between communities by building collective norms, values, and governance among diverse sectors." (Dale, 2005, p. 18). Furthermore, to ensure collective action there must be adequate stock of social capital available in such networks primarily in the form of shared experiences based on communication, collective norms and values based on trust, commitment and cooperation. These attributes ultimately contribute to the success of networks and ensure their sustainability.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1   Summary of Results

The overarching objective of this research was to understand 'the extent to which the preparation of the 2010 Vancouver Olympic and Paralympic Games acted as a catalyst in building and nurturing social networks and social capital between and within tourism organizations'. This research was guided by four key questions. The first was to understand what circumstances led to the formation of the 2010 Tourism Consortium and its operations. Documenting the partnership development process between Consortium members was accomplished through information gathered from key informants (Chapter 4).

Existing relationships, resource interdependency, common vision and goals, commitment, urgency and strong leadership, vested interest of other key player were crucial ingredients for the formation of partnership amongst tourism DMOs. In addition, tourism stakeholders realized that hosting the 2010 Games was a crisis project that needed collective action and led to the formation of the goal-oriented network '2010 Tourism Consortium'. It was the first time that tourism DMOs systematically engaged collectively and formed a specific and ongoing partnership in preparation for the Olympic and Paralympic Games.

The second objective was to measure social capital based on the structure and quality of existing networks. The measurement of social capital fell into three categories. The first category was bonding social capital. It relates to building

new networks, increasing inter-departmental interaction and strengthening existing relationships between tourism DMO co-workers. Key findings suggest that although the frequency and forms of interaction between co-workers especially with respect to information sharing as well as interaction beyond the work place has increased, the overall bonding social capital was not perceived to have increased dramatically between co-workers.

The second category measured was bridging social capital. It focused on new relationships built and/or strengthened existing relationships amongst Tourism Consortium members. The study results suggested that the Games have acted as a catalyst in building a stronger working relationship amongst Consortium members. This collaborative relationship has led to an overall increase in bridging social capital. Consortium members hope that these relationships will continue long after the 2010 Games.

The third category measured linking social capital which involves expansions of social networks with other non-Consortium organizations. Key findings suggest that preparations for the Games, the urgency to get things done, as well as strong bridging capital between members created an incentive for key partners to identify and work closely with non-Consortium members. Examples of such linkages include media, VANOC, IOC, sports federations, key sponsors, RCMP, and Four Host First Nation among many others.

When comparing the three Consortium groups, it was apparent that social capital increased significantly at the Steering Committee level compared to that identified by the two WGs. Therefore, and to ensure their lasting value, it is recommended to retain the Steering Committee members for a period of time

after the Games to ensure their knowledge and experience is passed-on to their organizations and co-workers. By the same token, future organizing committee and tourism DMOs should ensure the growth in social capital occurs more broadly through open communication and ensuring broader participating of their co-workers.

The third objective was to understand what legacies emanating from Consortium members interaction and activities will extend beyond the Games. Given that there were no previously documented applications of social capital theory in the context of mega-events legacies; several emerging legacies learned from 2010 Tourism Consortium experience were identified. These include the increased potential for: enduring relationships amongst Consortium members that will continue long after the Games; transfers and sharing of knowledge with future host destinations; expanded media relations; sustained working relations with Games sponsors; new tourism products and businesses; and increased credibility and legitimacy for the BC tourism industry.

Overall this case study revealed that social capital developed between tourism organizations produced various and varying levels of positive outcomes, that will extend beyond the Games, including: increased intellectual capital through information and knowledge exchange whether intra or inter-organizational; increased human capital through increasing personal development and individual capacity to compete in the travel market; perceptions of reduced transaction costs amongst members; increased financial

capital; and increased organizational capacity to compete in this hyper-dynamic environment.

The fourth objective was to examine the role of VANOC in terms of supporting and facilitating tourism related social networks and social capital development. Consortium members believed that VANOC programs, specifically VEITT, had benefited their organizations and expanded their networks. However, the most frequently mentioned challenge to the Consortium's relationship with VANOC was associated with sharing information transparently. Consortium members understood that VANOC had signed many agreements to keep some information confidential. Nevertheless, such confidentiality hindered transparency of information, which was disappointing for some Consortium members.

From VANOC's perspective, respondents felt that involving Consortium members were a 'necessary piece of the puzzle'. This eventually has led to building stronger relationship and developing more respect for Consortium members. They also recognized the importance of the Tourism Consortium as an ally for building and capitalizing on tourism opportunities for the region. Hosting first class events, creating awareness of host destinations and the 2010 Games, sharing research, and expanding VANOC's professional networks were some of many Tourism Consortium related activities that VANOC capitalized on. VANOC staff also noted that they have assisted Consortium members reaching international groups that they might have never encountered as well as marketing the Games internationally.

Overall, this research opened doors to understand how social capital can trigger greater opportunity for higher levels of sustainable tourism development. In order to achieve sustainable tourism development, stakeholder engagement during the planning and implementation processes is crucial to ensure mutual beneficial collective action. However, collective action cannot be achieved without adequate stocks of social capital embedded in the interlocking web of stakeholder's networks. This study provides insights for scholars and practitioners interested in moving beyond criticising the impacts of mega-events towards harnessing the social infrastructure and capital they can create to build more sustainable host destinations.

Overall, the study suggests that the leveraging activities led by the 2010 Tourism Consortium has rendered a legacy of building and nurturing social networks and social capital development that will extend beyond the 2010 Games.

6.2   Recommendations

Based on Consortium members as well as VANOC staff experience, their recommendation to future bid/organizing committee and future tourism organizations are summarized as follows:

6.2.1   Recommendation to Future Bid/Organizing Committee

- Start the planning process very early and forge partnerships with tourism bodies and other strategic partners
- Ensure open communication and information sharing in a transparent manner

- Communicate with previous Olympic Organizing Committees and adopt their 'best practices'

- Conduct research on what identified 'client groups', such as media groups and sponsors, need to participate

- Make sure to plan post Games to ensure sustainable legacies to the host destination

6.2.2   Recommendation to Future Tourism Organizations

- Start early to ensure pre, during and post Olympic plans are in place

- Be proactive and engage strategic partners on a selective basis

- Develop guidelines and protocols for engagement early on in the process

- Ensure adequate resources are available

- Ensure Steering Committee members are retained to ensure continuity and ongoing commitment pre, during and post-Games

- Ensure broader involvement of co-workers from the beginning to ensure the flow of social capital are diffused within tourism organizations

6.3   Framework for Further Research

The following summarizes research endeavours that are possible venues for further investigation.

- While this study focuses on the relationships built within and between Tourism Consortium stakeholders, a further exploration of relationships amongst other tourism DMO members and key strategic partners (BC Ministry of Tourism, Culture and the Arts, 2010 Legacies Now, the BC Olympic Games Secretariat and federal government agencies with Olympic responsibilities, and the District of West Vancouver) might provide greater understanding of the role of mega-events in creating social capital

- Comparative studies on other tourism agencies/organizations hosting the Games are necessary to determine whether similar partnerships will organically evolve and develop in other parts of the world and how these collective actions influence the three categories of social capital.

- Conducting a longitudinal study to investigate Consortium members' relationship post 2010. Such a study will provide a better understanding of the ongoing changes in networks dynamics, reformations in embedded social capital, and the practical policy, planning and management implications of such changes.

- Additional research is required to investigate barriers behind the formation of different categories of social capital. Such investigations will provide better insights into how to foster ongoing relationships and mobilize social capital under various circumstances and amongst different groups.

- With the restructuring of Tourism BC, an active player in the formation of social networks and related social capital, additional research is required to understand whether social capital is a stock or flow. In addition, how tourism organizations can facilitate the flow of social capital since the extent to which it flows depends on the institutions.

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APPENDICES

Appendix 1 – Steering Committee Online Survey

Leveraging Tourism Legacies:
Social capital and the 2010 Olympic Games

2010 Tourism Consortium- Steering Committee Members

Thank you for your interest and participation in this research. It is intended to explore the extent to which the 2010 Olympic and Paralympic Games are acting as a catalyst in building and nurturing social networks and social capital within and between tourism organizations.

