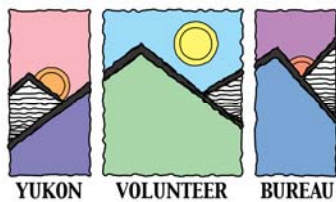


**The 2007 Canada Winter Games  
and Community Impacts**

**Report for  
Yukon Territorial Government  
Community Services  
Community Development Division**

Margaret E. Johnston and G. David Twynam

September 2008



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## **Executive Summary**

This report describes research that examined the social impacts of hosting the 2007 Canada Winter Games on the community of Whitehorse through surveys of community members and of volunteers. The research project was funded by the Social Sciences and Humanities Research Council of Canada and the Community Development Division, Community Services Department of the Yukon Territorial Government. Additional funding for student researchers was provided through the Northern Scientific Training Program of DIAND. The Yukon Volunteer Bureau was a research partner and provided logistical support for the project. Surveying took place beginning in August 2005 and continuing until April 2008. Highlights of the study related to six primary areas are outlined here.

### **Community Involvement in the Games**

- There was strong community support for the event.
- The level of interest in the Games was high, but decreased over time.
- The level of knowledge about the Games was high and increased over time.
- Interest in participating in the event through attending as a spectator or through volunteering was high before the event.

### **Community Views of the Games and Their Impacts**

- The preparation of organizations for the Games was rated as good or fair by a majority and these ratings increased over time until the final survey.
- Views on how the event would affect amenities and facilities in Whitehorse were more negative before the event.
- Views about the Games impacts on recreation opportunities, tourists, future events and the role of the event in the community were generally positive.
- Views on whether the benefits of hosting the Games outweighed the negative impacts, and on whether community spirit improved through hosting were mainly positive or neutral.

### **Volunteer Experiences of the Games**

- Five highest ranking reasons for volunteering at the event were: *volunteering creates a better society; I wanted to help make the event a success; I wanted to put*

*something back in the community; I wanted to do something worthwhile; and, I wanted to feel part of this community.*

- Volunteering with the Games provided the opportunity to build on skills obtained through previous volunteering and many volunteers were able to extend new skills obtained to their employment or other volunteering..
- Satisfaction levels with the volunteering experience overall were high, particularly in the two post-event surveys.
- Highest satisfaction ratings were for the organization of the events (88% and higher were satisfied or very satisfied); lowest satisfaction ratings were for recognition received (80% and higher were satisfied or very satisfied).

### **Outcomes Related to Recreation Participation**

- Community members thought that hosting the event would encourage the local population to become more active in recreation, though most thought it would not affect their own participation in winter sports.
- Volunteers in the 2008 survey also thought the Games experience would have no impact on their own recreation (90.9%).

### **Outcomes Related to Volunteering**

- For about 40% of volunteers in the 2006 and 2007 surveys reported that the experience of volunteering with the Games increased the likelihood that they would volunteer for another special event; a small percentage indicated a decrease in the likelihood.
- In the 2008 surveys of volunteers, over 80% reported that there had been no change to their special event volunteering and 85% reported no change to their other community volunteering in the previous 12 months.

### **Outcomes Related to Facility Use**

- Over 40% in the April community survey said their use of the Canada Games Centre had increased since the expansion.
- Nearly 53% of the volunteers in the 2008 survey said their use of the Canada Games Centre had increased since the expansion.

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## **Introduction**

This report describes research conducted through a partnership of university researchers and community partners in Whitehorse, the Yukon Volunteer Bureau and the Yukon Government (YTG) Department of Community Services, Community Development Division. The work arose from mutual interests of the parties in exploring how hosting the 2007 Canada Winter Games was affecting the community of Whitehorse. Specific areas of interest were:

- community involvement in the Games;
- community views of the Games and their impacts;
- volunteer experiences of the Games;
- outcomes related to recreation participation;
- outcomes related to volunteering; and,
- outcomes related to facility use.

The project was set within a special event framework that was aimed at understanding social impacts of hosting a special sporting event. This approach recognizes that hosting events brings with it both benefits and losses, and that their distribution, along with individuals' assessments, can vary considerably within a community. A longitudinal approach was taken to capture some of the changing experiences and views of community members related to hosting.

This research was funded by the Social Sciences and Humanities Research Council of Canada and the YTG Department of Community Services, Community Development Division. Additional support for student researchers was accessed through the Northern Scientific Training Program of DIAND. Logistical support was provided by the Yukon Volunteer Bureau. The research project was conceptualized and developed from March 2004 through July 2005. Data collection commenced in August 2005 and ended in May 2008. Ethics approval through university ethics boards and YTG science licenses were obtained for the work.

## **Methods and Participants**

This research used four data collection methods to obtain input from community members about their experiences of the Canada Winter Games. This report describes the data collected through community and volunteer surveys.

### **Community Surveys: August 2005, May 2006, November/December 2006, October/November 2007, April 2008**

Community surveys were undertaken to explore residents' views of and involvement in the 2007 Canada Winter Games. A series of five surveys was used to provide a number of snapshots over time in order to demonstrate changes and patterns in how residents view particular aspects of the Games and their own intentions regarding involvement. The questionnaire explored aspects including respondents' support for, interest in and knowledge of the event, views on the preparation of various organizations involved in the event, views on potential community impacts related to the event, and winter activity involvement. It also obtained demographic information. The same survey procedure was used in all five community surveys, three of which took place prior to the Games and two following. Surveying was undertaken in summer 2005 (August), spring 2006 (May), fall 2006 (December), fall 2007 (November) and spring 2008 (April).

For each survey the questionnaire was administered to a sample of Whitehorse residents based on a neighbourhood surveying framework to ensure broad representation across the community. Street sections within neighbourhoods were selected randomly and specific residences were selected systematically, then excluded from future sample frames to avoid re-sampling of respondents.

At each selected residence, research assistants explained the survey, obtained consent, and made arrangements to pick up the completed survey either later that evening or within a couple of days. Refusals at each of the time-frames were low. Survey design intentions were to have 150 - 200 respondents for each time period, though it must be noted that overall numbers of respondents appear to reflect logistical constraints such as hours of daylight and weather for some time-frames.

## **Volunteer Surveys: December 2006; November 2007; April 2008**

The volunteer surveys were developed in order to assess the nature and extent of volunteers' commitment, motivation, satisfaction with the volunteering experience, outcomes related to volunteering and activity participation, and demographics. The intention with this approach was to survey the same group of volunteers at three time periods. Originally, volunteer surveying was intended to commence in fall 2005. Logistical issues related to appropriate means of approaching potential participants delayed this until September 2006. Privacy concerns of the Host Society meant that no access to the volunteer database was provided. Participants for the study were approached at volunteer recruitment and training events in September, November and December, with 122 individuals agreeing to take part in the study and providing contact information. Two individuals dropped out of the study before it was completed. Participants were asked to complete a questionnaire and return it in December. A follow-up email reminder was sent in February and total responses numbered 71. The second volunteer survey was started in October 2007, with respondents sending in their questionnaires over the next month or so. A total of 76 people responded. The third survey commenced in April 2008 and 59 people responded. For each survey, potential respondents were given a reminder via email, though not all participants originally provided an email address and a large number of those provided were no longer in use by the third survey.

## **Results**

### **Community Surveys**

The results of the five surveys are described together here so that an immediate comparison can be made across the timeframe of the surveys. The results provide information on how community members viewed and experienced the event at these five times. Note that different community members are responding at each point and that the first three surveys are pre-event and the final two are post-event.

Respondents were asked about their own support for and involvement in the event and their assessment of organizations involved in the event (Appendix A, Table 1). Highlights of those responses are noted here.

- Community support for the event was strong, but did decline from the highest support in August 2005 (87.4%) to the lowest support in April 2008 (64.2%) (Figure 1).
- Level of interest in the Games was high and decreased over time (Figure 2).
- Level of knowledge about the Games was high and increased over time (Figure 3).
- Ratings of preparation for Games by organizations as good or fair increased over time, except in the final survey (Figure 4).
- There was high participation in surveys by individuals who expected to volunteer or did volunteer (with exception of final survey) and by individuals who expected to attend the event or did attend the event (Figure 5).
- Respondents were also involved in the event through hosting friends and relatives or renting out residence to visitors (Figure 5).
- There were high levels of participation by survey respondents at national or international sporting events.
- Respondents thought that hosting the event would encourage the local population to become more active in recreation.

Respondents were asked for their views on how hosting the Games would affect various amenities and facilities in the community (Appendix A, Table 2). Generally, concerns about negative outcomes build in the pre-Games surveys and then decline following the event (Figure 6). For example, before the event, the percentage of those who thought that availability of parking spaces would decrease because of the event was quite high initially and peaked just before the Games; it then fell in the two subsequent surveys. This pattern was also seen in the following items:

- availability of restaurants;
- availability of hotels/motels;
- access to shopping;
- quality of recreational opportunities; and,
- cleanliness of the community.

## Community Survey

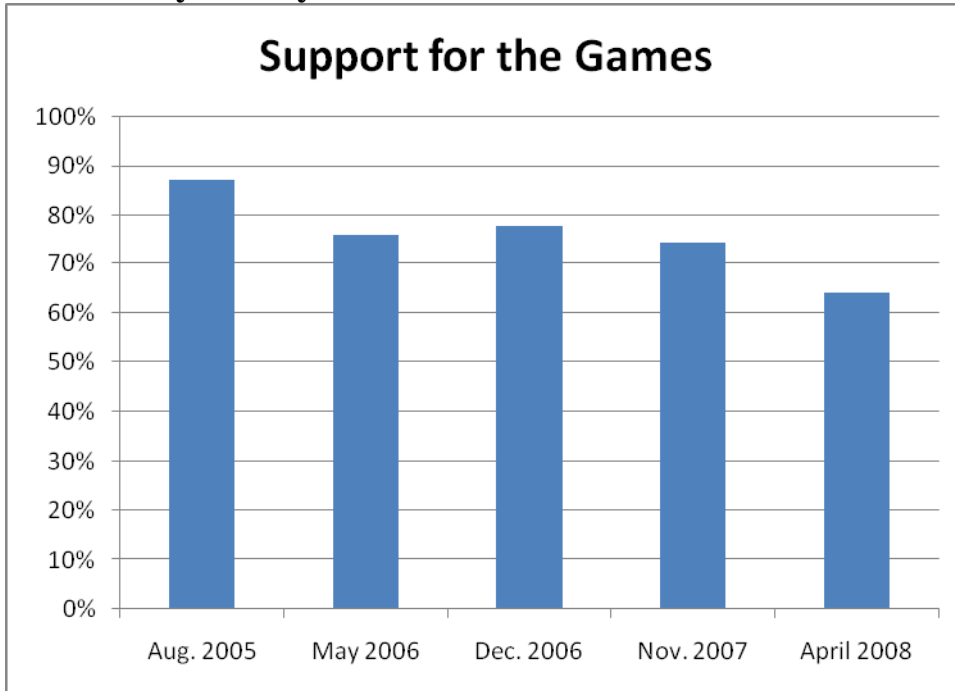


Figure 1. Percentage of respondents who supported hosting of the Games

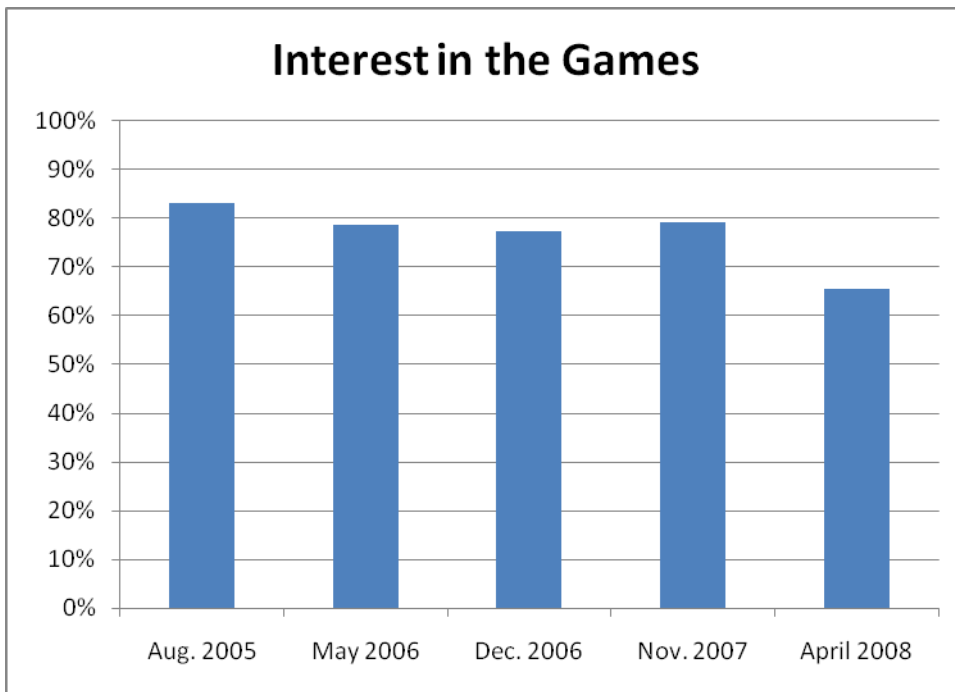


Figure 2. Percentage of respondents who had a moderate to very high interest in the Games

