Mega-sport events' sport participation legacy & sustainability: a prospective longitudinal case study of an adapted Alpine Sports Tourism Program

TTRA 2020 Extended Abstract Template:
Mega-sport events' sport participation legacy & sustainability: a prospective longitudinal case study of an adapted Alpine Sports Tourism Program

Introduction

Sport participation legacies are often offered as reasons to host mega-sport events (MSE), yet there is little evidence to demonstrate the legitimacy of these claims. This prospective longitudinal case study of the Whistler Adaptive Sports Program applied a temporal-extension of the socioecological framework to analyze multiple data sources from over a decade, starting before the Vancouver 2010 Olympic and Paralympic Winter Games until 2019. Winter Olympic and Paralympic programs differ substantially from summer programs and, hence, not surprisingly have been under researched as a sport participation legacy opportunity (Darcy, Frawley, & Adair, 2017; Reis, Frawley, Hodgetts, Thomson, & Hughes, 2017).

To examine the case, a novel temporal extension to the socioecological framework facilitates interrogation of intrapersonal, interpersonal, organizational, community and macro-policy considerations over a twenty-year period. The social ecological model assists in framing the factors contributing to an actual legacy outcome for adapted sports from Vancouver 2010. This paper reveals a multitude of factors, planned and unplanned, mostly positive with substantial challenges financially, tangible and intangible. The discussion explores the situated and embedded nature of MSE legacies that are dependent upon the network of facilitators across the social ecological framework with sport tourism as the foundation upon which this sport participation legacy is based.

Literature Review

Host communities are frequently told that hosting MSE, including the Olympic and Paralympic Games, will lead to legacies such as increased participation in sport and physical activity (e.g. Chen & Henry, 2016; Veal, Toohey, & Frawley, 2012; Weed et al., 2015). To date, there is limited work focused on Paralympic sport participation legacy (Brown & Pappous, 2018)). To redress this gap in the literature, we use a longitudinal prospective case study of Whistler Adaptive Sports (WAS) analyzed via a novel temporal variation of the socioecological framework to examine an effective example of leveraging a MSE for a parasport participation legacy. The case was examined before, during and for 10 years after the Vancouver 2010 Olympic and Paralympic Winter Games (Vancouver 2010). This contrasts with most legacy research that either theorizes legacy or is conducted too soon after the event to be deemed a legacy (e.g. Carmichael, Grix, & Marqués, 2012; Chalip, Green, Taks, & Misener, 2017; Dickson, Misener, & Darcy, 2017; Misener, 2015).

The design, delivery and leveraging of MSE for sport participation legacies, incorporates interventions, programs, activities, facilities, built and natural environments to achieve a legacy of physical activity via grassroots through to elite sport development pathways, and lifelong participation where there be a greater societal impact (Whitehead, 2010). Parasport event legacy potentials reflect the IPC's Paralympic aims such as developing "sport structures / organizations for people with an impairment, from grassroots to elite level" (IPC, 2017, p. 37). Yet, at the community or grassroots level, disability sport participation has languished in comparison with the rest of the community (Darcy, 2018; Darcy, Frawley, et al., 2017).

From a sport tourism destination perspective, there has been an ad hoc approach to disability sport, through inadequate facilitating policies, poor policy implementation, relatively underdeveloped sport development pathways to training resources and elite development programs and inaccessible environments and transport (Dickson, Misener, et al., 2017; Jaarsma, Dijkstra, Geertzen, & Dekker, 2014; Misener & Darcy, 2014). Thus, for sport participation interventions to be effective for their communities, including leveraging of MSE for legacy, they need to be multilevel "that target individuals, social environments, physical environments, and policies must be addressed to promote physical activity" (Henderson, 2009, p. 63). This has parallels with socioecological frameworks that have been used elsewhere in sport and tourism. Next, the research questions and methods are presented followed by the case analysis of Whistler Adaptive Sports. The final discussion draws together the threads of this case and points the way forward for future research and practice.