This Survey will take 20-25 minute to complete.
Please do not use the Back for Forward buttons on your browser during the Survey

By filling out this web survey, you are consenting to participate. Your responses will be kept strictly confidential and will not be identifiable in any report, publication, or presentation arising from this research. Information gathered will be maintained in a secured location (SFU server) and will be reported as part of the 'collective record' offered by all Tourism Consortium informants. Your participation is completely voluntary, and you can cancel your participation in this process at any point. If you have any questions, concerns or complaints please contact Dr. Hal Weinberg, Office of Research Ethics at 778-782-3447 or hal_weinberg@sfu.ca. For questions or research results, please contact Aliaa ElKhashab at aelkhash@sfu.ca or Prof. Peter Williams at peterw@sfu.ca or 778-782-3074

Continue

A. <u>About You</u>

1. What is the name of your organization? _____

2. What is your position within the organization? _____

3. How long have you been:

    a. A member/ employee of this organization?

        Less than a year □   1-2 years □

        3-5 years □   6 and more years□

    b. In your current position?

        Less than a year □   1-2 years □

        3-5 years □   6 and more years□

B. <u>2010 Games Impact on Your Organization's Internal Relationships and Operations</u>

1. To what extent do you feel the preparations for the 2010 Olympic and Paralympic Games have increased or decreased the following internal relationships and operations for your organization?

I	Your Personal Relationship with DMO	GI	SI	RS	SD	GD
a.	Trust in co-workers to get the job done					
b.	Cooperation with co-workers to get the job done					
c.	Support from co-workers to get the job done					
d.	Information sharing with respect to professional contacts					
e.	Interactions with people in other business units/ departments in this DMO					
f.	Information sharing with other business units/ departments in this DMO					
g.	Interactions with co-workers beyond the immediate workplace					
II	**DMO Staff and Overall Atmosphere**	**GI**	**SI**	**RS**	**SD**	**GD**
a.	The sense of integrity of people in this DMO					
b.	The shared values of people in this DMO					
c.	The civic pride of people in this DMO					
d.	The ease of working with other people in this DMO					
e.	The skills and knowledge required to get the job done					
f.	The overall capacity of this DMO's workforce to compete for travel markets					
g.	Personal commitment/involvement in the DMO's ongoing operations					
III	**Mode of Communication**	**GI**	**SI**	**RS**	**SD**	**GD**

a.	Face to face communication					
b.	Telephone conversation					
c.	E-mails					
d.	Group meetings/ workshops					
e.	Formal letters					
f.	Fax					

GI=Greatly Increased **SI**=Somewhat Increased **RS**=Remained the Same **SD**=Somewhat Decreased
GD=Greatly Decreased

C. Relationship with the 2010 Tourism Consortium- Steering Committee Members

1. On average to what extent have you met professionally with other 2010 Tourism Consortium -Steering Committee members?

No	Degree of Interaction	N	O	A	2-3	4-5	6+
a.	Met with them all personally prior to the Consortium's establishment						
b.	Met with some of them professionally prior to the Consortium's establishment						
c.	Met with them professionally since the Consortium's establishment						

N= Never **O**=Once **A**=Annually **2-3**=2-3 times annually **4-5**=4-5 times Annually
6+=6 and more times annually

2. Based on your 2010 Tourism Consortium experience, to what extent do you agree or disagree with the following statements ....

I	Steering Committee Members	SA	A	A/D	D	SD
a.	All interested members are included at the table					
b.	Members who provide adequate representation for their constituents					
c.	Members who provide informed input to the collective interests of the group					
d.	Members who commit the time and effort needed to contribute to the collective interests					
e.	Members who have a clear focus on the vision and objectives of the Consortium					
f.	Members who can be trusted to represent the collective interests					
g.	Members who are willing to work cooperatively to get the job done					
h.	Members who provide help and support when needed					

i.	Members who share information and contacts					
j.	Members who you would socialize with beyond the workplace					
II	**Your Relationship with Steering Committee Members**	**SA**	**A**	**A/D**	**D**	**SD**
a.	A good professional development experience for you					
b.	A good professional development experience for them					
c.	Cooperative in matters related to the Olympics					
d.	Cooperative in matters related to other tourism issues					
e.	Opened the door to new working opportunities with tourism organizations					
f.	Difficulty in forming relationship with Consortium members					

SA=Strongly Agree **A**=Agree   **A/D**=Neither Agree nor Disagree   **D**=Disagree   **SD**=Strongly Disagree

3. Since the inception of the 2010 Tourism Consortium, to what extent do you feel comfortable/ uncomfortable, in terms of…

I	Working with 2010 Consortium Members	VC	SC	U	SU	VU
a.	Working with Steering Committee members on Consortium issues					
b.	Working with Steering Committee members on other tourism issues					
c.	Working with Steering Committee members beyond the workplace					
II	**Working with the Following Groups**	**VC**	**SC**	**U**	**SU**	**VU**
a.	Tourism BC					
b.	Tourism Vancouver					
c.	Tourism Whistler					
d.	The Canadian Tourism Commission					
e.	Tourism Richmond					
f.	BC Ministry of Tourism, Culture and the Arts					
g.	BC Olympic Games Secretariat					
h.	2010 Legacies Now					
i.	District of West Vancouver					

 VC=Very Comfortable   **SC**=Somewhat Comfortable   **U**=Unchanged   **SU**=Somewhat Uncomfortable
 VU=Very Uncomfortable

4. From strongly agree to strongly disagree, how would you characterize the 2010 Tourism Consortium, in terms of …

I	Operating Culture	SA	A	U	D	SD
a.	Created opportunities for members to meet regularly					
b.	Fostered opportunities to speak out on Tourism Consortium related matters					
c.	Created informal opportunities for members to discuss matters that are not specifically Tourism Consortium related					
d.	Created opportunities for members to discuss/ debate opposing positions in a respectful manner					
e.	Distributed agenda information to members in a timely manner prior to meetings					
f.	Increased opportunities for consultations/ inputs from non-Consortium members					
g.	Made members feel their perspective were considered in Consortium decision making processes					
h.	Created a collective confidence that the Consortium efforts will result in real benefits for the DMO					
i.	Made members appreciate the value of VANOC as an ally in building tourism opportunities for the region					
II	**Polices and Procedures**	**SA**	**A**	**U**	**D**	**SD**
a.	Facilitated collective decision making					
b.	Addressed conflicts between Steering Committee members					
c.	Addressed conflict between the Consortium members and other external organizations					
d.	Identify and follow-up on Consortium related issues in a prompt and business-like fashion					
e.	Responded collectively to changing circumstances					
f.	Lead to the development of other non-Olympic Tourism plans					
g.	Created opportunities for members to reflect on and learn from previous experiences					
h.	Effectively resolve differences in power amongst members in the Consortium					
III	**Quality of Information and Knowledge Shared**	**SA**	**A**	**U**	**D**	**SD**
a.	Accessed previously unattained information sources					
b.	Shared DMO specific competitive intelligence					
c.	Shared information in a timely manner					
f.	Shared information transparently					

		SA	A	U	D	SD
g.	Strengthened awareness of other members organizations' programs					
IV	**Mode of Communication**	**SA**	**A**	**U**	**D**	**SD**
a.	Increased face to face communication between members					
b.	Increased telephone conversation between members					
c.	Increased E-mails between members					
d.	Increased group meetings/ workshops between members					
e.	Increased formal letters between members					
f.	Increased faxes between members					

SA=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree   **D**=Disagree   **SD**=Strongly Disagree

5. To what extent has your organization benefited from these information sharing exchanges?

> Benefited a Lot□
> Somewhat Benefited□
> Remained the Same □
> Somewhat Not Benefited□
> Not Benefited at All□

6. Outside of formal meetings, in a typical week, how often do you communicate with other Consortium members about Olympic Business?
> 0 times/week□
> 1 time/week   □
> 2 times/week□
> 3-4 times/week□
> 5-6 times/week□
> 7and more times/week□

7. To what extent do you feel that relations build as a result of preparations for the 2010 Olympic Games have changed your <u>organization's capacity</u> to work with other professionals outside your organization?
> Increased Significantly□
> Increased Somewhat□
> Remained the Same□
> Decreased Somewhat□
> Decreased Significantly □.