## Community Survey



Figure 3. Percentage of respondents who had a moderate to very high knowledge of the Games

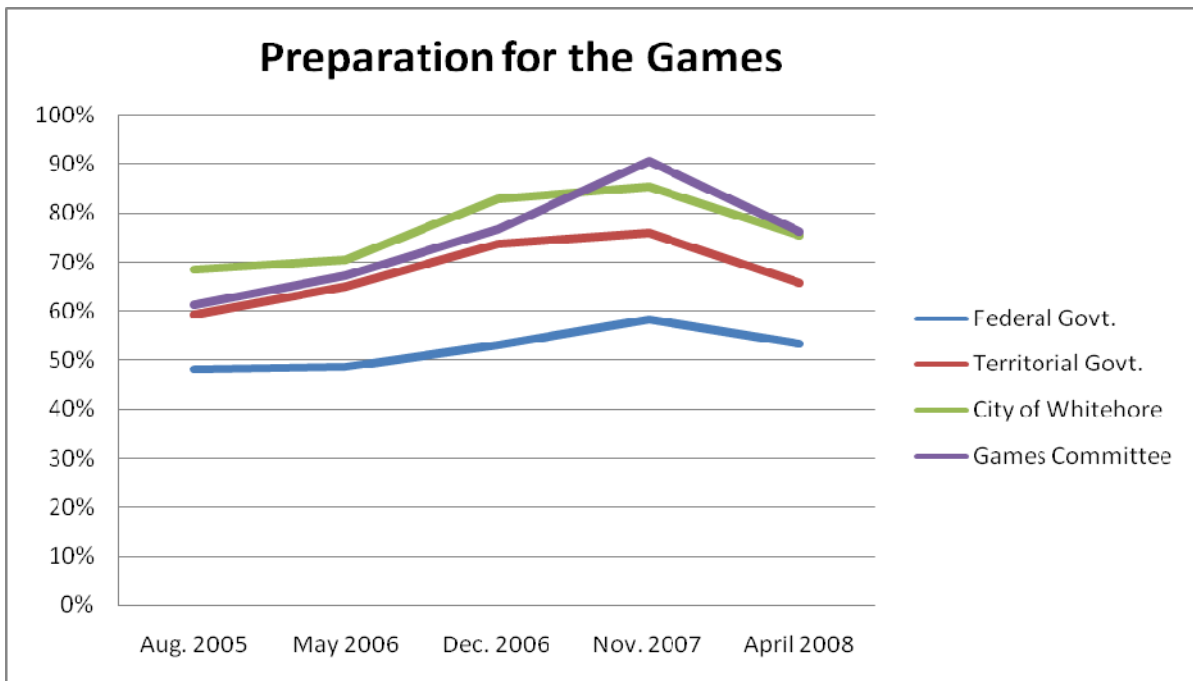


Figure 4. Percentage of respondents who viewed organization's preparation for the Games as good or fair

## Community Survey

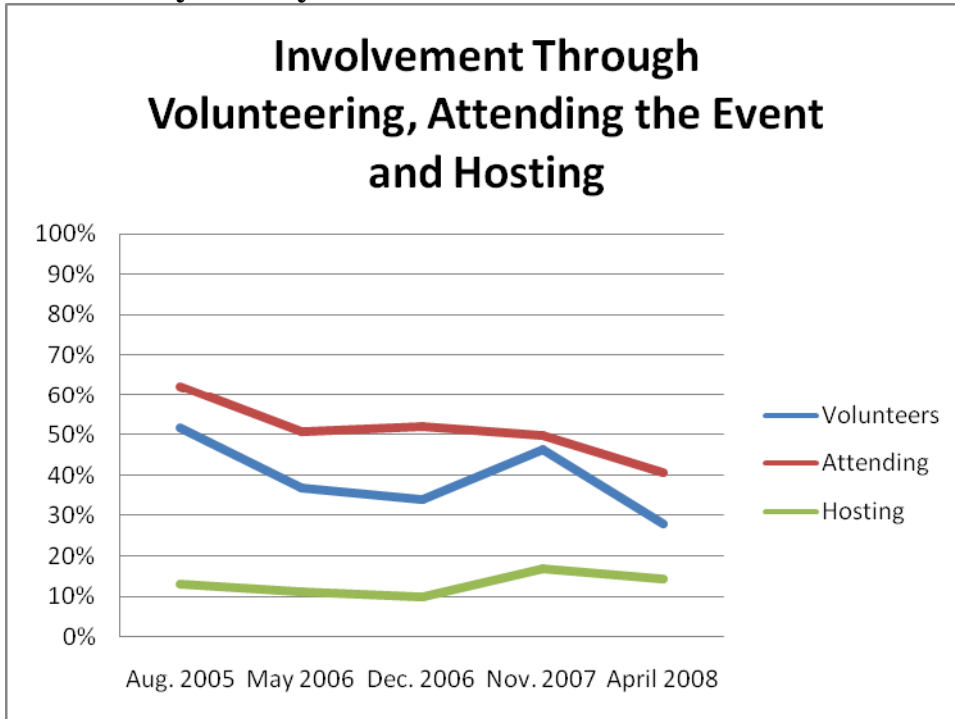


Figure 5. Percentage of respondents who intended to or did have involvement through volunteering, attending and hosting

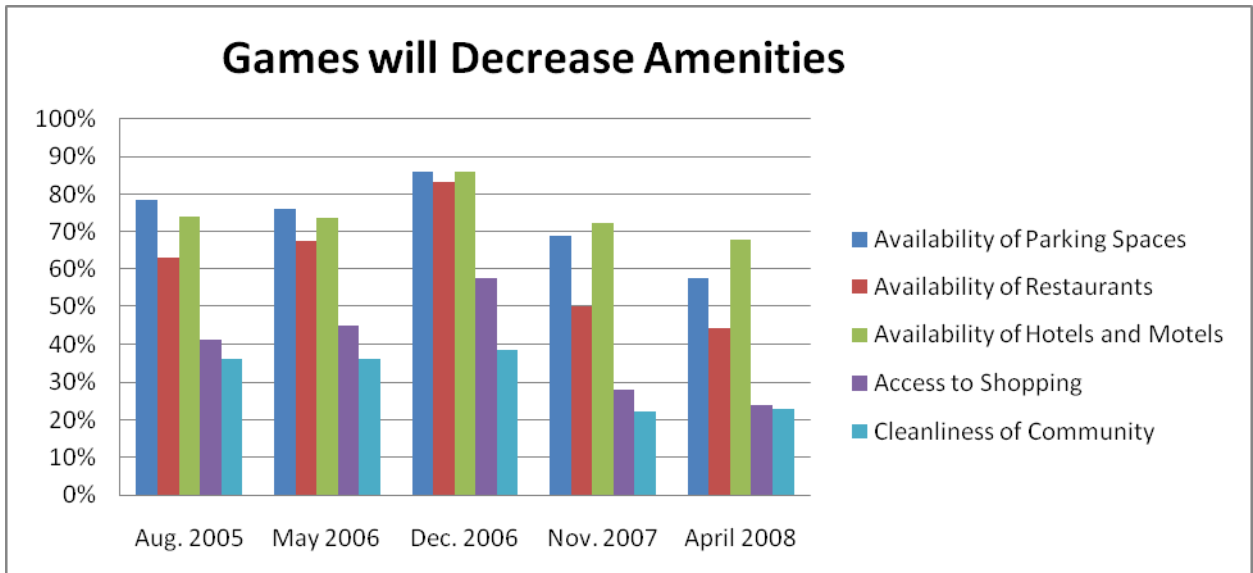


Figure 6. Percentage of respondents who believe that hosting the Games will decrease various amenities

Respondents had higher expectations of an increase in quality of nightlife before the Games than they reported after the Games. This was also the case for quality of recreational opportunities. The items of access to shopping, cleanliness and quality of nightlife had sizeable groups of respondents that expected (or experienced) no change throughout the time period. The results for these items indicate that there is not complete cohesion in the respondents as a whole, but that there still are identifiable patterns.

Respondents' views about changes in the community were explored using the modified Tourism Impact Assessment Scale. There are generally positive views of the impacts of Games in relation to recreation opportunities, tourists, future events and the role of the Games in the community and mainly positive or neutral views on whether the benefits of hosting the Games outweigh the negative impacts, and whether community spirit improved through hosting (Appendix A, Table 3). Changes in views are evident when comparing the three surveys before the event to those afterwards. For those where agreement with an item statement increased, the most notable is:

- The Games will negatively impact/negatively impacted the environment (Figure 7).

For those where agreement with a statement decreased, the most notable are:

- The Games will boost/ boosted Whitehorse's short-term economy (Figure 8).
- The Games will provide/provided more jobs for local people.
- I believe the Games should be/should have been actively supported in Whitehorse.
- The Games will create/ have created a financial burden for Whitehorse.
- The Games will create/created a financial burden for the Yukon.
- The Games will cause/caused increased congestion on roads and bridges.
- The Games will increase/ increased crime in Whitehorse.

## Community Survey

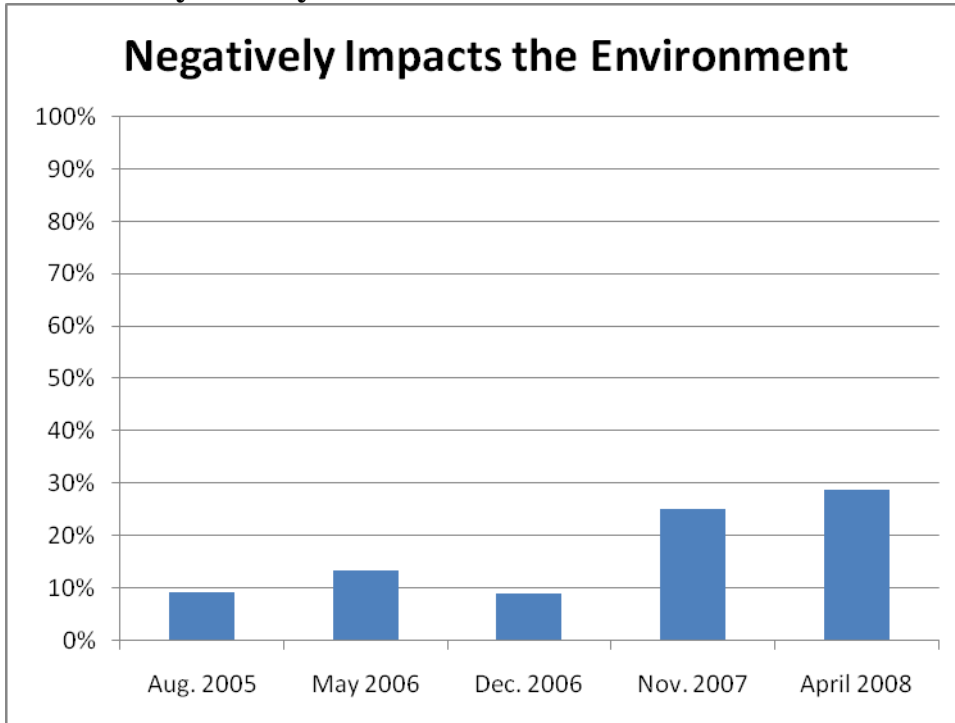


Figure 7. Percentage of respondents who agree with the statement 'the Games will negatively impact/negatively impacted the environment'