Research Questions

For this longitudinal case study, the research questions are:

1. What have been the barriers and facilitators to achieving increased sport tourism and sport participation for PwD in the Resort Municipality of Whistler (RMOW) as a legacy of the Vancouver 2010 Olympic and Paralympic Winter Games?
2. What insights does the case study provide for our understanding of sport tourism destination development, legacy and leverage of winter Paralympic Games?

Methodology

To explore how sport event legacies may be achieved from MSE we analyze a single prospective longitudinal case study of WAS. Case studies help our understanding of complex social phenomena and enables the research to retain "the holistic and meaningful characteristics of real-life events" (Yin, 2009, p. 4). The advantage of a prospective longitudinal case study conducted in real time is that it avoids the limitation of most retrospective research that seeks to determine cause and effect from memory and the reconstruction of events (Leonard-Barton, 1990). Multiple data sources are analyzed via the lens of the TESEF to investigate this single, holistic case, adding to the literature on sport, tourism events and legacies. The case study was developed based on data collected before, during and after the event for nearly a decade. The multiple data sources used for this research reflect the multiple layers of the socioecological model and the emergent nature of this research. Data sources included: a) semi-structured interviews, b) documentary analysis, c) online media analysis and d) event observation (Table 1).

Table 1 Data sources

Social ecological model layers	Data sources
Policy	Existing and emerging legislation (Government of Canada, 2016; IPC, 2007; Province of British Columbia, 2015a)
Organizational	Interviews (Walker, 2009, 2010, 2012, 2014, 2016); WAS website (http://whistleradaptive.com)
Community	Documents and articles (Editor, 2017; Mitchell, 2012; Osburn, 2014; RMOW, 2006, 2007, 2010)
Interpersonal	Event observation; Editor (2017); WAS website (http://whistleradaptive.com)
Individual	WAS website (http://whistleradaptive.com), Facebook page post & comments (https://www.facebook.com/WhistlerAdaptiveSportsProgram/)

Results

Public Policy Macro Level

At the time of the Vancouver 2010 bid, there was no facilitating legislation, provincially or federally, that would promote the participation of PwD in Canadian society, including in sport, recreation and employment. Three years after winning the bid in 2003 the Federal *Policy on sport for persons with a disability* (Canadian Heritage: Sport Canada, 2006) was launched. Since Vancouver 2010, the Province of British Columbia has developed an accessibility strategy (Province of British Columbia, 2014, 2015b), and the Canadian federal government is in a consultation process to develop a *Canadians with Disabilities Act*. Here, they note that, "Canadians, communities and workplaces benefit when everyone can participate equally in everyday life. There has been much progress in making our society more inclusive, but we can do better" (Government of Canada, 2016).

Community Level

Whistler's *Strategic Framework for Vancouver 2010* outlined 20 legacies, including enhancements to the Whistler Adaptive Ski Program (RMOW, 2006). Legacies of accessibility and sport participation were part of Whistler's Games vision that built upon urban design, transport and housing. The bid committee approached WAS in 2002 to help plan for a Paralympic legacy. They were particularly interested in grassroots sport organization that could help deliver on a vision for disability sport nationally and internationally (RMOW, 2010). Key elements were: programs, training venues, temporary accommodation and affordable housing strategies.

Organisation meso level

WAS has evolved from primarily a snowsport organization (i.e. skiing and snowboarding) to a multi-sport, year-round, organization offering services to people from one-off participation, through instruction, competition and coaching across 16 summer and winter sports. This included: hiking, biking, canoeing, rowing, skiing, snowboarding, yoga, climbing and biathlon. This growth reflects the emergence of Whistler as world-class year-round tourism destination (Gill & Williams, 2011). Distinct from many single sport parasport organizations or single disability organizations, WAS offers services to both locals and tourists with disabilities specifically visiting the area for sport or who are in the area and happen upon the adaptive sporting opportunities. They cater predominately for people with cognitive and/or physical disabilities across the 16 sports and all levels of participation. They have been effective in reaching all PWD in their local community of Whistler and Pemberton who need support for participating in physical activities, together with those with disability from outside these regions who travel for these adaptive sport opportunities.