8. To what extent do you feel these opportunities have increased your <u>personal capacity</u> to work with other professionals outside your organization?
> Increased Significantly □
> Increased Somewhat□
> Remained the Same□
> Decreased Somewhat□
> Decreased Significantly □.

9. Compared to four years ago, how has the number of person-hours committed by your organization to the 2010 Tourism Consortium activities changed in the last two years?

Percentage	0-10%	11-25%	26-50%	51-80%	81-100%
Increased					
Decreased					

D. Other Relations and Linkages

1- To what extent has your organization's relationships with the following groups changed with the development of the Consortium?

No	Other Organizations	GI	SI	RS	SD	GD
a.	International Organizing Committee IOC					
b.	Vancouver Organizing Committee VANOC					
c.	Media					
d.	Local Government					
e.	Provincial Government					
f.	Olympic Secretariat					
g.	Universities					
h.	2010 Commercial Center					
i.	Volunteer Organizations or Groups					

GI=Greatly Increased **SI**=Somewhat Increased **RS**=Remained the Same **SD**=Somewhat Decreased
GD=Greatly Decreased

2- To what extent has the Tourism Consortium opened new opportunities for your organization to work more closely with groups it would not have been normally considered?
Opportunities Increased□
Remained the same□
Opportunities Decreased□

3- Would your organization have developed new opportunities to work with other groups without the impetus of the 2010 Tourism Consortium?
Yes□   No□

Thank you for participating in this survey.

Appendix 2 – Working Groups Online Survey

Leveraging Tourism Legacies:
Social capital and the 2010 Olympic Games

2010 Tourism Consortium- Working Group Members

Thank you for your interest and participation in this research. It is intended to explore the extent to which the 2010 Olympic and Paralympic Games are acting as a catalyst in building and nurturing social networks and social capital within and between tourism organizations.

This Survey will take 20-25 minute to complete.
Please do not use the Back for Forward buttons on your browser during the Survey

By filling out this web survey, you are consenting to participate. Your responses will be kept strictly confidential and will not be identifiable in any report, publication, or presentation arising from this research. Information gathered will be maintained in a secured location (SFU server) and will be reported as part of the 'collective record' offered by all Tourism Consortium informants. Your participation is completely voluntary, and you can cancel your participation in this process at any point. If you have any questions, concerns or complaints please contact Dr. Hal Weinberg, Office of Research Ethics at 778-782-3447 or hal_weinberg@sfu.ca. For questions or research results, please contact Aliaa ElKhashab at aelkhash@sfu.ca or Prof. Peter Williams at peterw@sfu.ca or 778-782-3074

Continue

A. <u>About You</u>

1. What is the name of your organization? _____

2. What is your position within the organization? _____

3. How long have you been:

    a. A member/ employee of this organization?
        Less than a year □   1-2 years □
        3-5 years □   6 and more years□

    b. In your current position?
        Less than a year □   1-2 years □
        3-5 years □   6 and more years□

B. <u>2010 Games Impact on Your Organization's Internal Relationships and Operations</u>

1.   To what extent do you feel the preparations for the 2010 Olympic and Paralympic Games have increased or decreased the following internal relationships and operations for your organization?

I	Your Personal Relationship with DMO	GI	SI	RS	SD	GD
a.	Trust in co-workers to get the job done					
b.	Cooperation with co-workers to get the job done					
c.	Support from co-workers to get the job done					
d.	Information sharing with respect to professional contacts					
e.	Interactions with people in other business units/ departments in this DMO					
f.	Information sharing with other business units/ departments in this DMO					
g.	Interactions with co-workers beyond the immediate workplace					
II	**DMO Staff and Overall Atmosphere**	**GI**	**SI**	**RS**	**SD**	**GD**
a.	The sense of integrity of people in this DMO					
b.	The shared values of people in this DMO					
c.	The civic pride of people in this DMO					
d.	The ease of working with other people in this DMO					
e.	The skills and knowledge required to get the job done					
f.	The overall capacity of this DMO's workforce to compete for travel markets					
g.	Personal commitment/involvement in the DMO's ongoing operations					
III	**Mode of Communication**	**GI**	**SI**	**RS**	**SD**	**GD**

a.	Face to face communication						
b.	Telephone conversation						
c.	E-mails						
d.	Group meetings/ workshops						
e.	Formal letters						
f.	Fax						

GI=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same   **SD**=Somewhat Decreased
GD=Greatly Decreased

C. Relationship with the 2010 Tourism Consortium- Working Groups

1. On average to what extent have you met professionally with your Working Group members?

No	Degree of Interaction	N	O	A	2-3	4-5	6+
a.	Met with them all personally prior to the Consortium's establishment						
b.	Met with some of them professionally prior to the Consortium's establishment						
c.	Met with them professionally since the Consortium's establishment						

N= Never   **O**=Once   **A**=Annually   **2-3**=2-3 times annually   **6-5**=6-5 times Annually
6+=6 and more times annually

2. Based on your experience, to what extent do you agree or disagree with the following statements...

I	Working Group Members	SA	A	A/D	D	SD
a.	Adequate number of members to get the job done					
b.	Members who provide adequate representation for their constituents					
c.	Members who provide informed input to the collective interests of the group					
d.	Members who commit the time and effort needed to contribute to the collective interests					
e.	Members who have a clear focus on the vision and objectives of the Consortium					
f.	Members who can be trusted to represent the collective interests					
g.	Members who are willing to work cooperatively to get the job done					
h.	Members who provide help and support when needed					
i.	Members who share information and contacts					

j.	Members who you would socialize with beyond the workplace					
II	**Relationship with your Working Group Members**	**SA**	**A**	**A/D**	**D**	**SD**
a.	A good professional development experience for you					
b.	A good professional development experience for them					
c.	Cooperative in matters related to the Olympics					
d.	Cooperative in matters related to other tourism issues					
e.	Opened the door to new working opportunities with tourism organizations					
f.	Difficulty in forming relationship with other members					

SA=Strongly Agree   **A**=Agree   **A/D**=Neither agree or disagree   **D**=Disagree   **SD**=Strongly Disagree

3. Since the inception of the 2010 Tourism Consortium, to what extent do you feel comfortable/ uncomfortable, in terms of...

I	**Working with your Working Group**	**VC**	**SC**	**U**	**SU**	**VU**
a.	Working with your working group members on Consortium issues					
b.	Working with your working group members on other tourism issues					
c.	Working with your working group members beyond the workplace					
II	**Working with other Working Groups**	**VC**	**SC**	**U**	**SU**	**VU**
a.	Media Relations					
b.	Travel Trade					
c.	Beijing 2008					
d.	Research and Measurement					
e.	Visitor Services/ Volunteer Training and Accommodation/ Tickets/Hospitality Venues, etc					
f.	Leveraging Sponsors					
g.	Events (Torch Relay, Cultural Olympiad, Live Sites, etc)					
h.	Destination Brand/Marketing					

VC=Very Comfortable   **SC**=Somewhat Comfortable   **U**=Unchanged   **SU**=Somewhat Uncomfortable
VU=Very Uncomfortable