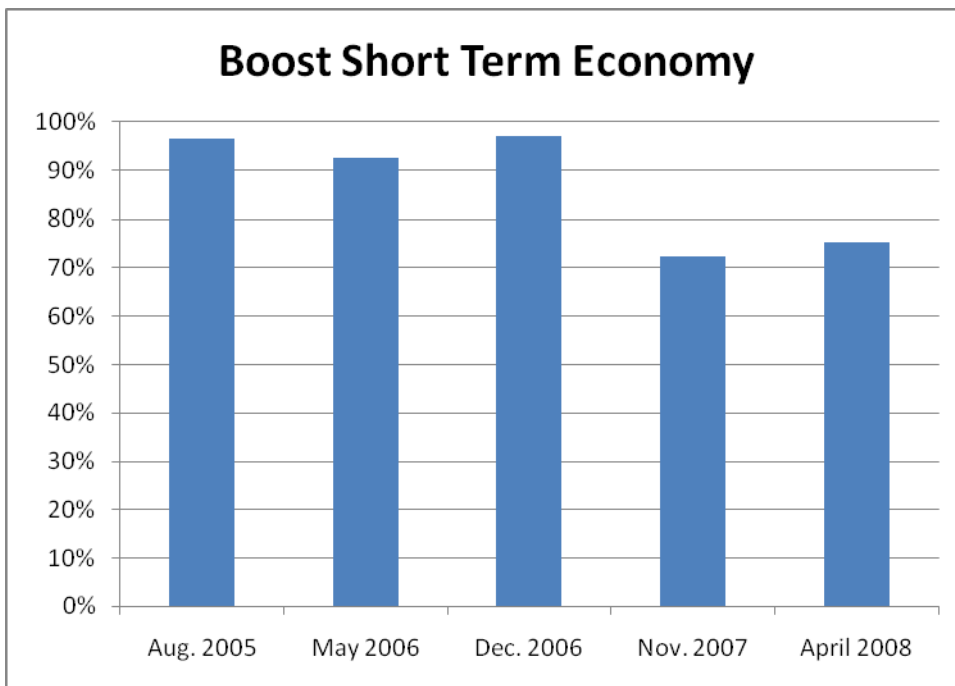


Figure 8. Percentage of respondents who agree with the statement 'the Games will boost/boosted Whitehorse's short-term economy'

For several items, neutrality plays a strong part in the responses, while for others there is consistency across time. For example:

- The Games will focus/focused national and international attention on Whitehorse (Figure 9).

For two items, the level of agreement with the statement increases with each successive survey, until the final one, which displays a decrease in agreement:

- Community spirit has improved because of the Games.
- The benefits of the Games will outweigh/have outweighed any negative consequences of hosting them (Figure 10).

Another area examined was the participation patterns of respondents in winter recreation and the effects of the Games on this (Appendix A, Table 4). For many of the respondents the frequency of participation was quite high over the time period, especially for cross country skiing. The majority of all respondents (over 70% for all five groups) believed that hosting the Games in Whitehorse would have no effect on their winter recreation participation, though both post-Games surveys should slightly lower percentages on this measure. Of those who thought there would be an effect, nearly all said that effect would be an increase in their participation. Note that the majority in each time period (56.4% - 65.1%) also thought that hosting the event would encourage the local population to become more active in recreation.

The April 2008 survey asked respondents about their use of the Canada Games Centre: 42.3% of respondents reported an increase in their use of the centre since the expansion; 54.5% reported no change; and, 3.3% reported a decrease in use. Of the 38 respondents in the April community survey who volunteered for the Games, 10 said that the likelihood of their volunteering for special events would increase because of the experience; two said that it would decrease; and, 26 said there would be no change in the likelihood of their volunteering for special events. Nine of these volunteers expected an increase in the likelihood of their volunteering for other community activities and services; one expected a decrease; 28 said there would be no change. Demographic information for all surveys is outlined in Appendix A, Table 5. Appendix B contains additional written comments about the Games made by survey respondents and, for the final survey, specific comments regarding the Games' impacts on the individual and the community.

## Community Survey

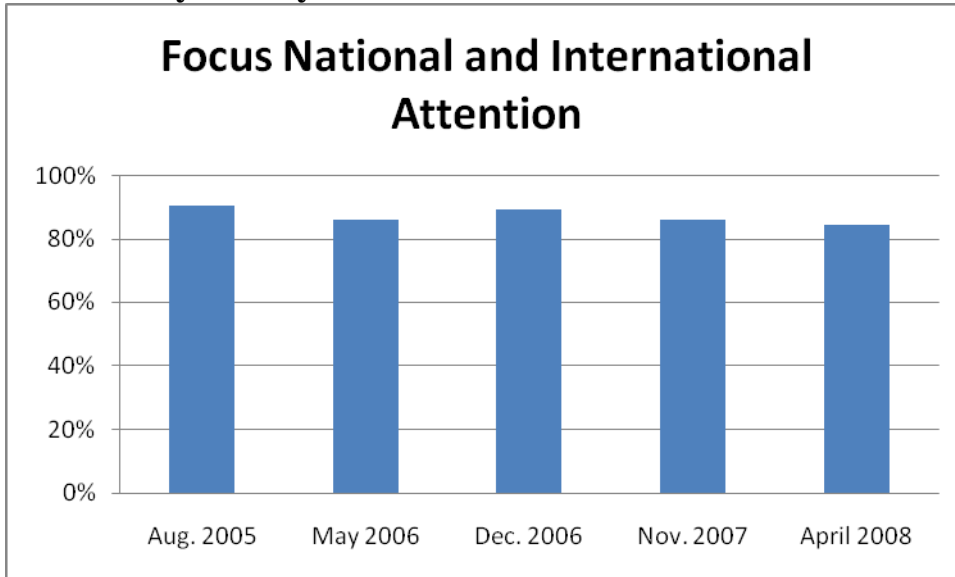


Figure 9. Percentage of respondents who agree with the statement 'the Games will focus/focused national and international attention on Whitehorse'

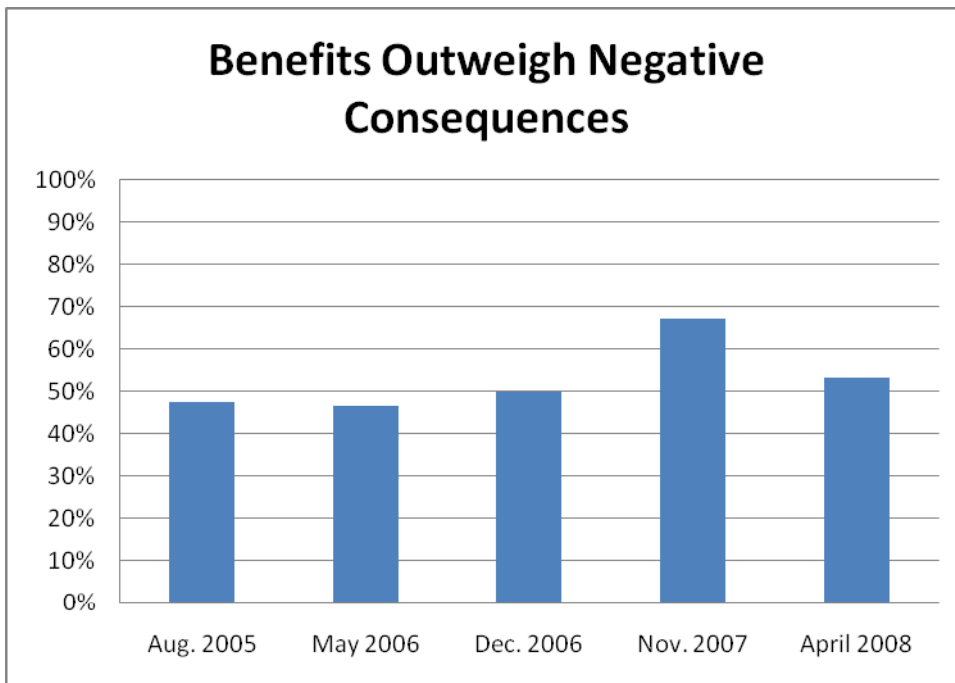


Figure 10. Percentage of respondents who agree with the statement 'the benefits of the Games will outweigh/have outweighed any negative consequences of hosting them'

## Volunteer Surveys

The results of the three surveys are described together here so that an immediate comparison can be made across the timeframe of the surveys. The results provide information on a variety of aspects of the volunteer experience, including motivation and satisfaction, as well as hours volunteered and volunteer responsibilities. Note that not all the same volunteers replied to each survey, though there is substantial overlap between the first two, with 50 people responding to both surveys. The first survey took place before the event, the second about eight months after and the final one just over a year after the event. Highlights of the survey findings are described here.

Respondents were asked about their time commitment to the event at the three points (Appendix C, Table 6). For the first group, the range of total time commitment was no hours yet to over 2,000 hours. One-quarter of the respondents had volunteered for four or fewer hours, while one quarter had volunteered for more than 120 hours. As could be expected, for the second and third surveys, these numbers increase, with volunteers completing their assignments during and after the Games. Notably,

- Volunteers contributed substantial hours to the event, before, during and after.
- Monthly time commitments to the event grew significantly from December 2006 to November 2007.
- In April 2008, one quarter of respondents reported having worked more than 200 hours for the event.

Volunteer responsibilities among those surveyed extended across the range of categories available (as outlined in Games recruitment literature). For the 2006 group, 70 individuals responded to this question and 21 of these had two volunteer jobs. For the 76 respondents in 2007, 28 had more than one job, while for the 2008 group, 15 of 59 had more than one job. For 2006 and 2007, the two most common areas of volunteering were sport and volunteer services, and for 2008 these were athlete services and sport.

Respondents in 2006 and 2007 were asked about their motivation for volunteering for the event. A list of reasons was provided and respondents were asked to indicate how important each was in their decision to volunteer for the Games. These results were

combined for all the respondents for each year to obtain the average ratings (Appendix C, Table 7). The five most important reasons for the respondents as a group are in order:

- *volunteering creates a better society*
- *I wanted to help make the event a success*
- *I wanted to put something back in the community*
- *I wanted to do something worthwhile*
- *I wanted to feel part of this community*

Lowest ranking reasons were:

- *I had nothing else to do with my time*
- *being a volunteer at this Winter Games is considered prestigious*
- *I could obtain an educational experience*
- *I wanted to continue a family tradition of volunteering*
- *a relative or friend is involved in the Canada Games*
- *I am involved in a sport represented.*

All three surveys asked about satisfaction with the volunteering experience. Overall, the average ratings of satisfaction levels were high (Appendix C, Table 8 and Table 9). Satisfaction with the overall experience increased over time, and satisfaction with aspects of the volunteering experience also increased from the first survey to the later ones (Figure 11). The greatest increase from the first survey to the others was for satisfaction with the organization of the Winter Games. Part of the improvement in average satisfaction is related to a decline in those who were neutral in their satisfaction. Neutral respondents declined for all aspects of satisfaction and for overall satisfaction, likely because they had more opportunity to judge their satisfaction following the event. Key points include for the November 2007 and April 2008 respondents are:

- 88% or more were either satisfied or very satisfied with their overall volunteering experience (Figure 12);
- 80% or more were satisfied or very satisfied with the recognition they received (Figure 13);
- 85% or more were satisfied or very satisfied with the support they received to do their jobs;

- 82% or more were satisfied or very satisfied with the information they received to do their jobs (Figure 14);
- 88% or more were satisfied or very satisfied with the organization of the Winter Games (Figure 15);
- 82% or more were satisfied or very satisfied with the communication regarding daily activities and operations; and,
- 85% or more were satisfied or very satisfied with the communication with other volunteers.