Microlevel

Interpersonal factors include the support of friends and family (Eime et al., 2015). For PwD, this support is even more important depending upon the disability-type and level of support needs to enable sport participation (Darcy, Lock, & Taylor, 2017). Support includes volunteer training to support inclusion of PwD and their families and carers. In the 15-years since Vancouver/Whistler were awarded the games, the number of WAS volunteers grew to more than 200 (Table 2). Participation growth has been in both the number of participants and also the number of days per participant. Thus there has been both sport participation and a sport development legacy (Taks,

Green, Misener, & Chalip, 2014). There has also been growth in the number of activities, having grown from winter-only ski program to a full year program offering around 16 different activities including mountain biking, hiking, sailing and stand up paddle boarding. A recent development has been the provision of volunteer services to the neighboring community of Squamish. From 2017, WAS is providing up to 120 hours of support for 30-40 children, allowing families a few hours of respite while their children participate in sport, recreation and physical activities (Editor, 2017).

Table 2 Estimates of the program size as reported at the WAS AGM

As reported at AGM	Lessons or participant days	Volunteers	Number of sports
2009	78		2
2010	400		
2011	1800		
2012	1900	180	16
2013	2090	>180	16
2014	2800		
2015	>2800	200	
2016	<3000		

Through the lens of the temporal extension of the socio ecological framework (TESEF) this research has analyzed the barriers and facilitators to the sport participation legacy achieved by Whistler Adaptive Sports following the Vancouver 2010 Olympic and Paralympic Winter Games. This prospective longitudinal case study highlights the situated and embedded nature of achieving a mega sport event sport participation legacy.

Discussion

Research Question 1

As previously noted, there has always been potential for a parasport participation legacy (Misener, 2015; Weed et al., 2015). Yet, there is little empirical evidence of post-event legacies (Misener, 2015). This study shows that after nearly a decade of operations WAS has been able to innovate and adapt to the changing policy and economic context (macro), to effectively leverage a sport participation legacy off the Vancouver 2010 Olympic and Paralympic Winter Games (meso). Federal and provincial sport and disability policies have dovetailed with local policies and strategies (macro) to create a 'perfect storm' for legacy. However, policies alone do not lead to legacy, they need to be supported by facilitators that match in this case the community organization visions and desires that parallel the legacy and leverage aims of the MSE.

Micro Individual Sport participation

The identified barriers to sport participation by PwD in the WAS program have been crushed by the confluence of the bid and organizing committees, the IPC and the local government's vision and strategy for accessibility (IPC, 2007; RMOW, 2010; VANOC, 2007, 2009). While addressing the structural barriers was the foundation of WAS, it was the combination of their interpersonal support of volunteers, coaches and organizational structures that facilitated the activity engagement, a hallmark of participants' memories. Simply, WAS facilitated solutions to overcome individual participatory barriers faced by PwD.

Over the last decade, WAS's sport participation legacy involved both an increase in the number of participants and also an increase in the frequency of participation in activities This includes an

increasing number of first-time participants repeat participants for the same program and/or trying new programs, e.g a participant introduced via a winter program subsequently going back to that winter program again and taking the opportunity to try new summer programs run by WAS, such as mountain biking. Hence, WAS has bridged the seasonal constraints of the destination through a multisport offering across winter and summer seasons.