4. To what extend has the 2010 Tourism Consortium influenced your working group in terms of...

I	Operating Culture	SA	A	U	D	SD
a.	Created opportunities for members to meet regularly					
b.	Fostered opportunities to speak out on Tourism Consortium related matters					
c.	Created informal opportunities for members to discuss matters that are not specifically Tourism Consortium related					
d.	Created opportunities for members to discuss/ debate opposing positions in a respectful manner					
e.	Distributed agenda information to members in a timely manner prior to meetings					
f.	Increased opportunities for consultations/ inputs from non-Consortium members					
g.	Made members feel their perspective were considered in Consortium decision making processes					
h.	Created a collective confidence that the Consortium efforts will result in real benefits for the DMO					
i.	Made members appreciate the value of VANOC as an ally in building tourism opportunities for the region					
II	**Polices and Procedures**	**SA**	**A**	**U**	**D**	**SD**
a.	Facilitated collective decision making					
b.	Addressed conflicts between working group members					
c.	Addressed conflict between the working group members and other external organizations					
d.	Identify and follow-up on Consortium related issues in a prompt and business-like fashion					
e.	Responded collectively to changing circumstances					
f.	Lead to the development of other non-Olympic Tourism plans					
g.	Created opportunities for members to reflect on and learn from previous experiences					
h.	Effectively resolve differences in power amongst members in the group					
III	**Quality of Information and Knowledge Shared**	**SA**	**A**	**U**	**D**	**SD**
a.	Accessed previously unattained information sources					
b.	Shared DMO specific competitive intelligence					
c.	Shared information in a timely manner					
f.	Shared information transparently					
g.	Strengthened awareness of other members					

IV	Mode of Communication	SA	A	U	D	SD
	organizations' programs					
a.	Increased face to face communication between members					
b.	Increased telephone conversation between members					
c.	Increased E-mails between members					
d.	Increased group meetings/ workshops between members					
e.	Increased formal letters between members					
f.	Increased faxes between members					

SA=Strongly Agree   A=Agree   A/D=Neither Agree or Disagree   D=Disagree   SD=Strongly Disagree

5. To what extent has your organization benefited from these information sharing exchanges?

> Benefited a Lot☐
> Somewhat Benefited☐
> Remained the Same ☐
> Somewhat Not Benefited☐
> Not Benefited at All☐

6. Outside of formal meetings, in a typical week, how often do you communicate with other Consortium members about Olympic Business?
> 0 times/week☐
> 1 time/week   ☐
> 2 times/week☐
> 3-4 times/week☐
> 5-6 times/week☐
> 7and more times/week☐

7. To what extent do you feel that relations build as a result of preparations for the 2010 Olympic Games have changed your <u>organization's capacity</u> to work with other professionals outside your organization?
> Increased Significantly☐
> Increased Somewhat☐
> Remained the Same☐
> Decreased Somewhat☐
> Decreased Significantly ☐.

8. To what extent do you feel these opportunities have increased your <u>personal capacity</u> to work with other professionals outside your organization?
> Increased Significantly ☐
> Increased Somewhat☐
> Remained the Same☐
> Decreased Somewhat☐
> Decreased Significantly ☐.

D. **Other Relations and Linkages**

1. To what extent has your organization's relationships with the following organizations changed with the development of the Consortium?

No	Other Organizations	GI	SI	RS	SD	GD
a.	Vancouver Organizing Committee VANOC					
b.	Media					
c.	Tourism BC					
d.	Tourism Vancouver					
e.	Tourism Whistler					
f.	The Canadian Tourism Commission CTC					
g.	Tourism Richmond					
h.	BC Ministry of Tourism, Culture and the Arts					
i.	BC Olympic Games Secretariat					
j.	2010 Legacies Now					

GI=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same   **SD**=Somewhat Decreased
GD=Greatly Decreased

4- To what extent has the Tourism Consortium opened new opportunities for your organization to work more closely with groups it would not have been normally considered?
Opportunities Increased□
Remained the Same□
Opportunities Decreased□

5- Would your organization have developed new opportunities to work with other groups without the impetus of the 2010 Tourism Consortium?
       Yes□   No□

----Thank you for participating in this survey ----

Appendix 3 – Steering Committee Active Interview Template

A. About the 2010 Tourism Consortium and Your Organization

1. When and how did your organization join the 2010 Tourism Consortium?

2. a) What were the initial objectives behind your organization joining the Consortium?
   b) What processes were used to establish the Consortium Collective objectives?
   c) How well did these initial objectives meet the perceived needs of your organization?
   d) To what extent and how have these initial objectives changed as the 2010 Tourism Consortium's activities have evolved?

3. To what extent do you seek ratification of Consortium decisions from your senior management?

4. Since the inception of the 2010 Tourism Consortium, to what extent has your relationship with the Steering Committee members changed in the last two years? (trust, cooperation, support, etc)

5. a) In what other ways, if any, has your DMO altered the way people interact with one another within the organization as a result of the forthcoming 2010 Olympic Games?
   b) To what extent has the number of employees in your organization dealing with the 2010 Tourism Consortium business changed since the group's inception?
   c) To what extent do the same people represent your organization at 2010 Tourism Consortium meetings?

6. To what way, if any, has your organization benefited from information sharing? Can you provide a specific example which best exemplifies these benefits?

7. In what extent, if any, has power among Steering Committee members influenced decision making process?

8. To what extend has the 2010 Olympic Games affected your DMO investment in planning and has there been increased involvement by various departments and staff in corporate planning?

9. In what way, if any, do you feel that relations build as a result of preparations for the 2010 Olympic Games have changed your <u>organization's capacity</u> to work with other professionals outside your organization? (Can you think of an example)

10. To what extent do you feel these opportunities have increased your <u>personal capacity</u> to work with other professionals outside your organization?

11. To what extent has the Tourism Consortium opened new opportunities for your organization to work more closely with groups it would not have been normally considered? Can you provide examples of particularly useful non-Consortium member alliances that have emerged?

12. In your opinion, what are the three greatest challenges to your organization working in the 2010 Tourism Consortium? How can these challenges best be addressed by your organization?

B. <u>Legacies</u>

1. To what extent do you feel confident that the 2010 Tourism Consortium will achieve its objectives?

2. What are the top three 2010 Tourism Consortium legacies being sought by your organization?

3. In what ways, if any, do your organization's expected Olympic legacies differ from those identified by the Consortium?

4. From your perspective, what effects will the 2010 Tourism Consortium have on the way tourism stakeholders in Canada interact with other institution and businesses in the future?

5. In your opinion, what steps should be taken to sustain the benefits emerging from these alliances?

6. Based on what you have learned in this process to date, if you were to start the process again, what would you change or how would you go about it differently?

7. What would you recommend to future bid/organizing committees to ensure the flow of tourism benefits to the host destination before, during and after the Games?

----Thank you for your participation----

Appendix 4 – Working Groups Active Interview Template

A. About the 2010 Tourism Consortium and Your Organization

1. a) What were the initial objectives behind the formation of your working group?
    b) What processes were used to establish your working group objectives?
    c) How well did these objectives meet the perceived needs of your organization?
    d) To what extent and how have these initial objectives changed as the 2010 Tourism Consortium's activities have evolved?

2. To what extent do you seek ratification of your working group decisions from your senior management?

3. Since the inception of the 2010 Tourism Consortium, to what extent has your relationship with your working group members changed in the last two years? (trust, cooperation, support, etc)

4. In what other ways, if any, has your DMO altered the way people interact with one another within the organization as a result of the forthcoming 2010 Olympic Games?

5. To what way, if any, has your organization benefited from information sharing? Can you provide a specific example which best exemplifies these benefits?

6. In what way, if any, has power among your working group members played role in the decision making process?

7. To what extend has the 2010 Olympic Games affected your DMO investment in planning and has there been increased involvement by various departments and staff in corporate planning?

8. In what way, if any, do you feel that relations build as a result of preparations for the 2010 Olympic Games have changed your <u>organization's capacity</u> to work with other professionals outside your organization? (Can you think of an example)

9. To what extent do you feel these opportunities have increased your <u>personal capacity</u> to work with other professionals outside your organization?

10. To what extent has the Tourism Consortium opened new opportunities for your organization to work more closely with groups it would not have been normally considered? Can you provide examples of particularly useful non-Consortium member alliances that have emerged?

11. In your opinion, what are the three greatest challenges to your organization working in the 2010 Tourism Consortium? How can these challenges best be addressed by your organization?