All three surveys contained opportunities for respondents to write comments about their satisfaction overall and with particular aspects. In 2006, 12 individuals indicated that they had not yet had enough (or any) experience of Games volunteering to be able to comment, but many others did comment on experiences. Seventeen of the respondents made primarily negative comments; 7 made positive comments, while 4 were neutral and 2 were mixed. Forty-six respondents from the 2007 group provided comments about their satisfaction ratings. Seventeen of these were primarily positive, while 11 were primarily negative. Fifteen were mixed and three were neutral. Forty-one respondents (of 59) in the April 2008 survey commented on their satisfaction. Fifteen of these were positive, fifteen were negative, ten were mixed and one was neutral. These comments are included in Appendix D.

Respondents were asked how their experience with the Games would affect their other volunteering. For about 40% of volunteers in 2006 and 2007, the experience of volunteering with the Games increased the likelihood that they would volunteer for another special event; a small percentage indicated a decrease in the likelihood. The 2008 respondents were asked about the effect on volunteering over the previous 12 months. Over 80% reported that there had been no change to their special event volunteering and 85% reported no change to their other community volunteering. A small percentage reported an increase in both types of volunteering over the 12 months, while more than 12% reported declines in both types of volunteering.

## Volunteer Survey

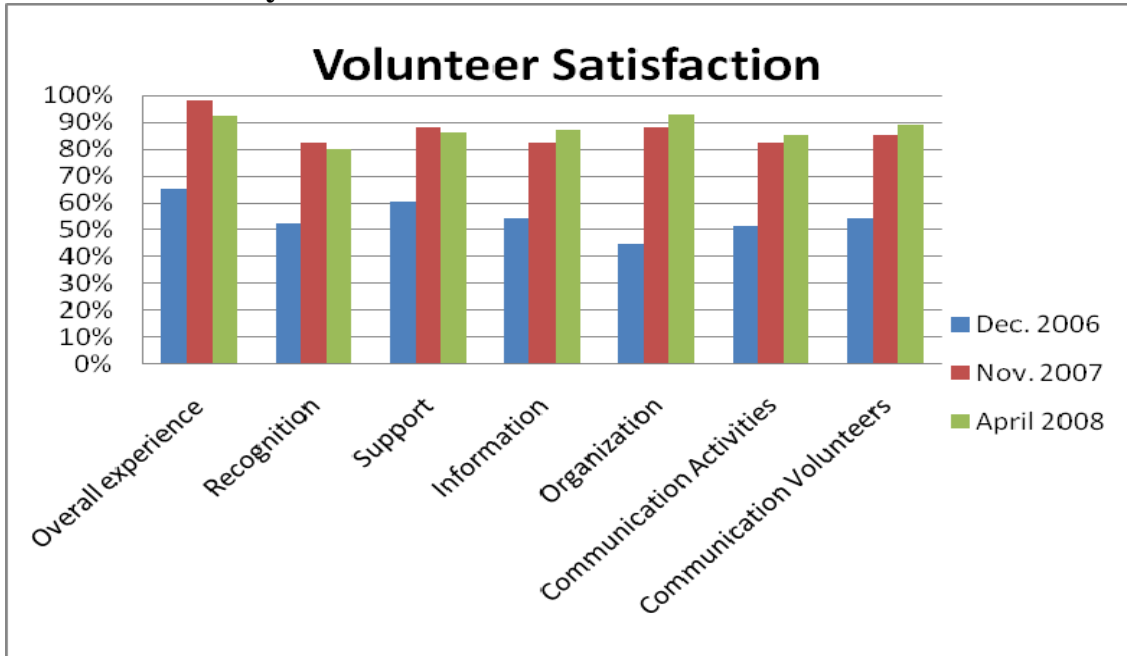


Figure 11. Percentage of respondents who were satisfied or very satisfied with aspects of their volunteer experience

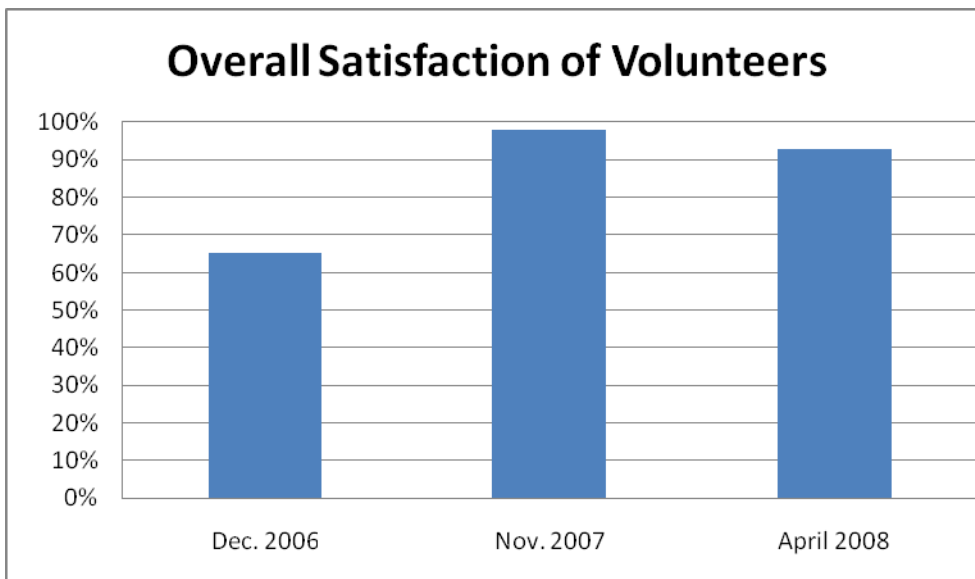


Figure 12. Percentage of respondents who were satisfied or very satisfied with their overall experience

## Volunteer Survey

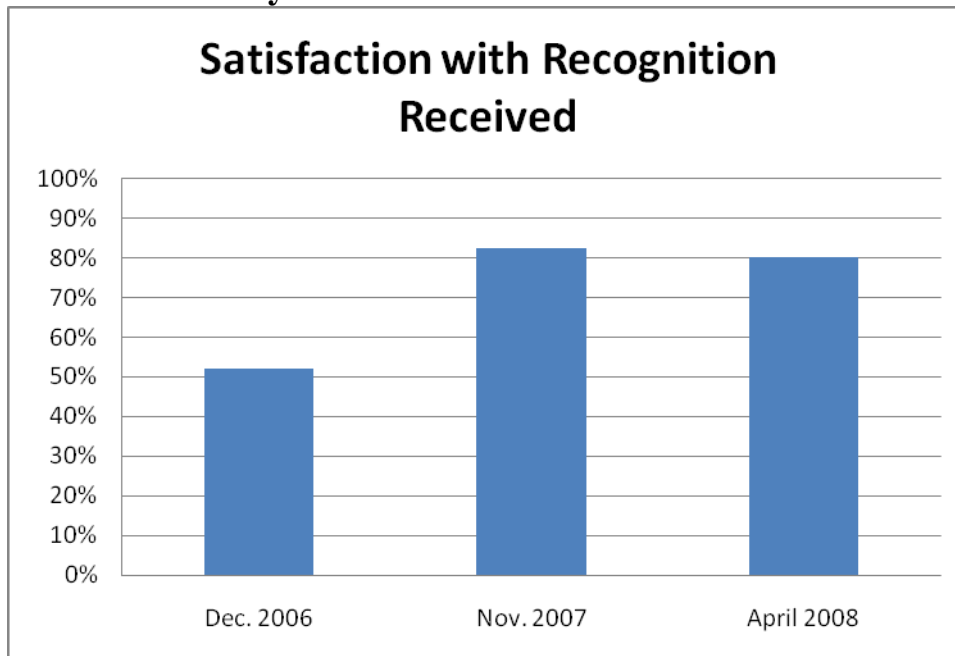


Figure 13. Percentage of respondents who were satisfied or very satisfied with the recognition they received

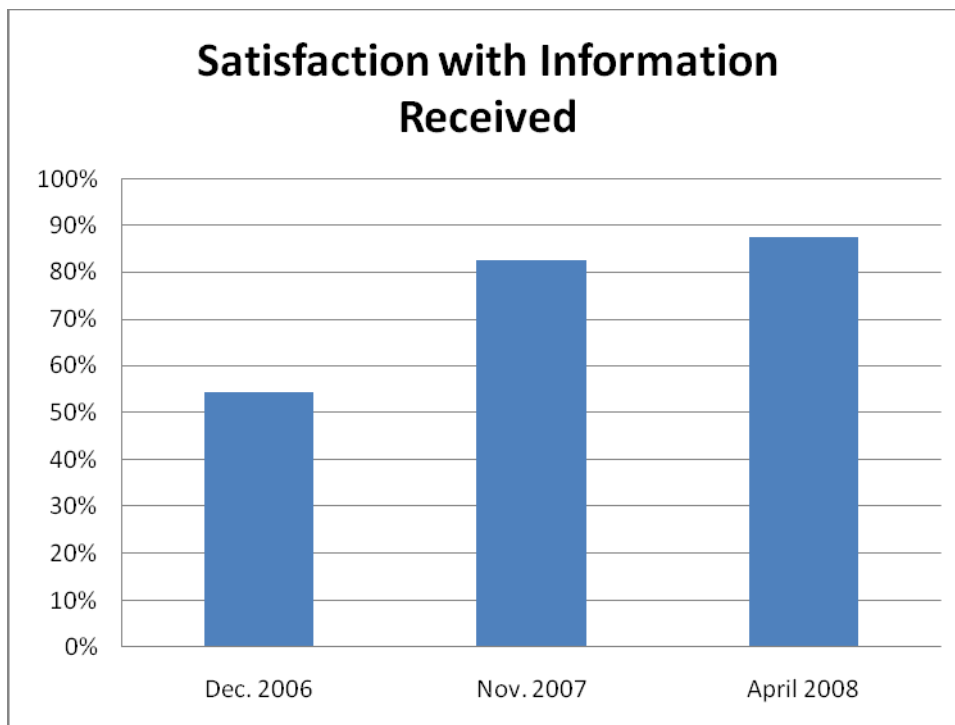


Figure 14. Percentage of respondents who were satisfied or very satisfied with information they received to do their job

## Volunteer Survey

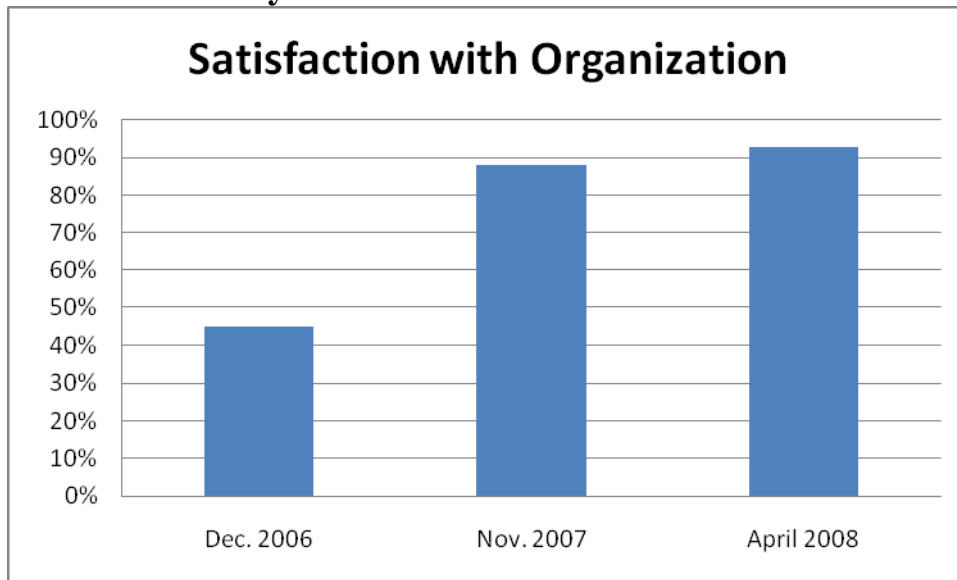


Figure 15. Percentage of respondents who were satisfied or very satisfied with the organization of the Games

The April 2008 survey also asked whether respondents thought the Games would have an effect on their winter recreation participation: 90.9% said there would be no impact (Appendix C, Table 10). Nearly 53% reported that their use of the Canada Games Centre had increased following its expansion, while 3.9% said their use had decreased.