Meso Organizational and Macro Policy Context

To be successful as a multisport parasport organization and to be able to leverage off the transitory existence of VANOC, WAS needed to grow and develop in a way that reflected the context in which it operates. The broader community context is a year-round tourism-dependent community attracting millions of sport tourists a year (Gill, 2018) that bought into an accessible tourism vision, ensuring the resort and surrounding community was developed with accessibility in mind (RMOW, 2007, 2010). The multi-faceted and interconnected vision and planning that formally began in 2002 with the bid committee, the RMOW and WAS, and continues today, enabled strategies to be developed reflecting the IPC's legacy objectives to facilitae the inclusion of PwD in all aspects of the social and sporting life beyond the life of the games. The objective also coincided with the Federal Government's *Policy on Sport for Persons with a Disability* (Government of Canada, 2006). Yet, creating policy is only a beginning point. The global financial crisis created an economic environment of uncertainty, limited opportunities for revenue generation, sponsorship opportunities and led to a direct cut of 90% of secured sponsorship for WAS as a key stakeholder in bringing about legacy outcomes. These barriers required innovations to facilitate the vision of legacy from the IOC/IPC, Canadian government, VANOC and WAS.

Central to achieving the sport participation legacy has been the vision of WAS embodied in its Four Pillars, beginning before the Games and continuing today. Rather than waiting for VANOC to lead the way for legacy, WAS mapped their own journey for a post-event legacy. Their strategy was to work with VANOC, embed volunteers in the event and to engage and leverage off community and business relationships for financial support (sponsorships) and human resources (volunteers). This reflects the suggestion of Chalip (2018) that strategic planning is required to link the event to the existing array of products and services in the host community. What has driven the sport participation growth is what meets the accessibility needs of the Whistler community, surrounding localities and visitors. Strategic planning for legacy also applies to volunteers (Dickson, Terwiel, & Buick, 2017). To be effective, WAS required a pool of committed volunteers willing to support participants' sport and recreation goals. As WAS grew, so has the volunteer numbers and the range of sports that individual volunteers are able to support (Table 2).

In contrast to previous research (e.g. Veal et al., 2012; Weed et al., 2015), WAS clearly achieved a sport participation and sport development legacy from Vancouver 2010 that was clearly linked to their leveraging strategies before, during and after the event. Key facilitators of WAS in increasing its participation of athletes and volunteers by leveraging off Vancouver 2010 included the strict time limit, or temporal nature of events that the games provided to plan and implement a strategy, partnerships, product innovation and human resource strategies. Specific tactics and partnerships with corporations and the community have been essential to their success, both in financial terms as sponsors, in the provision of equipment and resources and the support of thousands of volunteer hours (Taks, Chalip, & Green, 2015).

Innovating thorough new sport offerings from the historical snowsport to year-round activities parallels Whistler's emergence as a year-round tourism destination providing destination

marketers with another area of competitive advantage (Dickson, Misener et al. 2017). While this may be driven by athlete interest, it can also leverage-off the skills and interests of existing volunteers and visitors to the region, evidenced by the growth in adaptive mountain biking. By viewing the athletes, not as recipients of services but as future providers of services, as volunteers and coaches, the approach facilitates athlete-pathways beyond participation to longer-term engagement that may offset the challenge of a transitory volunteer base.