B. <u>Legacies</u>

1. To what extent do you feel confident that your working group will achieve its objectives?

2. What are the top three 2010 Tourism Consortium legacies being sought by your organization?

3. In what ways, if any, do your organization's expected Olympic legacies differ from those identified by the Consortium?

4. From your perspective, what effects will the 2010 Tourism Consortium have on the way tourism stakeholders in Canada interact with other institution and businesses in the future?

5. In your opinion, what steps should be taken to sustain the benefits emerging from these alliances?

6. Based on what you have learned in this process to date, if you were to start the process again, what would you change or how would you go about it differently?

7. What would you recommend to future bid/organizing committees to ensure the flow of tourism benefits to the host destination before, during and after the Games?

----Thank you for your participation----

Appendix 5 – Vancouver Organizing Committee Active Interview Template

A. <u>About You</u>

1. What is your position within the organization? _____

2. How long have you been:

    c. A member/ employee of this organization?
        Less than a year □   1-2 years □
        3-5 years □   6 and more years□

    d. In your current position?
        Less than a year □   1-2 years □
        3-5 years □   6 and more years□

B. <u>About VANOC</u>

1. a) What were the initial objectives behind the formation of VANOC?

    b) What processes were used to establish VANOC collective objectives?

    c) To what extent and how have these initial objectives changed as VANOC

        activities evolved?

C. <u>Relationship with the 2010 Tourism Consortium</u>

1. On average, to what extent have you met personally and/or professionally with Tourism Consortium members?

Degree of Interaction		N	O	A	2-3	4-5	6+
a.	Met with some of them personally prior to the Consortium's establishment						
b.	Met with some of them personally after to the Consortium's establishment						
c.	Met with some of them professionally prior to the Consortium's establishment						
d.	Met with them professionally since the Consortium's establishment						

N= Never   **O**=Once   **A**=Annually   **2-3**=2-3 times annually   **4-5**=4-5 times Annually
6+=6 and more times annually

2. Compared to four years ago, to what extent have you relationship with Consortium members changed within the last two years? (trust, cooperation, support, etc)

3. Generally speaking, to what extent has the preparation of the 2010 Games influenced VANOC operating culture and policies, in terms of …

Operating Culture and Policies		SA	A	U	D	SD
a.	Created opportunities for VANOC to meet regularly with Consortium members					
b.	Created opportunities for VANOC to meet regularly with other non-Consortium tourism DMOs					
c.	Fostered opportunities to speak out with Consortium members on Games related matters					
d.	Created opportunities to discuss/ debate opposing positions with Consortium members in a respectful manner					
e.	Created opportunities for VANOC staff to reflect on and learn from previous experiences					
f.	Addressed conflict between VANOC staff and Consortium members in a respectful manner					
g.	Distributed agenda information to Consortium members in a timely manner prior to meetings					
h.	Increased opportunities for consultations/ inputs from Consortium DMOs					
i.	Responded collectively to changing circumstances					
j.	Made VANOC appreciate the value of the Consortium as an ally in building tourism opportunities for the region					

SA=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree   **D**=Disagree   **SD**=Strongly Disagree

4. To what extent have your use of the following forms of communication increased/ decreased with Consortium members?

Mode of Communication		GI	SI	RS	SD	GD
a.	Face to face communication					
b.	Telephone conversation					
c.	E-mails					
d.	Group meetings/ workshops					
e.	Formal letters					
f.	Fax					

GI=Greatly Increased   **SI**=Somewhat Increased   **RS**=Remained the Same   **SD**=Somewhat Decreased
GD=Greatly Decreased

5. Outside of formal meetings, in a typical week, how often do you communicate with Consortium members about Olympic Business?
   - 0 times/week□
   - 1 time/week □
   - 2 times/week□
   - 3-4 times/week□
   - 5-6 times/week□
   - 7and more times/week□

6. To what extent has the 2010 Tourism Consortium been an active participant in VANOC programs?

7. How would you characterize the quality of information and knowledge shared between VANOC and the Tourism Consortium, in terms of..

Quality of Information and Knowledge Shared	SA	A	U	D	SD
a. Shared information with Consortium members in a timely manner					
b. Shared information with Consortium members transparently					
c. Shared information with Consortium members with respect to professional contacts					
d. Shared information with respect to Consortium DMOs programs					
e. Strengthened awareness of VANOC programs					

SA=Strongly Agree   **A**=Agree   **A/D**=Neither Agree nor Disagree   **D**=Disagree   **SD**=Strongly Disagree

8. In what way, if any, has VANOC benefited from information sharing with Consortium members? Can you provide an example which best exemplifies these benefits?

9. To what extent do you feel comfortable working with the following organizations?

Consortium Partners	VC	SC	U	SU	VU
a. The Canadian Tourism Commission					
b. Tourism BC					
c. Tourism Vancouver					
d. Tourism Whistler					
e. Tourism Richmond					
f. BC Ministry of Tourism, Culture and the Arts					
g. BC Olympic Games Secretariat					
h. 2010 Legacies Now					
i. District of West Vancouver					

VC=Very Comfortable   **SC**=Somewhat Comfortable   **U**=Unchanged   **SU**=Somewhat Uncomfortable
VU=Very Uncomfortable

10. To what extent do you feel comfortable working with the following Consortium Working Groups?

Consortium Working Groups	VC	SC	U	SU	VU
a. Media Relations					
b. Travel Trade					
c. Beijing 2008					
d. Research and Measurement					
e. Visitor Services/ Volunteer Training and Accommodation/ Tickets/Hospitality Venues, etc					
f. Leveraging Sponsors					
g. Events (Torch Relay, Cultural Olympiad, Live Sites, etc)					
h. Destination Brand/Marketing					

VC=Very Comfortable   **SC**=Somewhat Comfortable   **U**=Unchanged   **SU**=Somewhat Uncomfortable
VU=Very Uncomfortable

11. In what way, if any, do you feel that relations build with the 2010 Tourism Consortium has impacted your <u>organization's capacity</u>? (Can you think of any example)

12. To what extent do you feel that working with Consortium members have increased your <u>personal capacity</u> to be work with other professionals in the tourism market?

13. To what extent has the Games opened new doors for VANOC to work more closely with tourism groups it would not have been normally considered?

14. In your opinion, what are the top three greatest challenges your organization is facing working with the 2010 Tourism Consortium? How can these challenges best be addressed by your organization?

D. <u>Legacies</u>

1. To what extent do you feel confident that VANOC will achieve its tourism related objectives?

2. What are the top three tourism legacies VANOC's activities will contribute to?

3. To what extent do you feel the 2010 Tourism Consortium objectives are aligned with your organization's priorities?

4. In your opinion, what steps should be taken by tourism DMOs to ensure the flow of tourism benefits to the host destination before, during and after the Games?

5. Based on what you have learned in this process to date, if you were to start the process again, what would you change or how would you go about it differently with respect to tourism?

6. What would you recommend to future bid/organizing committees to ensure the flow of tourism benefits to the host destination before, during and after the Games?

----Thank you for your participation----

Appendix 6 – Respondent Solicitation and Project Description- 2010 Tourism Consortium

Title: Leveraging Tourism Legacies: Social Capital and the 2010 Olympic Games

Researcher: Aliaa ElKhashab

Department: School of Resource and Environmental Management, SFU

INTRODUCTION

I am currently conducting the research component of a tourism oriented Masters degree at Simon Fraser University. This study is part of a larger Olympic research program at the University's Centre for Tourism Policy and Research. It examines the role of the forthcoming 2010 Winter Olympic and Paralympic Games in building the competitive capacity for tourism destinations and BC's communities. My specific investigation explores the extent to which preparations for the Games are shaping the activities of tourism destination management organizations DMO and their staff- especially those involved in the 2010 Tourism Consortium. As an important member I would appreciate learning your perspective on this topic.

You can help me considerably by participating in this study. Your responses will be collected using two methods. The first is an online survey that will take approximately 20-25 minutes. The second is a follow-up interview questions which will take approximately 45 minutes of your time.