In the 2006 survey respondents were asked about skills they had obtained from previous volunteering (Appendix C, Table 11). For all categories of skills, more than half the respondents indicated that they had obtained the skills. The highest categories were: communication skills (79.4%), interpersonal skills (77.9%), and organizational skills (73.1%). The 2007 survey asked respondents whether they had gained skills from their Games volunteering. Though the overall percentages were lower, respondents reported gaining skills in all the categories. The three highest were the same, but in a different order: interpersonal skills (49.3%), organizational skills (45.3%), and communication skills (32.4%). Technical skills were next at 28.4%. The 2008 survey showed similar results. This group was also asked whether they were using these skills in employment or other volunteering. All categories of skills obtained through the Games experience were being used by some of the volunteers: interpersonal skills (25.4%); organizational skills (23.7%); communication skills (18.2%); technical skills (14.5%); increased knowledge (12.8%); and, fundraising skills (5.4%). Demographic information for all surveys is outlined in Appendix C, Table 12. Appendix D contains specific comments from the final survey about the Games' impacts on the individual and the community.

## **Summary**

This study was designed to explore the social and recreational impacts of hosting the 2007 Canada Winter Games for Whitehorse. The particular areas of interest were:

- community involvement in the Games;
- community views of the Games and their impacts;
- volunteer experiences of the Games;
- outcomes related to recreation participation;
- outcomes related to volunteering; and,
- outcomes related to facility use.

The study aimed at understanding social impacts of hosting a special sporting event through a longitudinal approach that could provide comparative information along with outcomes. This approach was taken to capture some of the changing experiences and views of community members related to hosting, with a particular emphasis on event volunteers.

Major findings of the study are similar to other special event studies in that community views tend to change over time as residents experience various phases of the event. Also volunteer satisfaction at these events tends to be high. Specific findings of this study reflect the particular experiences of this event by both community members and volunteers, and provide information related to outcomes that can help in the assessment of the event.

## **Appendix A:**

### **Tables from Community Surveys**

**Table 1. Results from Community Surveys**

**Table 2. Effects of Hosting the Games on Various Amenities in the Community**

**Table 3. Views about Impacts on the Community of Hosting the Games**

**Table 4. Participation in Winter Recreation and Influence of the Games**

**Table 5. Demographic Characteristics of Community Survey Respondents**

**Table 1. Results from Community Surveys**

Questions: Views and Aspects of Games	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
Support the hosting of the 2007 Canada Winter Games in Whitehorse	yes	87.4	76.1	78.0	74.6	64.2
	no	4.2	12.2	19.0	15.4	24.2
	don't know	8.4	11.7	3.0	9.2	11.4
Level of interest in the Games	very high/ high/ moderate	83.2	78.5	77.4	79.2	65.6
	low/ very low/ no interest	16.8	21.5	22.5	20.7	34.4
Level of knowledge of the Games	very high/ high/ moderate	63.5	72.7	76.4	78.4	78.5
	low/ very low/ no knowledge	36.5	27.3	23.5	21.5	21.4
Organization's preparation for the Games viewed as good or fair	Federal gov't	48.2	48.8	53.1	58.2	53.2
	Territorial gov't	59.4	65.0	73.7	76.0	65.9
	City of Whitehorse	68.5	70.6	82.8	85.3	75.4
	Games Organizing Committee	61.2	67.2	76.8	90.7	76.2
Organization's preparation for the Games viewed as poor	Federal gov't	7.3	6.5	5.1	8.5	7.9
	Territorial gov't	8.5	7.5	5.1	5.4	10.3
	City of Whitehorse	8.5	10.9	7.1	6.2	9.5
	Games Organizing Committee	4.8	8.0	7.1	3.1	5.6
Planning to/Did serve as a volunteer for the Games	yes	51.9	36.5	33.7	46.5	28.0
	no	43.5	55.8	55.1	53.5	72.0
	already doing so	4.5	3.0	11.2		
Have attended a national or international sports event	yes	49.7	36.0	38.0	36.4	57.6

Questions: Views and Aspects of Games	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
Will attend/Did attend Games events as a spectator	yes	62.3	50.7	52.0	50.0	40.7
	no	10.2	17.2	22.5	50.0	59.3
	don't know	27.5	32.0	25.5		
Will/Did you have friends or relatives staying with you to attend the Games in 2007?	yes	13.2	11.3	9.9	16.9	14.5
	no	56.3	63.1	80.2	83.1	85.5
	don't know	30.5	25.6	9.9		
Will/Did you rent out a portion of your residence to a boarder/visitor attending the Games?	yes	3.0	5.4	6.9	16.2	12.2
	no	69.9	70.0	86.1	83.8	87.8
	don't know	27.1	24.6	6.9		
Games will encourage population to become more active in recreation	Yes	65.1	56.4	57.0	62.0	60.3
	No	24.1	30.7	30.0	17.8	22.2
	don't know	10.8	12.9	13.0	20.2	17.5

**Table 2. Effects of Hosting the Games on Various Amenities in the Community**

Effects on the following amenities through hosting?	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
Availability of parking spaces	Will not change	13.4	12.9	8.9	21.4	30.0
	Will decrease	78.7	76.2	86.1	69.0	57.5
	Will increase	7.9	10.9	5.0	9.5	12.5
Availability of restaurants	Will not change	26.2	18.8	12.9	41.3	48.7
	Will decrease	63.4	67.8	83.2	50.0	44.3
	Will increase	10.4	13.4	4.0	8.7	7.0
Availability of hotels and motels	Will not change	16.0	14.4	8.9	19.4	23.3
	Will decrease	74.1	73.8	86.1	72.6	68.1
	Will increase	9.9	11.9	5.0	8.0	8.6
Access to shopping	Will not change	50.3	39.3	32.7	58.4	61.5
	Will decrease	41.1	44.8	57.4	28.0	23.9
	Will increase	8.6	15.9	9.9	13.6	14.5
Quality of recreation opportunities	Will not change	18.9	16.8	13.0	19.4	32.5
	Will decrease	28.7	38.8	56.0	47.6	35.9
	Will increase	52.4	44.4	31.0	33.1	31.6
Quality of nightlife	Will not change	42.9	36.2	33.3	52.0	58.6
	Will decrease	6.8	8.7	13.5	14.6	9.9
	Will increase	50.3	55.1	53.1	33.3	31.5
Cleanliness of the community	Will not change	44.1	34.2	40.4	48.4	49.6
	Will decrease	36.0	36.2	38.4	22.2	22.7
	Will increase	19.9	29.6	21.2	29.4	27.7

**Table 3. Views about Impacts on the Community of Hosting the Games**

Agreement with impact item statements	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
The Games will boost/ boosted Whitehorse's short-term economy	Strongly agree	44.6	37.1	55.9	33.8	23.4
	Agree	51.8	55.4	41.2	38.5	54.0
	Neutral	3.6	4.5	2.9	20.0	15.3
	Disagree	0.0	2.0	0.0	5.4	4.8
	Strongly disagree	0.0	1.0	0.0	2.3	2.4
The Games will boost/boosted Whitehorse's long-term economy	Strongly agree	4.9	5.9	2.0	12.6	8.9
	Agree	27.6	20.8	33.3	28.3	25.8
	Neutral	38.0	37.1	32.4	37.0	29.8
	Disagree	20.9	26.7	25.5	18.9	23.4
	Strongly disagree	8.6	9.4	6.9	3.1	12.1
The Games will provide/provided more jobs for local people	Strongly agree	10.9	13.0	3.0	18.0	11.2
	Agree	60.0	52.5	53.0	44.5	41.6
	Neutral	18.2	21.5	26.0	21.1	28.0
	Disagree	8.5	11.5	15.0	14.8	14.4
	Strongly disagree	2.4	1.5	3.0	1.6	4.8
The Games will focus/focused national and international attention on Whitehorse	Strongly agree	35.2	28.4	40.2	35.7	30.6
	Agree	55.2	57.8	49.0	50.4	54.0
	Neutral	7.9	8.3	6.9	8.5	8.9
	Disagree	1.2	4.4	3.9	4.7	5.6
	Strongly disagree	0.6	1.0	0.0	0.8	0.8
Community spirit has improved because of the Games	Strongly agree	10.2	6.4	8.0	21.7	15.2
	Agree	29.5	35.5	43.0	41.9	27.2
	Neutral	46.4	39.4	40.0	29.5	43.2
	Disagree	10.8	15.8	9.0	6.2	9.6
	Strongly disagree	3.0	3.0	0.0	0.8	4.8

Agreement with impact item statements	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
Hosting the Games will leave/has left Whitehorse with a negative image	Strongly agree	0.6	1.0	0.0	0.8	0.8
	Agree	1.8	3.9	5.0	7.0	1.6
	Neutral	13.3	15.3	17.0	13.2	11.2
	Disagree	55.4	59.1	56.0	34.1	58.4
	Strongly disagree	28.9	20.7	22.0	45.0	28.0
Because of the Games, I will have/have more recreational opportunities available to me	Strongly agree	19.9	19.2	25.5	41.9	29.6
	Agree	48.2	49.8	46.1	35.7	41.6
	Neutral	18.7	13.3	16.7	15.5	14.4
	Disagree	10.2	13.3	9.8	5.4	10.4
	Strongly disagree	3.0	4.4	2.0	1.6	4.0
It is important to provide recreation facilities for local people rather than tourists	Strongly agree	24.1	25.5	21.2	35.7	29.6
	Agree	50.6	45.6	47.5	38.8	42.4
	Neutral	18.7	21.1	23.2	19.4	24.0
	Disagree	5.4	7.4	8.1	3.9	3.2
	Strongly disagree	1.2	0.5	0.0	2.3	0.8
Whitehorse should encourage more development of recreational facilities	Strongly agree	18.8	14.4	12.0	28.7	25.4
	Agree	43.6	33.2	40.0	39.5	37.7
	Neutral	23.6	35.6	33.0	22.5	22.1
	Disagree	12.7	13.4	13.0	7.0	9.0
	Strongly disagree	1.2	3.5	2.0	2.3	5.7

Agreement with impact item statements	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
The Games will negatively impact/negatively impacted the environment	Strongly agree	2.4	1.5	3.0	10.2	9.6
	Agree	6.7	11.8	5.9	14.8	19.2
	Neutral	32.3	29.4	33.7	24.2	28.0
	Disagree	45.7	46.6	44.6	35.9	33.6
	Strongly disagree	12.8	10.8	12.9	14.8	9.6
I believe the Games should be/ should have been actively supported in Whitehorse	Strongly agree	31.9	17.7	18.6	37.0	18.7
	Agree	53.4	54.7	60.8	37.8	41.5
	Neutral	12.9	23.2	16.7	21.3	25.2
	Disagree	0.6	3.4	3.9	3.1	10.6
	Strongly disagree	1.2	1.0	0.0	0.8	4.1
I support/supported the Games as having a vital role in our community	Strongly agree	25.5	11.8	6.9	31.5	19.4
	Agree	39.4	43.3	58.8	36.2	36.3
	Neutral	25.5	29.1	27.5	23.1	27.4
	Disagree	7.3	13.3	6.9	7.7	10.5
	Strongly disagree	2.4	2.5	0.0	1.5	6.5
The benefits of the Games will outweigh/have outweighed any negative consequences of hosting them	Strongly agree	12.0	11.9	6.9	30.8	17.7
	Agree	35.5	34.7	43.1	36.2	35.5
	Neutral	37.3	29.7	28.4	21.5	22.6
	Disagree	12.0	16.8	20.6	8.5	15.3
	Strongly disagree	3.0	6.9	1.0	3.1	8.9
Hosting the Games should make Whitehorse more of a tourist destination	Strongly agree	13.9	8.9	10.8	17.7	9.7
	Agree	50.6	44.3	47.1	41.5	38.7
	Neutral	24.1	25.1	26.5	24.6	29.8
	Disagree	10.8	19.7	13.7	11.5	15.3
	Strongly disagree	0.6	2.0	2.0	4.6	6.5