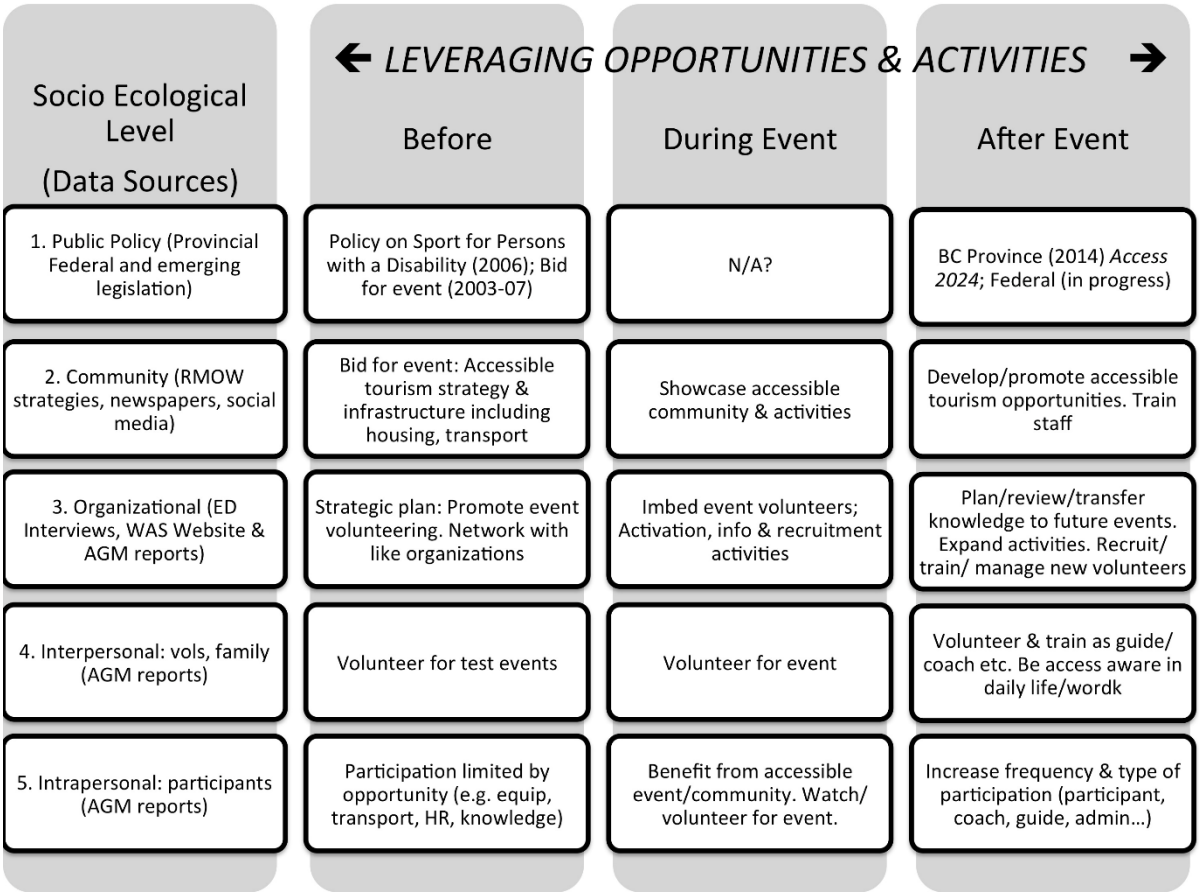
Central to WAS's success is that it is not bound by traditional single-sport, nor disability-specific service provider, structures. Rather, WAS strategically evolved from before Vancouver 2010 to the present, to reflect the changing sport and recreation offerings of the natural and resort environment in which it operates. WAS evolved to address barriers by: meeting the needs and interests of their athletes (intrapersonal); recruiting and training a multi-skilled pool of volunteers (interpersonal); reflecting the legacy objectives of the IPC, the strategic direction of the RMOW and the competitive advantages of the natural and built environment in which they operate (organizational, community and policy). Drawing these fragmentary posts together was a strategic plan modeled on the four pillars, led by a dynamic Executive Director and passionate and committed board that could facilitate the strategic partnerships at all levels of operation.

Research Question 2

Theoretically this paper drew upon the work of Chalip (2006) and others (Dickson, Misener, et al., 2017; Misener, McGillivray, McPherson, & Legg, 2015). The addition of the socioecological model allows for a more detailed understanding of legacy and leverage of Vancouver 2010. The sociocultural context of Vancouver 2010, VANOC's legacy and accessibility agenda, and the milieu of factors that lead to the relative success of WAS, have added to our understanding of MSE legacy and leverage theory. The TESEF model provides a more granular understanding across participant, organizational, community, national and international traditions over an extended time period.