Your responses will be kept strictly confidential. However with your agreement the interview will be recorded, transcribed and both data gathered from interviews and online surveys will be reported as part of the 'collective record' offered by all Tourism Consortium informants. Your participation is completely voluntary, and you can cancel your participation in this process at any point. However, I hope you will enjoy this process enough to fully complete it.

Thank you for agreeing to participate in this study. Please feel free to contact me, should you have any further question.

Aliaa Elkhashab
Masters Candidate, Centre for Tourism Policy and Research
School of Resource and Environmental Management
Simon Fraser University, Burnaby BC V5A 1S6
Cell: 778 238 0268
e-mail: aelkhash@sfu.ca

Supervisor Contact Information
Prof. Peter Williams
Centre for Tourism Policy and Research
School of Resource and Environmental Management
Simon Fraser University, Burnaby BC V5A 1S6
Phone: 778 782-3074
e-mail: peterw@sf.ca

Appendix 7 – Respondent Solicitation and Project Description -VANOC

Title: Leveraging Tourism Legacies: Social Capital and the 2010 Olympic Games

Researcher: Aliaa ElKhashab

Department: School of Resource and Environmental Management, SFU

INTRODUCTION

I am currently conducting the research component of a tourism oriented Masters degree at Simon Fraser University. This study is part of a larger Olympic research program at the University's Centre for Tourism Policy and Research. It examines the role of the forthcoming 2010 Winter Olympic and Paralympic Games in building the competitive capacity for tourism destinations and BC's communities. My investigation explores the extent to which preparations for the Games are shaping the activities of tourism destination management organizations DMO and their staff- especially those involved in the 2010 Tourism Consortium. More specifically, I would like to learn your perspectives concerning how the relationship developed and evolved between VANOC and Tourism Consortium members.

You can help me considerably by providing your responses to the following interview questions. Your responses will be kept strictly confidential to the extent permitted by law. However with your agreement they will be recorded, transcribed and only reported as part of the 'collective record' offered by VANOC informants. Your participation is completely voluntary, and you can cancel the interview process at any point. However, I hope you will enjoy the process enough to fully complete the interview. The entire interview should take approximately one hour of your time.

I would be grateful to meet with you at a time and location of your preference. Please feel free to contact me, should you have any further question.

Aliaa Elkhashab
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Appendix 8 – Steering Committee Members Consent Form

Title: Leveraging Tourism Legacies: Social Capital and the 2010 Olympic Games

Researcher: Aliaa ElKhashab

Department: School of Resource and Environmental Management, SFU

Introduction

Thank you for your participation in this interview. As an important member of the Consortium, I would appreciate learning more about your perspective on the extent to which the preparation for the forthcoming 2010 Winter Olympic and Paralympic Games are shaping the activities of tourism destination management organizations DMO and their staff- especially those involved in the 2010 Tourism Consortium.

The University and the researcher subscribe to the ethical conduct of research and to the protection at all times of the interests, comfort, and safety of participants. This research is being conducted under permission of the Simon Fraser Research Ethics Board. The chief concern of the Board is for the health, safety, and psychological well-being of research participants. Should you wish to obtain information about your rights as a participant in research or about the responsibilities of researchers, or if you have any questions, concerns, or complaints about the manner in which you were treated in this study, please contact the Director, Office of Research Ethics at 778-782-3447 or hal_weinberg@sfu.ca

Your signature on this form will imply that you have received information which describes the procedures, risks and benefits of this research study. It also signifies that you have received adequate information about this study and that you agree to voluntary participate in the study. All information that is obtained during this study will be kept strictly confidential and your name will not be used in any report, publication, or presentation arising from this research. With your agreement our interview will be recorded, transcribed and only reported as part of the 'collective record' offered by all Tourism Consortium informants. Data collected will be maintained in a secured location, only accessed by the researcher. The entire interview will take approximately 45 minutes of your time.

Participant name: _____

Participant title: _____

Email address: _____

Signature: _____

Date: _____

For research results, further comments, ideas and questions please feel free to contact me

Aliaa Elkhashab (researcher)
Cell: 778 238 0268
e-mail: aelkhash@sfu.ca

Supervisor Contact Information
Dr. Peter Williams (Professor, School of Resource and Environmental Management)
Phone: 778 782 3074
e-mail: peterw@sf.ca

Appendix 9 – Working Group Members Consent Form

Title: Leveraging Tourism Legacies: Social Capital and the 2010 Olympic Games

Researcher: Aliaa ElKhashab

Department: School of Resource and Environmental Management, SFU

Introduction

Thank you for your participation in this interview. As an important member of the Consortium, I would appreciate learning more about your perspective on the extent to which the preparation for the forthcoming 2010 Winter Olympic and Paralympic Games are shaping the activities of tourism destination management organizations DMO and their staff- especially those involved in the 2010 Tourism Consortium.

The University and the researcher subscribe to the ethical conduct of research and to the protection at all times of the interests, comfort, and safety of participants. This research is being conducted under permission of the Simon Fraser Research Ethics Board. The chief concern of the Board is for the health, safety, and psychological well-being of research participants. Should you wish to obtain information about your rights as a participant in research or about the responsibilities of researchers, or if you have any questions, concerns, or complaints about the manner in which you were treated in this study, please contact the Director, Office of Research Ethics at 778-782-3447 or hal_weinberg@sfu.ca

Your signature on this form will imply that you have received information which describes the procedures, risks and benefits of this research study. It also signifies that you have received adequate information about this study and that you agree to voluntary participate in the study. All information that is obtained during this study will be kept strictly confidential and your name will not be used in any report, publication, or presentation arising from this research. With your agreement our interview will be recorded, transcribed and only reported as part of the 'collective record' offered by all Tourism Consortium informants. Data collected will be maintained in a secured location, only accessed by the researcher. The entire interview will take approximately 45 minutes of your time.

Participant name: _____

Participant title: _____

Email address: _____

Signature: _____

Date: _____

For research results, further comments, ideas and questions please feel free to contact me

Aliaa Elkhashab (researcher)
Cell: 778 238 0268
e-mail: aelkhash@sfu.ca

Supervisor Contact Information
Dr. Peter Williams (Professor, School of Resource and Environmental Management)
Phone: 778 782 3074
e-mail: peterw@sf.ca

Appendix 10 – Vancouver Organizing Committee Consent Form

Title: Leveraging Tourism Legacies: Social Capital and the 2010 Olympic Games

Researcher: Aliaa ElKhashab

Department: School of Resource and Environmental Management, SFU

Introduction
I would appreciate learning more about your perspective on the extent to which the preparation for the forthcoming 2010 Winter Olympic and Paralympic Games are shaping the activities of tourism destination management organizations DMO and their staff- especially those involved in the 2010 Tourism Consortium. More specifically, I would like to learn your perspective concerning how the relationship developed and evolved between VANOC and Tourism Consortium members.

The University and the researcher subscribe to the ethical conduct of research and to the protection at all times of the interests, comfort, and safety of participants. This research is being conducted under permission of the Simon Fraser Research Ethics Board. The chief concern of the Board is for the health, safety, and psychological well-being of research participants. Should you wish to obtain information about your rights as a participant in research or about the responsibilities of researchers, or if you have any questions, concerns, or complaints about the manner in which you were treated in this study, please contact the Director, Office of Research Ethics at 778-782-6395 or hal_weinberg@sfu.ca

The researcher has received a written approval from your organization regarding your participation on this research study. Your signature on this form will imply that you have received information which describes the procedures, risks and benefits of this research study mentioned in the 'Project Respondent Solicitation and Project Description' form. It also signifies that you have received adequate information and that you agree to voluntary participate in the study. All information gathered during this study will be kept confidential to the full extent permitted by law and your name will not be used in any report, publication, or presentation arising from this research. With your agreement our interview will be recorded, transcribed and only reported as part of the 'collective record' offered by all informants. Data collected will be maintained in a secured location for two years, only accessed by the researcher. The entire interview will take approximately an hour of your time.