Agreement with impact item statements	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
The quality of public services in Whitehorse has improved due to the Games	Strongly agree	6.0	6.4	4.9	11.5	8.2
	Agree	17.5	25.1	25.5	21.5	22.1
	Neutral	50.0	36.5	41.2	43.8	37.7
	Disagree	23.5	23.2	20.6	19.2	23.0
	Strongly disagree	3.0	8.9	7.8	3.8	9.0
The Games will create/ have created a financial burden for Whitehorse	Strongly agree	12.3	31.0	25.5	14.0	8.2
	Agree	38.9	30.5	38.2	28.7	22.1
	Neutral	34.0	26.1	29.4	31.8	37.7
	Disagree	12.3	10.3	6.9	17.1	23.0
	Strongly disagree	2.5	2.0	0.0	8.5	9.0
The Games will create/created a financial burden for the Yukon	Strongly agree	11.0	23.8	17.0	12.3	18.7
	Agree	36.0	28.7	37.0	21.1	23.6
	Neutral	36.0	30.2	34.0	36.9	38.2
	Disagree	14.6	12.9	12.0	17.7	16.3
	Strongly disagree	2.4	4.5	0.0	10.0	3.3
The Whitehorse area will have/has better roads due to the Games	Strongly agree	4.3	1.5	0.0	6.2	1.6
	Agree	12.6	11.1	11.1	11.5	8.1
	Neutral	37.2	33.2	34.3	32.3	29.3
	Disagree	39.6	43.7	44.4	37.7	48.8
	Strongly disagree	4.3	10.6	10.1	12.3	12.2

Agreement with impact item statements	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
The Games will cause/caused increased congestion on roads and bridges	Strongly agree	10.2	22.5	24.0	13.8	4.8
	Agree	58.4	53.0	55.0	32.3	19.4
	Neutral	21.1	16.5	13.0	23.8	37.9
	Disagree	10.2	6.5	8.0	28.5	33.9
	Strongly disagree	0.0	1.5	0.0	1.5	4.0
The Games will increase/ increased crime in Whitehorse	Strongly agree	3.0	5.5	2.0	3.1	2.4
	Agree	13.4	17.6	17.2	6.9	5.6
	Neutral	47.6	38.2	44.4	27.7	31.5
	Disagree	33.5	33.7	33.3	47.7	46.0
	Strongly Disagree	2.4	5.0	3.0	14.6	14.5
City Council was right in approving the hosting of the Games	Strongly agree	20.0	16.2	14.1	43.1	30.6
	Agree	54.5	47.0	53.5	38.5	36.4
	Neutral	18.2	21.7	23.2	13.8	18.2
	Disagree	5.5	7.6	9.1	3.8	9.0
	Strongly Disagree	1.8	7.6	0.0	0.8	5.7
Local political turmoil has resulted from Whitehorse hosting the Games	Strongly agree	2.4	2.0	2.0	9.4	5.0
	Agree	11.5	20.5	16.2	18.8	15.7
	Neutral	56.4	49.5	46.5	28.9	42.1
	Disagree	27.3	24.5	31.3	29.7	31.4
	Strongly Disagree	2.4	3.5	4.0	13.3	5.8
City Council listens/listened to residents about their concerns with the Games	Strongly agree	0.6	1.0	2.0	15.5	6.7
	Agree	22.1	18.0	29.0	31.0	25.0
	Neutral	59.5	51.5	45.0	38.8	49.2
	Disagree	12.3	18.0	20.0	10.1	12.5
	Strongly Disagree	5.5	11.5	4.0	4.7	6.7

Agreement with impact item statements	Responses	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
I feel I can/I felt I could access the decision-making process to influence the Games' development	Strongly agree	1.8	0.5	1.0	14.0	5.0
	Agree	13.4	7.6	8.2	18.6	11.6
	Neutral	49.4	50.0	49.0	45.7	52.9
	Disagree	25.6	29.8	26.5	16.3	24.0
	Strongly Disagree	9.8	12.1	15.3	5.4	6.6
Visitors to the Games will be/were valuable to the local economy	Strongly agree	22.3	17.5	25.3	31.5	18.0
	Agree	65.7	68.0	63.6	50.0	54.9
	Neutral	9.0	10.0	8.5	12.3	16.4
	Disagree	2.4	3.0	3.0	4.6	6.6
	Strongly Disagree	0.6	1.5	0.0	1.5	4.1
Visitors to the Games will interfere/interfered with my enjoyment of Whitehorse	Strongly agree	1.2	5.5	1.0	4.6	3.3
	Agree	7.8	10.0	14.0	10.8	9.8
	Neutral	22.8	26.5	27.0	11.5	17.2
	Disagree	49.1	43.0	39.0	36.9	50.0
	Strongly Disagree	19.2	15.0	19.0	36.2	19.7
Hosting the Games will improve/has improved opportunities for Whitehorse to host other sporting events	Strongly agree	24.0	23.0	28.0	46.2	35.2
	Agree	61.1	57.5	63.0	44.6	48.4
	Neutral	10.8	15.5	8.0	7.7	13.9
	Disagree	4.2	2.5	1.0	1.5	2.5
	Strongly Disagree	0.0	1.5	0.0	0.0	0.0

**Table 4. Participation in Winter Recreation and Influence of the Games**

Participate in:	August 2005 %	May 2006 %	December 2006 %	November 2007 %	April 2008 %
hockey	21.4	26.3	20.0	44.3	27.8
cross-country skiing	42.4	28.8	42.6	43.0	47.9
downhill skiing	22.9	19.6	22.3	37.9	18.1
snow boarding	17.7	13.9	14.6	25.6	13.9
curling	23.1	11.7	14.9	29.7	11.2
ringette	0.0	0.0	0.0	6.9	0.9
speed skating	4.3	5.1	0.0	10.2	1.7
No effect of the Games on their winter participation	86.1	78.7	86.9	74.0	73.6
Will have an effect on their winter participation	3.6	15.3	8.1	17.3	15.2
Don't know the effect of the Games on their winter participation	10.3	5.9	5.1	8.7	11.2
Think that hosting the Games has encouraged the local population to become more active in recreation	65.1	56.4	57.0	62.0	60.3

**Table 5. Demographic Characteristics of Community Survey Respondents**

	August 2005 % (n = 167)	May 2006 % (n = 205)	December 2006 % (n = 102)	November 2007 % (n = 130)	April 2008 % (n = 126)
<b>Sex</b>					
female	53.7	59.6	62.2	48.8	55.3
male	46.3	40.4	37.8	51.2	44.7
<b>Marital Status</b>					
single	9.8	19.0	8.1	20.2	19.8
married/common law	82.2	64.5	80.8	62.8	62.4
separated/divorced	8.0	16.5	11.1	17.1	18.0
<b>Age</b>					
19-24	6.1	4.9	3.1	10.1	6.5
25-34	16.6	16.3	18.4	12.4	23.6
35-44	27.6	26.1	27.6	20.2	25.2
45-54	29.5	29.6	30.6	37.2	30.1
55-64	14.7	14.8	16.3	15.5	8.9
65-74	3.7	7.4	4.1	3.9	5.7
75 and over	1.8	1.0	0.0	0.8	0.0
<b>Employment Status</b>					
home maker	3.7	5.0	3.0	7.7	5.6
student	2.5	4.5	1.0	6.2	8.0
employed	79.1	70.7	87.0	64.6	72.8
retired	13.5	12.9	4.0	11.5	8.8
unemployed	1.2	2.5	1.0	8.5	2.4
other	0.6	4.5	4.0	1.5	2.4
<b>Highest Education Level</b>					
public school	0.0	0.5	1.0	3.1	1.6
high school	18.5	26.5	18.2	19.2	16.3
apprenticeship	6.2	5.0	5.1	9.2	5.7
college or university	63.0	55.5	60.6	53.8	61.0
graduate studies	12.3	12.5	15.2	14.6	15.4

## **Appendix B:**

### **Written Comments Provided on Community Surveys**

**August 2005**

**May 2006**

**December 2006 – no comments**

**November 2007**

**April 2008**

**Please note that identifying elements have been removed for reasons of confidentiality.**

## **August 2005 – Additional comments provided at end of survey.**

\* I would like to see some encouragement of student sports/rec through schools tied in to the Canada's Games. Accessibility for people with disabilities important (are disabled athletes part of the Games?). Worried about paying for operation of facilities afterward.

\*YTG had an opportunity to have an athlete's village built here by Yukoners and they did nothing until the last second. I hope the athletes have a place to stay.

\*Whitehorse is too small to host the games. The long term cost per resident will be too great. I will lose 2 weeks pay because of the games. No consultation! No options! I lose and am supposed to feel good about this. Not!

\*Main reason for supporting CWG: inspire children and self.

\*I am concerned about a loss of funding or support for non-winter Games sports.

\*Great idea this survey. Too bad Whitehorse (city) didn't think of this before they spent all that money on host and building.

\* PS what is a volunteer? I.e. Government workers will get paid for volunteering? What compensation will a non-government volunteer get?

\* Hosting the Games will be great despite all the disruptions to daily life that will come with it. It's good for all of us to see the results of all the hard work the athletes put into their training over the years! I hope the tickets will be affordable so I can take my children to many events.

\* I think parents should be encouraged to have recreation for their children in their local areas or [illegible]. It is a big responsibility for parents hurrying to drive their children in their cars to a Recreation Centre in a central place; often several times a week.

## **May 2006 - Additional comments provided at end of survey.**

\* I lived in [another community] when they hosted the [del] Canada Winter Games, so I'm not as excited as others being as I've been involved with the games before.

\* I feel the games are a misuse of public funds. In a city that has inadequate public transportation, increasing crime and public vandalism, that offers little support or facilities + the increasing homeless, [illegible] and can't decide how to point the lines on road and can't keep the power grid up in the winter – spending this amount on a BIG BOX event is as misguided as the decision to allow our downtown area to be eroded by big box stores. I will be paying for this decision with my taxes for years to come.

\* I don't think the citizens (tax payers) can afford the cost of the facilities + the general cost of the games.

\* Thank you for the flower seeds!

\* There is a larger issue in my opinion, that surrounds events such as CWG – and there is the cost of the event, particularly to small northern communities. While it is nice that there are people with vision who promote getting the Games, there is an issue of scale that needs to be addressed. A facility the size of the CWG centre in a community of 23000 is incredible. There was a woefully inadequate projection of O+M costs (and some rather spurious assumptions on which O + M costs curve based) that will result, in my opinion, in ongoing tax burden to residential property owners. There is not a [base] of industrial tax to help generate taxes.

Not all people will use the CWG. I have been into the building twice. The CWG facilities is incredible to have and, like the economies of the north (NWT/NV/YK), is somewhat artificial (because of \$ assistance from senior governments). Cities of a much larger population base in the south don't have facilities of that quality! The length of the games (2 weeks) will stretch the energy levels of volunteers. As one who has volunteered for AWG in this past, one week of solid commitment required juggling personal schedules and I am retired [illegible]. So 2 weeks will push some people's limits. A population based of 23000 needing 5000 volunteers – the math is obvious. Calgary + its Olympic volunteers has been used as a [illegible] the population scale difference is obvious. The question: Can territorial capitals afford CWGs in the future needs to be seriously questioned.

The games will happen, they will be deemed a success (ever heard of them not being successful?), the organizing committee will get its Kudos, City Council will [illegible] the attention, the Chamber of commerce/ tourism will #'s on building permits (visitors + province success, those will get a lot of publicity, and how long (+ at what cost) will it take to pay off the cost? I hope the CWG are [illegible] that the weather produces good conditions for outdoor events. However, there will be a lot of tired volunteers come March 11.

\* I look forward to watching some of the events at the Canada Winter Games. I think it will do a lot to boost the local economy, especially in the months closer to the games. I love the Canada Games center but do worry how it will be able to stay open financially after the games are over. I'm just basing that on the financial situation it is in now. I do hope it will stay open, because to have such a recreational facility here in Whitehorse is amazing.