Methodologically, this has been the first prospective longitudinal case study exploring MSE legacies. While different aspects of MSE have examined legacy, most have done so through an ad hoc approach and rarely long after the event. Further, this research demonstrates the value of the temporal extension of the socio ecological framework for situations where there is a defined 'intervention' or event. This approach provides a more holistic understanding of the influences on legacy, leverage and in particular sport participation with an unrepresented group. The case study highlights the complex set of factors that influence the development of legacy and leverage and opportunities that extend well beyond sports and sport development (Dickson, Misener et al., 2017). Thus, the TESEF could have application in other research areas in the future.

Figure 1 Application of the temporal extension of the socioecological framework (TESEF)



Challenges moving forward and conclusion

The growth has not been without its challenges. As a sport provider, they still have to navigate athlete and coach credentialing and insurances that are typically linked to NSO or PSO membership, which only cover their respective sports, there is no multi-sport membership model matching the diverse roles of WAS volunteers. This creates financial pressures for athletes and volunteers alike working across a range of organized and recreational sports. The transient population, including volunteers, adds pressures for growth and development, but benefits emerge as the volunteers move elsewhere, sharing the vision with other communities seeking to support the active participation of PwD in a range of sport and recreation activities.

More than a decade since the four pillars were established, a major challenge for WAS is how to continue to grow beyond the leveraging opportunities of Vancouver 2010. At the community level, Whistler, has to consider how to sustainably grow as a sport tourism destination, a space that is increasingly competitive as other destinations in British Columbia seek to benefit from sport and event tourism strategies (Tourism BC, 2011). Financially, Canada is highly dependent upon resources and tourism, thus negotiation of future commercial partnerships and sponsorships will be influenced by external economic factors. Socially, WAS is dependent upon volunteer contributions, but from a transient population, it is demanding for those that remain to maintain

the culture and standards when you have a potentially high staff turnover. For the last decade one constant has been the ED, but an organization cannot depend upon a single leader indefinitely.

Rather than being a panacea for a sport participation legacy, Vancouver 2010 built upon a foundation of support within the community for access and diversity, which was reinforced by the organising committee's values. Together these worked to overcome participation barriers for people with disability by designing, developing and delivering sport and recreation opportunities that reflect the natural and infrastructure advantages of the community and the needs and desires of locals and visitors with access needs. Central to this success was the importance of accessible accommodation together with an inclusive and welcoming community. The result has been a sustainable and year-round approach to sport and recreation dependent upon a dedicated group of volunteers with a small core of paid workers with programs and participation still growing nearly a decade after the event.

References

Brown, C., & Pappous, A. (2018). "The Legacy Element... It Just Felt More Woolly": Exploring the Reasons for the Decline in People With Disabilities' Sport Participation in England 5 Years After the London 2012 Paralympic Games. *Journal of Sport and Social Issues, 42*(5), 343-368.

Policy on sport for persons with a disability, 16, Canadian Heritage: Sport Canada (2006 June).

Carmichael, F., Grix, J., & Marqués, D. P. (2012). The Olympic legacy and participation in sport: an interim assessment of Sport England's Active People Survey for sports studies research. *International Journal of Sport Policy and Politics, 5*(2), 1-16. doi:10.1080/19406940.2012.656675

Chalip, L. (2018). Trading legacy for leverage. *Legacies of mega events: Fact or fairy tales*, 25-42.

Chalip, L., Green, B. C., Taks, M., & Misener, L. (2017). Creating sport participation from sport events: making it happen. *International Journal of Sport Policy and Politics, 9*(2), 257-276. doi:10.1080/19406940.2016.1257496

Chen, S., & Henry, I. (2016). Evaluating the London 2012 Games' impact on sport participation in a non-hosting region: a practical application of realist evaluation. *Leisure Studies, 35*(5), 685-707.

Darcy, S. (2018). The Paralympic Movement: A Small Number of Behemoths Overwhelming a Large Number of Also-Rans—A Pyramid Built on Quicksand? In I. Brittain & A. Beacom (Eds.), *The Palgrave Handbook of Paralympic Studies* (pp. 221-246). London: Palgrave Macmillan UK.