Participant name: _____

Participant title: _____

Email address: _____

Signature: _____

Date: _____

For research results, further comments, ideas and questions please feel free to contact me

Aliaa Elkhashab (researcher)
Cell: 778 238 0268
e-mail: aelkhash@sfu.ca

Supervisor Contact Information
Dr. Peter Williams (Professor, School of Resource and Environmental Management)
Phone: 778 782 3074
e-mail: peterw@sf.ca

Appendix 11 –Assessment Framework

Guided by the preceding literature review and the overall research objective, the following framework is used to determine: 'To what extent have the Olympic Games acted as a catalyst in building and nurturing social networks and social capital within and between tourism organizations?' Its lines of inquiry address a several specific themes in the context of the 2010 Winter Games.

PARTNERSHIP DEVELOPMENT		**Lines of Questioning**
Environmental forces/ pressure Frame et al, (2004); Selin and Chavez, (1995); Woolcock (1989)		Reasons behind the formation of the 2010 Tourism Consortium. Reasons behind tourism organizations joining the Consortium
SOCIAL CAPITAL INDICATORS		**Lines of Questioning**
Edwards (2004); Frank (2005); Grootaert and Bastelaer (2002) (The World Bank Social Capital Assessment Tool SOCAT); Grootaert et al (2004); Onyx and Bullen (2000).		
Network Structure	Size of network • Intra-organizational • Inter-organizational • External linkages	The extent in which actors have expanded their networks (within their own organization, amongst Consortium members and with other non-Consortium members)
	Diversity and inclusivity of members in the network	The extent to which actors' networks are inclusive of other diverse and strategic stakeholders.
	Frequency of communication	Frequency and mode of communication amongst actors
	Power relationship	Power (stakeholders' resource inventory, group leader, and/or linkages with powerful institutions) and its overall impact on decision-making process.
Network Qualities	Norms, values and rules developed within the network	Trust: Generalized trust, trust in leaders, feeling of transparency Cooperation: openness, support, common perception of issue, confidence in the contribution of partnering organizations Equity: quality of interaction and respect of actors Sanction: perception of willingness to intervene in case of deflection from the group
	Common Purpose/ Goal	The extent to which members have similar goals Level of involvement to achieve a common goal or solve a problem domain

Network Transactions	Sharing Support (Physical/Financial assistance, emotional support, and encouragement)	Provision and/or receipt of support from co-workers/ Consortium members
	Sharing Knowledge and information	Access to previously non attainted information sources Sharing information (transparently, timely fashion)
	Negotiation	Resolving conflict Confidence in mechanism for dealing with conflict

OUTCOME	
Positive Social Capital	**Negative Social Capital**
- Increase intellectual capital: knowledge sharing and understanding other DMOs better - Increase human capital: personal capacity - Increase confidence in organizational capacity to achieve goals - Increase financial capital - Lower transaction cost - Conflict resolution	- Social inequality - Closeness of network (bonding), thus preventing building bridging capital - Higher transaction cost - Increase opportunity for free riders
LEGACIES	**Lines of Questioning**
Domestic and National	Organizational legacies Consortium Legacies Lesson learned and passed to other stakeholders and organizations within Canada
International	Lesson learned and passed to other Olympic Organizing Committees

Appendix 12 – Questionnaire Results- Mean indices

Table 1. Respondents' mean levels of agreement concerning the 2010 Games impact on forms and frequency of communication and interactions within tourism DMOs

Mode of Communication		SC	VS	R&M	ALL
a.	Face to face communication	4.4	3.25	3.6	3.79
b.	Telephone conversation	3.8	3.5	3.4	3.57
c.	E-mails	4.4	4.5	3.8	4.21
d.	Group meetings/ workshops	4.4	4.25	4.2	4.29
e.	Formal letters	3.2	3	2.6	2.93
f.	Fax	3	3	2.6	2.86

SC= Steering Committee **VS**=Visitor Services WG **R&M**= Research and Measurement WG
All= Overall Mean
5=Greatly Increased **4**=Somewhat Increased **3**=Remained the Same
2=Somewhat Decreased **1**=Greatly Decreased

Table 2. Respondents' mean levels of agreement concerning Consortium members representativeness and adequacy

Members Representativeness and Adequacy		SC	VS	R&M	ALL
a.	All interested members are included at the Steering Committee table	4.2	-	-	4.2
b.	Adequate number of members to get the job done at the WG table	-	4.25	3.6	3.86
c.	Members who provide adequate representation for their constituents	4.6	4.5	4	4.36
d.	Members who provide informed input to the collective interests of the group	4.6	4.25	4	4.29
e.	Members who commit the time and effort needed to contribute to the collective interests	4.2	3.25	3.2	3.57
f.	Members who have a clear focus on the vision and objectives of the Consortium	4.4	4.25	3.6	4.07
g	Members who can be trusted to represent the collective interests	4	4.25	3.6	3.93
h	Members who are willing to work cooperatively to get the job done	4.6	4	4.2	4.29
i	Members who provide help and support when needed	4.2	3.75	4.2	4.07
j	Members who share information and contacts	4.2	4.25	4.4	4.29
k	Members who you would socialize with beyond the workplace	3.8	4	3.4	3.71
Grand Mean		4.28	4.075	3.82	4.06

SC= Steering Committee **VS**=Visitor Services WG **R&M**= Research and Measurement WG **All**= Overall Mean
5=Strongly Agree **4**=Agree **3**=Neither Agree nor Disagree **2**=Disagree
1=Strongly Disagree

Table 3. Respondents' mean levels of agreement concerning their relationships with Consortium members

Your Relationship with Members		SC	VS	R&M	ALL
a.	A good professional development experience for you	4.8	4.5	4	4.43
b.	A good professional development experience for them	4.4	3.75	3.6	3.93
c.	Cooperative in matters related to the Olympics	4.4	4	4.2	4.21
d.	Cooperative in matters related to other tourism issues	4.4	4	4.2	4.21
e.	Opened the door to new working opportunities with tourism organizations	4.8	3.25	3.8	4
f.	NOT/Difficulty in forming relationship with other members	4	4	4	4
Grand mean		**4.47**	**3.92**	**3.97**	**4.13**

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Strongly Agree   **4**=Agree   **3**=Neither Agree nor Disagree   **2**=Disagree
1=Strongly Disagree

Table 4. Respondents' mean levels of agreement concerning their working relationship with Consortium members

Working with Consortium Members		SC	VS	R&M	ALL
a.	Working with members on Consortium issues	5	5	4.6	4.86
b.	Working with members on other tourism issues	5	4.75	4.4	4.71
c.	Working with members beyond the workplace	4.4	4.25	3.2	3.93
Grand Mean		**4.8**	**4.67**	**4.07**	**4.5**

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Very Comfortable   **4**=Somewhat Comfortable   **3**=Unchanged
2=Somewhat Uncomfortable   **1**=Very Uncomfortable

Table 5. Respondents' mean levels of agreement concerning their working relationship with Consortium Partners

Working with the Following Partners		Steering Committee
a.	Tourism BC	4.8
b.	Tourism Vancouver	5
c.	Tourism Whistler	4.8
d.	The Canadian Tourism Commission	4.8
e.	Tourism Richmond	4.8
f.	BC Ministry of Tourism, Culture and the Arts	4
g.	BC Olympic Games Secretariat	3.8
h.	2010 Legacies Now	4
i.	District of West Vancouver	3.6

5=Very Comfortable   **4**=Somewhat Comfortable   **3**=Unchanged
2=Somewhat Uncomfortable   **1**=Very Uncomfortable

Table 6. Respondents' mean levels of agreement concerning their working relations with Consortium Working Groups.