\* Issue with volunteering when we have school aged children that will not be in school during the games. Issue with increased traffic and noise and pollution. Possible issues with parking and issues on residential streets located near CGC. Concerned with solid waste management strategies not being followed through. These are supposed to be green games with zero waste. Overall, think it's a positive opportunity for Whitehorse; but the

proof will be in the pudding after the games were over as to what Whitehorse will have to continue to pay for.

\* Hope the 'green' games will not get dropped (e.g. recycling, composting) - hope efficient shuttle service will exist so people are not tempted to rent vehicles.

\* Comment: Listen, spread the word, - instead of the government blowing money on the sponsorship scandal etc. Get the feds to build a multiplex in all/every small community – we need to address childhood obesity here it is: My god what a gift we have and a chance to help increase physical activity – the pool – the rinks – the gym all together so we can play soccer tennis b-ball etc. all year – This is so amazing and all because of the games + mainly because of volunteer work to make it happen!! ☺ It's amazing: water polo/kayaking. River in winter etc. The pool rocks!!!

\* I am not as opposed to the games as I am to financing this facility in the years to come. I am sure our city taxes will increase substantially.

### **November 2007 - Additional comments provided at end of survey.**

\* The games were amazing! Yukon government did the right thing in letting their employees "work" (receive pay) as volunteers. Federal government did not follow the same policy-apparently the feds permit time off for international events not national domestic: that's up to the federal managers who turned a blind eye to the rules and let staff report for work at the games. All the best with the study!

\* The CWG were not just about "sports events." Whitehorse also hosted many cultural events. The opening + closing ceremonies were great contributors to the "games experience" for locals + visitors.

### **April 2008 – Comments Provided for Specific Survey Questions**

#### **Most Important Benefit of Games for Respondent**

\* Did not participate! Games sucked!

\* Not here.

\* Cultural.

\* Did not participate except to attend first nation's tent.

\* Community spirit.

\* Pay cheque over the winter months when my other job wasn't happening.

- \* To be involved as a volunteer and participate in the activities during the games.
- \* Bus service improved. It was free so it was accessible.
- \* Meet new people.
- \* Free bus ride packet, Got paid to volunteer. It was a great event. Awesome.
- \* Better transit when I didn't have a vehicle.
- \* Don't know.
- \* Rental income.
- \* I wasn't here during the games.
- \* Meeting young athletes from all over Canada.
- \* Enjoyment of seeing my 10 year old daughter [illegible] and be a medal carrier for the Inuit and Dene games.
- \* The entertainment factor. I've participated in 2 Canada winter games in the past and I really enjoyed being part of it through volunteering.
- \* Now? Nothing. I have some good memories of seeing my daughter participating as an athlete and seeing my other daughter volunteer.
- \* Social, enjoyed volunteering.
- \* Did not participate besides visiting the cultural tent.
- \* I didn't participate.
- \* Canada Games Centre, upgrades to Mt. McIntyre and Mt. Sima ski hills.
- \* Personally I enjoyed supporting my daughter in her sport though volunteering. I received my certification as a minor official and got lots of practice. My other daughter also really enjoyed her volunteer job with wheelchair basketball.
- \* I felt I made a significant contribution as a volunteer. I enjoyed every minute of my position. I met a lot of people.
- \* Understanding of how the three levels of government can work together for a good cause. Re-affirmation of importance of volunteering whether through work or personally.

- \* Volunteer opportunities.
- \* It was an exciting time in Whitehorse. Got to see a level of play that I hadn't seen before.
- \* It was nice to see Whitehorse host such a nice event.
- \* Did not participate.
- \* Community spirit, Proud to host CGC.
- \* Meeting new people.
- \* Rental income from my house.
- \* The multiplex and better cross-country skiing facilities. Recognition of athletic therapy as a profession.
- \* I don't feel I benefited from the games.
- \* Watching the talented young free style skiers, the Olympians of tomorrow.
- \* I didn't participate in the games.
- \* I met new people, local and national.
- \* I got booked to be at the cultural festival and appreciated the opportunity to perform my music for a large audience. I also got to visit with a friend who came up the report on the CWG.
- \* Enjoyed the opening ceremonies and the skiing events.
- \* CGC.
- \* Pool, gym facilities together.
- \* Actively involved in a major sports event
- \* Meeting other Canadians.
- \* Wasn't there.
- \* My family benefited economically because we rented out our home.
- \* Watching future stars in hockey and my sons watched the best hockey players in Canada.

- \* The level of sport.
- \* Use of games centre.
- \* We hosted guests and earned some financial gains.
- \* Increased family income.
- \* Watching new sports.
- \* The volunteer party with Great Big Sea.
- \* Inspiration to get active.
- \* Hot tub.
- \* Unity.
- \* Work.
- \* Experience the unity of a Canada wide group of sports enthusiasts.
- \* Visit from distant family.
- \* Increased recreational value.
- \* Boarding payment.
- \* The hockey finals.
- \* Meeting other wheelchair- bound athletes.
- \* I didn't.
- \* Meeting people from other parts of Canada.
- \* The sense of community.
- \* Did not participate in anything but the community sigh of relief when they were over.
- \* Sharing in a common goal.
- \* Sense of community, got to know other volunteers.
- \* Enjoyment of meeting many new people in Whitehorse through volunteering and through driving visitors during the games.

- \* Cross-cultural awareness.
- \* Facilities.
- \* The pool.
- \* Togetherness.

### **Most Important Benefit of Games to Community**

- \* More money going in to our community.
- \* Community involvement.
- \* Cultural.
- \* Additional housing for low-income people.
- \* Publicity.
- \* Helped the youth of the Yukon see the big picture and meet peers from different parts of the country.
- \* May have been good for local kids.
- \* Promoted the Yukon and showed locals an experience many of us don't have the opportunity to enjoy here in the Yukon.
- \* Spirit, team work, community pride.
- \* A good name for ourselves.
- \* Building of the CGC. Everyone was excited.
- \* Better venue for children's sports events.
- \* Put us on the map. Gave the northern territories an opportunity to exchange information and develop working relationships.
- \* Community spirit, showcase for Whitehorse.
- \* Better recreational facilities, more exposure for tourism
- \* Infrastructure.

- \* We got a beautiful sport centre.
- \* Short term profit.
- \* Showcasing the north.
- \* The Canada Winter Games Centre. Having a lot of young games workers living here for a few years.
- \* The timers and scanners for the wheelchair basketball still volunteer their time and they are very nice.
- \* National profile.
- \* Have more winter tourists visit; see other seasons besides the traditional summer attractions. People got to experience real cold weather, athletes and guests had a good time in the Yukon.
- \* Short-term economic benefit to local business and short-term community spirit. Locals gained experience that will assist in planning.
- \* National publicity for the Yukon and the north as a tourist destination. Improved recreation facilities, the cultural festival
- \* As a volunteer, there was camaraderie and a feeling of all walks of life coming together for a common purpose to support all the athletes and make the games a success. As minor official for table tennis, it gave our club the opportunity to successfully train officials and host such an event.
- \* New facilities.
- \* I think Canada saw how the community of Whitehorse came together to host a top notch games.
- \* Awareness of Yukon as a wonderful place to live and the establishment of the CGC as an excellent recreational facility.
- \* Increased recreational facilities.
- \* The building of the CGC and the improving of the other sporting facilities.
- \* Whitehorse got a great CGC and of course it helped the economy.
- \* Build it and they will come. Hordes of them.
- \* Showcasing the Yukon to outsiders.

- \* Expansion of multiplex.
- \* CGC.
- \* All of Canada was watching us.
- \* Increased transit services (temporary).
- \* Increased infrastructure.
- \* Refinement of community capability to organize and put on a very significant event.
- \* Better recreational facilities.
- \* The multiplex.
- \* Superb recreational facilities for those who can afford the fees and have the necessary transportation.
- \* Short term economic gains and the CGC.
- \* Facility- specifically the CGC.
- \* Increased community spirit, some wonderful facilities.
- \* The CGC.
- \* Community spirit and a new college dorm, the CGC, the extra building for seniors.
- \* Brief injection to local economy, opportunities for local athletes, opportunities for First Nation artists and local artists/musicians.
- \* Pride in hosting it.
- \* CGC.
- \* Facility.
- \* Cooperation.
- \* Better recreational facility - CGC.
- \* The CGC, national recognition, more visitors to Yukon.
- \* Worldwide exposure to Whitehorse, Yukon, the north.

- \* Great competition.
- \* Short term employment.
- \* Put Whitehorse in the map.
- \* CGC.
- \* Building the CGC - the community is really enjoying the centre and using it more and more.
- \* National exposure of the city, financial benefits for businesses.
- \* New facilities.
- \* National exposure and the development of infrastructure.
- \* Exposure of Whitehorse and its facilities.
- \* The exposure of the Yukon/ Whitehorse in TV, T.S.N/ CBC. It helped boost the tourism.
- \* Exposing Whitehorse to people who don't know where we are or that the Yukon is not a part of Alaska.
- \* CGC.
- \* Media coverage.
- \* The CGC.
- \* Money into businesses.
- \* Good games facility.
- \* All short term benefits. No lasting effects other than a heavy financial burden.
- \* National exposure as destination. Increased earnings for businesses
- \* Financial.
- \* Money.
- \* Spotlighting of a variety of sports.

- \* The CGC.
- \* New aquatic facilities.
- \* Exposure for the north.
- \* Put Whitehorse on the map.
- \* Employment.
- \* Improved facilities.
- \* The commencement.
- \* Tri-territory bond.
- \* Increased recreational activities.
- \* CGC gym facilities.
- \* The massive facilities.
- \* Celebs, tv.
- \* The new facilities.
- \* The CGC.
- \* The exposure of Whitehorse.
- \* The completion of the CGC.
- \* Exposure.
- \* Fun.
- \* National recognition.
- \* CGC.
- \* New facilities.
- \* Promotion of Whitehorse at a national level.
- \* Facilities.

- \* Rec centre.
- \* The facilities.

### **Biggest Drawback or Issue for the Community**

- \* Too many people caused violence and too many distractions for local drivers. Everywhere you went there were line ups and way too many people.
- \* Environmental impact.
- \* Maintenance of games centre.
- \* We overspent our budget and now we have higher taxes.
- \* I enjoy the CGC a lot in the winter but for our community it is oversized and overbuilt and is going to be a financial burden into the future. Unfortunate that it wasn't built to be energy neutral because heating costs for that building are going to get more and more enormous.
- \* Increased infrastructure and brought more popularity to the Yukon. People, roads, etc.
- \* Financial.
- \* Getting people around (transit system, other buses).
- \* Financial burden.
- \* I still hear citizens' complaints surrounding the financial impact it has had, our taxes being increased as a result.
- \* Costs associated with CGC.
- \* Financial cost of maintaining the CGC.
- \* Long term overheads, costs/expenses.
- \* Left us with cost of maintaining the CGC, taxpayers see increase in taxes as result.
- \* Long term taxes.
- \* Having the city hike up taxes for property and utility costs to have them re-coup their money.
- \* City taxes will increase to pay for the facility.

\* Increase of fees to use the facility. This will leave more poor residents without the funds to use the facility. This facility should be for all, not just those with money who can afford to use it.

\* The white elephant of the CGC. The Multiplex is terrible, the location is bad, the cost is high, it may look good but what an unmitigated disaster from so many perspectives.

\* Cost.

\* Lower level of gov. services, increased expectation for gov. Funded programs at a luxury level rather than a functional level, increased services for section of community most able to pay for them.

\* Yukon government employees had to put double duties to cover for all the ones that “volunteered with pay” large tax increases by the city to pay for expansion of the multiplex. Lots of local peoples left the territory during the games.

\* The cost of building and upgrading the CGC has led to increase in taxes- not fair to people who choose not to access this facility. Not sure this is worth it if no long term benefits to economy can be determined.

\* Long term financial burdens from hosting the games.

\* The cost of the CGC that the community will have to bear.

\* Not enough work was done to make the new games centre be energy efficient or use scavenged heat or solar thermal. Haines Jct. is more progressive than us.