Darcy, S., Frawley, S., & Adair, D. (Eds.). (2017). *Managing the Paralympics*. Basingstoke, Hampshire: Palgrave Macmillan.

Darcy, S., Lock, D., & Taylor, T. (2017). Enabling Inclusive Sport Participation: Effects of Disability and Support Needs on Constraints to Sport Participation. *Leisure Sciences, 39*(1), 20-41. doi:10.1080/01490400.2016.1151842

Dickson, T. J., Misener, L., & Darcy, S. (2017). Enhancing destination competitiveness through disability sport event legacies: developing an interdisciplinary typology. *International Journal of Contemporary Hospitality Management 29*(3), 924-946.

Dickson, T. J., Terwiel, F. A., & Buick, F. (2017). Paralympic Volunteer Management. In S. Darcy, S. Frawley, & D. Adair (Eds.), *Managing the Paralympic Games* (pp. 193-216). Basingstoke, Hampshire: Palgrave Macmillan.

Editor. (2017). Leisure buddies approved. *The Chief / Squamish Chief*. Retrieved from http://www.squamishchief.com/news/local-news/council-cuts-1.21386798

Eime, R. M., Casey, M. M., Harvey, J. T., Sawyer, N. A., Symons, C. M., & Payne, W. R. (2015). Socioecological factors potentially associated with participation in physical activity and sport: A longitudinal study of adolescent girls. *Journal of Science and Medicine in Sport, 18*(6), 684-690.

Gill, A. M. (2018). Challenges to the Resilience of Whistler's Journey Towards Sustainability *Tourism in Transitions* (pp. 21-37): Springer.

Gill, A. M., & Williams, P. W. (2011). Rethinking resort growth: understanding evolving governance strategies in Whistler, British Columbia. *Journal of Sustainable Tourism, 19*(4-5), 629-648. doi:10.1080/09669582.2011.558626

Government of Canada. (2006, June 2006). Policy on Sport for Persons with a Disability. Retrieved from http://canada.pch.gc.ca/eng/1414513635858/1414513676681

Government of Canada. (2016, 27 October 2016). Consulting with Canadians on accessibility legislation. Retrieved from https://www.canada.ca/en/employment-social-development/programs/disability/consultations/accessibility-legislation.html

Henderson, K. A. (2009). A paradox of sport management and physical activity interventions. *Sport Management Review, 12*(2), 57-65.

IPC. (2007). *IPC Handbook, Section 1 Chapter 3 Paralympic Games Chapter* Retrieved from http://www.paralympic.org/IPC/IPC_Handbook/Section_1/

IPC. (2017). *IPC Handbook: Paralympic Games Chapter Section 1, Chapter 3* Retrieved from https://m.paralympic.org/sites/default/files/document/170602073852792_Sec+i+chapter+3+Paralympic+Games+Principles.pdf

Jaarsma, E., Dijkstra, P., Geertzen, J., & Dekker, R. (2014). Barriers to and facilitators of sports participation for people with physical disabilities: A systematic review. *Scandinavian Journal of Medicine & Science in Sports, 24*(6), 871-881.

Misener, L. (2015). Leveraging parasport events for community participation: development of a theoretical framework. *European Sport Management Quarterly, 15*(1), 132-153.

Misener, L., & Darcy, S. (2014). Managing Disability Sport: from athletes with disabilities to inclusive organisational perspective. *Sport Management Review, 17*(1), 1-7.

Misener, L., McGillivray, D., McPherson, G., & Legg, D. (2015). Leveraging parasport events for sustainable community participation: The Glasgow 2014 Commonwealth Games. *Annals of Leisure Research*, 1-20.