Working with Consortium Working Groups		VS	R&M	ALL
a.	Media Relations	3.75	4.2	4
b.	Travel Trade	3.5	4.4	4
c.	Beijing 2008	3.75	3.8	3.78
d.	Research and Measurement	3.25	4.4	3.89
e.	Visitor Services/ Volunteer Training and Accommodation/ Tickets/Hospitality Venues, etc	4.5	4	4.22
f.	Leveraging Sponsors	3.75	3.6	3.67
g.	Events (Torch Relay, Cultural Olympiad, Live Sites, etc)	3.75	3.4	3.56
h.	Destination Brand/Marketing	3.5	4	3.78
Overall Averages		3.72	3.98	3.86

VS=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Very Comfortable   **4**=Somewhat Comfortable   **3**=Unchanged
2=Somewhat Uncomfortable   **1**=Very Uncomfortable

Table 7. Respondents' mean levels of agreement concerning Consortium's operating culture

Operating Culture		SC	VS	R&M	ALL
a.	Created opportunities for members to meet regularly	5	4.25	4	4.43
b.	Fostered opportunities to speak out on Tourism Consortium related matters	4.4	4	3.2	3.86
c.	Created informal opportunities for members to discuss matters that are not specifically Tourism Consortium related	4.2	4	4	4.07
d.	Created opportunities for members to discuss/ debate opposing positions in a respectful manner	4.4	4.25	3.6	4.07
e.	Distributed agenda information to members in a timely manner prior to meetings	4.4	4	3	3.79
f.	Increased opportunities for consultations/ inputs from non-Consortium members	4	3.25	2.8	3.36
g.	Made members feel their perspective were considered in Consortium decision making processes	4	4	3.4	3.79
h.	Created a collective confidence that the Consortium efforts will result in real benefits for the DMO	4.4	4	3.4	3.93
i.	Made members appreciate the value of VANOC as an ally in building tourism opportunities for the region	4	2.75	3	3.29
Grand Mean		**4.31**	**3.83**	**3.38**	**3.84**

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Strongly Agree   **4**=Agree   **3**=Neither Agree nor Disagree   **2**=Disagree
1=Strongly Disagree

Table 8. Respondents' mean levels of agreement concerning Consortium policies and procedures

Polices and Procedures		SC	VS	R&M	ALL
a.	Facilitated collective decision making	4.2	4	3.8	4
b.	Addressed conflicts between working group members	4.2	3.5	3.4	3.71
c.	Addressed conflict between the working group members and other external organizations	4	3.75	3	3.57
d.	Identify and follow-up on Consortium related issues in a prompt and business-like fashion	4.6	4	3.2	3.93
e.	Responded collectively to changing circumstances	4.6	4	3.8	4.15
f.	Lead to the development of other non-Olympic Tourism plans	3.6	3.25	3	3.29
g.	Created opportunities for members to reflect on and learn from previous experiences	4.6	4	3.4	4
h.	Effectively resolve differences in power amongst members in the group	4.2	2.75	3	3.36
Grand Mean		4.25	3.65	3.32	3.75

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Strongly Agree   **4**=Agree   **3**=Neither Agree nor Disagree   **2**=Disagree
1=Strongly Disagree

Table 9. Respondents' mean levels of agreement concerning the quality of information and knowledge shared amongst Consortium members

Quality of Information and Knowledge Shared		SC	VS	R&M	ALL
a.	Accessed previously unattained information sources	4.2	3.75	4	4
b.	Shared DMO specific competitive intelligence	4.2	3.25	3.6	3.71
c.	Shared information in a timely manner	4.4	4	3.6	4
f.	Shared information transparently	3.8	4	3.8	3.86
g.	Strengthened awareness of other members organizations' programs	4.6	4	3.8	4.14
Your organization benefited from these information sharing exchanges		4.8	4.5	4.2	4.5
Grand Mean		4.3	3.91	3.83	4.04

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Strongly Agree   **4**=Agree   **3**=Neither Agree nor Disagree   **2**=Disagree
1=Strongly Disagree

Table 10. Respondents' mean levels of agreement concerning forms and frequency of interaction amongst Consortium members

	Mode of Communication	SC	VS	R&M	ALL
a.	Increased face to face communication between members	5	4.25	4	4.43
b.	Increased telephone conversation between members	4.8	4.25	3.6	4.21
c.	Increased E-mails between members	4.8	4.75	4	4.5
e.	Increased formal letters between members	3	2.75	2.4	2.71
f.	Increased faxes between members	2.4	2.75	2.5	2.5

SC= Steering Committee **VS**=Visitor Services WG **R&M**= Research and Measurement WG **All**= Overall Mean
5=Strongly Agree **4**=Agree **3**=Neither Agree nor Disagree **2**=Disagree
1=Strongly Disagree

Table 11. Respondents' mean levels of agreement concerning their density of weekly interaction

	SC	VS	R&M	ALL
Informal communication between members/week	3	3.25	1.2	2.43

SC= Steering Committee **VS**=Visitor Services WG **R&M**= Research and Measurement WG **All**= Overall Mean
1= 0 times/week **2**=1 time/week **3**=2 times/week
4=3-4 times/week **5**= 5-6 times/week **6**=7andmore times/week

Table 12. Respondents' mean levels of agreement concerning 2010 Games impact on changing their personal capacity

	SC	VS	R&M	ALL
Personal capacity	4.4	4	3.8	4.07

SC= Steering Committee **VS**=Visitor Services WG **R&M**= Research and Measurement WG **All**= Overall Mean
5=Strongly Agree **4**=Agree **3**=Neither Agree nor Disagree
2=Disagree **1**=Strongly Disagree

Table 13. Respondents' mean levels of agreement concerning 2010 Games impact on changing their organizational capacity

	SC	VS	R&M	ALL
Organizational capacity	4.4	3.5	4	4

SC= Steering Committee **VS**=Visitor Services WG **R&M**= Research and Measurement WG **All**= Overall Mean
5=Strongly Agree **4**=Agree **3**=Neither Agree nor Disagree **2**=Disagree
1=Strongly Disagree

Table 14. Respondents' mean levels of agreement concerning external organizations linkages

External Organizations		Steering Committee
a.	International Organizing Committee IOC	4.4
b.	Vancouver Organizing Committee VANOC	5
c.	Media	4.6
d.	Local Government	3.6
e.	Provincial Government	3.6
f.	Olympic Secretariat	4.2
g.	Universities	3.2
h.	2010 Commercial Centre	3.4
i.	Volunteer Organizations or Groups	3.8

5= Greatly Increased   **4**= Somewhat Increased   **3**= Remained the Same
2= Somewhat Decreased   **1**= Greatly Decreased

Table 15 Respondents' mean levels of agreement concerning external organizations' linkages

Potential External Group Linkages		VS	R&M	ALL
a.	Vancouver Organizing Committee VANOC	3.75	3.8	3.78
b.	Media	3.33	4	3.75
c.	Tourism BC	3.5	3.6	3.56
d.	Tourism Vancouver	3.67	3.6	3.63
e.	Tourism Whistler	3.5	3.6	3.56
f.	The Canadian Tourism Commission CTC	3.25	3.6	3.44
g.	Tourism Richmond	4	3.4	3.67
h.	BC Ministry of Tourism, Culture and the Arts	3	3.4	3.22
i.	BC Olympic Games Secretariat	3.25	3.8	3.56
j.	2010 Legacies Now	4	3.8	3.89

VS=Visitor Services WG   **R&M**= Research and Measurement WG   **All**= Overall Mean
5=Greatly Increased   **4**=Somewhat Increased   **3**=Remained the Same
2=Somewhat Decreased   **1**=Greatly Decreased

Table 16. Respondents' mean levels of agreement concerning Consortium's role in creating opportunities for their organizations to work with external groups

New Working Relationships	SC	VS	R&M	ALL
	2.8	2.75	2.6	2.71

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG
All= Overall Mean
3= Opportunity Increased   **2**=Remained the Same   **1**= Opportunity Decreased

Table 17. Respondents' mean levels of agreement concerning Tourism Consortium role in expanding Consortium members' networks

Would your organization developed new opportunities to work with other groups without the impetus of the Consortium?	SC	VS	R&M	ALL
	1.8	1.67	1.6	1.69

SC= Steering Committee   **VS**=Visitor Services WG   **R&M**= Research and Measurement WG
All= Overall Mean
Yes =1   No=2

Appendix 13 – Social Capital Navigation Guide