Mitchell, A. (2012). New home for Whistler's adaptive ski program opens. *Pique News Magazine*. Retrieved from http://www.piquenewsmagazine.com/whistler/wasp-home-to-open-friday-on-mountain/Content?oid=2275271

Osburn, E. (2014, 6 March). Paralympic legacies are legacies for life: Hosting the Paralympic Games in 2010 made Whistler more accessible for everyone. *Pique News Magazine*. Retrieved from http://www.piquenewsmagazine.com/whistler/paralympic-legacies-are-legacies-for-life/Content?oid=2547976

Province of British Columbia. (2014). *Accessibility 2024: Making B.C. the most progressive province in Canada for people with disabilities by 2024* Retrieved from http://www2.gov.bc.ca/gov/DownloadAsset?assetId=4E4879D2986E4E8CB3F6F757F59978D5&filename=accessibility2024_update_web.pdf

Province of British Columbia (Producer). (2015a, 25 September 2017). Accessibility 2024. Retrieved from https://www.youtube.com/watch?v=2e6BAFCD3MM

Province of British Columbia. (2015b). *Accessibility 2024: Making B.C. the most progressive province in Canada for people with disabilities by 2024 June 2015 One year proress update* Retrieved from http://www2.gov.bc.ca/assets/gov/government/about-the-bc-government/accessible-bc/accessibility-2024/docs/accessibility2024-1-year-progress.pdf

Reis, A. C., Frawley, S., Hodgetts, D., Thomson, A., & Hughes, K. (2017). Sport Participation Legacy and the Olympic Games: The Case of Sydney 2000, London 2012, and Rio 2016. *Event Management, 21*(2), 139-158. doi:10.3727/152599517X14878772869568

RMOW. (2006). *2010 Olympic and Paralympic Winter Games Strategic Framework, Version 1* Retrieved from http://www.whistler.ca/images/stories/PDF/Admin/Strategic_Framework_Version_1_October_2006.pdf

RMOW. (2007). *Whistler 2020 – Moving toward a sustainable Future 2nd edition* Retrieved from https://www.whistler.ca/sites/default/files/related/2007-06-whistler_2020_plan-second_edition.pdf

RMOW (Producer). (2010, 10 January 2012). Whistler's Journey Towards Accessibility. Retrieved from https://www.youtube.com/watch?v=0vywYo6OMs8

Taks, M., Chalip, L., & Green, B. C. (2015). Impacts and strategic outcomes from non-mega sport events for local communities. *European Sport Management Quarterly*, *15*(1), 1-6.

Taks, M., Green, B. C., Misener, L., & Chalip, L. (2014). Evaluating sport development outcomes: The case of a medium-sized international sport event. *European Sport Management Quarterly*, *14*(3), 213-237.

Tourism BC. (2011). *Sport Tourism: Tourism Business Essentials* Retrieved from http://www.destinationbc.ca/getattachment/Programs/Guides-and-Workshops/Guides/Tourism-Business-Essentials-Guides/SportTourismTBEGuide2011_July07.pdf.aspx?.pdf

VANOC. (2007). *Business Plan and Games Budget*. Vancouver: Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC).

VANOC. (2009). *Vancouver 2010 Bid Report* Retrieved from http://doc.rero.ch/record/22471/files/Bid_Report.pdf

Veal, A. J., Toohey, K. M., & Frawley, S. (2012). The sport participation legacy of the Sydney 2000 Olympic Games and other international sporting events hosted in Australia. *Journal of Policy Research in Tourism, Leisure and Events, 4*(2), 155-184.

Walker, C. (2009, 27 October). [Interview].

Walker, C. (2010, 21 September). [Interview].

Walker, C. (2012, 15 October). [Interview].

Walker, C. (2014, 16 May). [Interview].

Walker, C. (2016, 20 June). [Interview].

Weed, M., Coren, E., Fiore, J., Wellard, I., Chatziefstathiou, D., Mansfield, L., & Dowse, S. (2015). The Olympic Games and raising sport participation: a systematic review of evidence and an interrogation of policy for a demonstration effect. *European Sport Management Quarterly*, *15*(2), 195-226. doi:10.1080/16184742.2014.998695

Whitehead, M. (2010). *Physical literacy: Throughout the lifecourse*: Routledge.