\* The cost of the games remains an issue for those opposed to [illegible].

\* Cold weather.

\* Some of the infrastructure was not done as well as it could have been. Greenhouse gas emissions. Some of the local businesses saw a decline in sales.

\* Some of the financial burden it put on Whitehorse causing some high taxes.

\* Resources.

\* Funding, supplies.

\* Cold.

\* Taxes increased.

- \* Gigantic sports facility that does not cover its own operating costs and is not well served by transit.
- \* Not justifiable financially. Long term O &M deficit for the CGC.
- \* Being crowded.
- \* Perhaps increased taxes.
- \* Way over budget particularly in housing, and the “end justifies the means” approach in some areas regardless of the cost and inconvenience and disregard of regulations. Closing the college with the ensuing disruption to classes, the library and other supports. The question of what is a volunteer- certainly not someone who worked the games as a government employee on full salary and benefits. A much higher tax bill that doesn’t help the lower income families access the multiplex. The enormous and questionable use of resources in very cold weather and transportation, heating, lighting, food supply, the enormous risk of power failure.
- \* Financial choice of supporting/ maintaining CGC in the future.
- \* Ongoing financial burden of CGC.
- \* Lots of capital funding for new facilities no O&M funding for continued operations. Volunteer boards are faced with dire financial responsibilities. Great costs to city operating non-self sustaining CGC.
- \* Money.
- \* Inexperience, but we easily overcame this.
- \* The municipal tax burden- particularly with the CGC. As a front-line worker I found it unethical that Gov’t employees were paid to volunteer for the games.
- \* Taxes to maintain the CGC.
- \* Don’t know.
- \* Long term maintenance of huge facility for small population.
- \* The Yukon simply cannot afford a facility such as the CGC.
- \* The expense of building and maintaining the CGC.
- \* Money.
- \* The debt preparing for the games.

- \* Our local less fortunate residents were once again left as status quo. We never see new habitat for them as fast as we saw the athletes' village put up.
- \* The financial burden of a large rec centre that tax payers are stuck with.
- \* Taxes went up
- \* Tax.
- \* Cold temps that happened, not ideal for most outdoor activities.
- \* Cost of CGC.
- \* Not enough volunteers.
- \* The cold weather.
- \* I don't think there was any.
- \* Contracting the construction of the facilities out to companies in Edmonton and Calgary. Building a games centre that has raised our taxes to keep going.
- \* No parking.
- \* Ongoing maintenance cost of CGC.
- \* Local people could not use their own facilities.
- \* Decrease in available funds to support infrastructure improvements and maintenance.
- \* Taxes.
- \* The amount of congestion of people.
- \* Traffic congestion.
- \* Debt.
- \* Less green space.
- \* Financial.
- \* Loss of budget, city, YTCT, Frivolous spending.
- \* Taxes.

- \* The negative impact to the environment and loss of green space.
- \* It's all over.
- \* Closed Yukon College.
- \* The games have left our city with a financial burden that we will be paying off for years to come. We are still too small of a community for such a large event.
- \* Taxes.
- \* Tax increase.
- \* Making sure we didn't lose money.
- \*We will be paying for this for years and years and years and years. Ridiculous that we are ALL taxed for the infrastructure.
- \*Athlete arrival and departure.
- \* Operation and maintenance costs of new facilities.
- \* Visitors ate and spent most of their time at venues where food was provided thus not using local restaurants.
- \* Tax increases. And why didn't Mt. Sima open this ski season?
- \* Less green spaces.
- \* Financing.
- \*Environmental impacts.

## **Appendix C:**

### **Tables from Volunteer Surveys**

**Table 6. Time Commitment to Volunteering at CWG**

**Table 7. Motivations for Volunteering at CWG**

**Table 8. Satisfaction with Volunteering Experience: Means**

**Table 9. Satisfaction with Volunteering Experience: Percentages**

**Table 10. Participation in Winter Recreation and Influence of the Games**

**Table 11. Skills Gained from Volunteering**

**Table 12. Demographic Characteristics of Volunteer Survey Respondents**

**Table 6. Time Commitment to Volunteering at CWG**

	Response	December 2006	November 2007	April 2008
Monthly time commitment	1-5 hours	40.0	12.5	
	6-10 hours	18.6	19.4	
	11-15 hours	8.6	5.6	
	16-20hours	7.1	12.5	
	21-25hours	14.3	20.8	
	26 +	8.6	29.2	
	no hours yet	2.9	0.0	
Total time commitment	Range in hours	0 – 2000+	8 – 2,000+	2 – 2,000+
	1 <sup>st</sup> quartile	<4	<35	<40
	4 <sup>th</sup> quartile	>120	>195	>200

**Table 7. Motivations for Volunteering at CWG, Means on a 5-point scale from not at all important (1) to extremely important (5)**

Motivation Item Statement	December 2006	November 2007
it was a chance of a lifetime	2.63	2.99
my skills were needed	2.96	3.13
I wanted to interact with others	1.95	3.03
I have more free time than I used to have	1.96	1.88
I wanted to gain some practical experience	2.01	2.09
I wanted to broaden my horizons	2.43	2.28
being a volunteer at this Winter Games is considered prestigious	1.45	1.57
volunteering at this Winter Games makes me feel better about myself	2.30	2.29
most people in my community volunteer	1.88	2.46
volunteering creates a better society	3.92	3.96
I am expected to volunteer	2.13	2.01

Motivation Item Statement	December 2006	November 2007
I wanted to develop relationships with others	2.65	2.43
I wanted to work with different people	2.89	2.83
I wanted to do something worthwhile	3.62	3.63
I wanted to put something back into the community	3.77	3.96
a relative or friend is involved in the Canada Games	1.81	1.81
I have past experience providing similar services	2.46	2.83
I wanted to vary my regular activities	2.15	2.11
I wanted to continue a family tradition of volunteering	1.79	1.84
I could obtain an educational experience	1.71	1.56
I am involved in a sport represented	1.91	1.78
I wanted to help make the event a success	3.89	3.96
I wanted an opportunity to meet the athletes and be involved in the activities	2.31	2.36
if I did not volunteer, there would be no one to carry out this volunteer work	2.38	2.13
I did not have anything else to do with my time	1.10	1.22
I wanted to help out in any capacity	2.93	3.19
I wanted to feel part of this community	3.87	3.44
my friends/family were also volunteering	1.91	2.41

**Table 8. Satisfaction with Volunteering Experience: Means on a 5-point scale from very satisfied (1) to very dissatisfied (5)**

	December 2006	November 2007	April 2008
overall experience	2.32	1.71	1.69
recognition you receive	2.3	1.88	1.97
support you receive to do your job	2.2	1.77	1.86
information you receive to do your job	2.46	1.91	1.93
organization of the Winter Games	2.62	1.73	1.83
communication regarding daily activities/ operations	2.47	1.93	1.98
communication with other volunteers	2.41	1.81	1.96

**Table 9. Satisfaction with Volunteering Experience: Percentages**

	Response	December 2006	November 2007	April 2008
overall experience	Very satisfied	15.9	46.1	46.3
	Satisfied	49.3	42.1	46.3
	Neither	21.7	6.6	0.0
	Dissatisfied	13.0	5.3	5.6
	Very dissatisfied	0.0	0.0	1.9
recognition you receive	Very satisfied	14.9	39.2	34.5
	Satisfied	37.3	43.2	45.5
	Neither	34.3	10.8	12.7
	Dissatisfied	1.5	4.1	1.9
	Very dissatisfied	1.5	2.7	0.0
	Not applicable	10.4	0.0	1.8
support you receive to do your job	Very satisfied	23.5	42.7	30.9
	Satisfied	36.8	45.3	54.5
	Neither	16.2	6.7	10.9
	Dissatisfied	10.3	2.7	3.6
	Very dissatisfied	1.5	2.7	0.0
	Not applicable	11.8	0.0	0.0
information you receive to do your job	Very satisfied	13.2	37.8	27.3
	Satisfied	41.2	44.6	60.0
	Neither	17.6	9.5	7.3
	Dissatisfied	16.2	5.4	3.8
	Very dissatisfied	1.5	2.7	1.8
	Not applicable	10.3	0.0	0.0
organization of the Winter Games	Very satisfied	6.0	45.3	30.9
	Satisfied	38.8	42.7	61.8
	Neither	32.8	6.7	3.6
	Dissatisfied	11.9	4.0	0.0
	Very dissatisfied	1.5	1.3	3.6
	Not applicable	9.0	0.0	0.0
communication regarding daily activities/ operations	Very satisfied	11.8	33.8	25.9
	Satisfied	39.7	48.6	59.3
	Neither	25.0	9.5	7.4
	Dissatisfied	7.4	6.8	5.6
	Very dissatisfied	4.4	1.4	1.9
	Not applicable	11.8	0.0	0.0
communication with other volunteers	Very satisfied	8.8	34.7	22.2
	Satisfied	45.6	50.7	66.7
	Neither	27.9	13.3	7.4
	Dissatisfied	4.4	1.3	3.7
	Very dissatisfied	2.9	0.0	0.0
	Not applicable	10.3	0.0	0.0

**Table 10. Participation in Winter Recreation and Influence of the Games**

Participate in:	Volunteers 2008 %
hockey	22.9
cross-country skiing	47.9
downhill skiing	25.5
snow boarding	4.6
curling	14.8
ringette	0.0
speed skating	2.2
No effect of the Games on their winter participation	90.9
Will have an effect on their winter participation	3.6
Don't know the effect of the Games on their winter participation	5.5
Use of Canada Games Centre has increased	52.9
Use of Canada Games Centre has decreased	3.9
Use of Canada Games Centre has not changed	43.1

**Table 11. Skills Gained from Volunteering: December 2006 – previous volunteering; November 2007 - Canada Games volunteering; April 2007 – Canada Games volunteering**

Skill listed	December 2006 Previous volunteering	November 2007 CWG volunteering	April 2008 CWG volunteering
Skills that you can apply directly to your job (or business).	54.5	24.0	
Fundraising skills	53.7	4.0	7.3
Technical skills	53.7	28.4	20.0
Organizational skills or managerial skills	73.1	45.3	30.9
Increased knowledge	53.7	20.3	16.4
Communication skills	79.4	32.4	23.6
Interpersonal skills	77.9	49.3	32.7

**Table 12. Demographic Characteristics of Volunteer Survey Respondents**

	December 2006	December 2007	April 2008
<b>Sex</b>			
female	71.8	74.0	75
male	28.2	26.0	25
<b>Marital Status</b>			
single	22.0	11.0	14
married/common law	64.3	67.1	70.2
separated/divorced/widowed	14.3	21.9	15.8
<b>Age</b>			
15-24	2.8	0.0	1.7
25-34	8.5	5.3	10.3
35-44	16.9	14.7	13.8
45-54	40.8	42.7	32.8
55-64	23.9	28.0	31.0
65 and over	7.0	9.3	10.3
<b>Employment Status</b>			
employed	88.4	76.4	73.7
unemployed	1.4	1.4	6.1
other	10.2	20.3	17.5
<b>Highest Education Level</b>			
public school	5.6	5.3	1.8
high school	2.8	2.7	3.5
apprenticeship/trades	5.6	5.3	7.0
some college or university	22.6	16.0	8.8
college or university grad	42.3	49.3	54.1
graduate studies	21.1	21.3	22.8

## **Appendix D:**

### **Additional Comments Provided on Volunteer Surveys**

**December 2006**

**November 2007**

**April 2008**

**Please note that identifying elements have been removed for reasons of confidentiality.**

## **December 2006 - Volunteer Comments on Satisfaction**

### **Overall Satisfaction**

\* Frustrated by the expectations and misunderstanding by most CWG staff and senior management with regards to the amount of time and number of hours 'planning volunteers' have volunteered during the past 2.5-3 years. A tremendous amount of 'work' for volunteers with more to come incl. "Final Report"

\* I am disappointed at the poor communication system between staff and planning volunteers. It took 1 year for information to trickle down, many changes in process took place. Too many acronyms amongst staff leaves volunteers in the dark.

\* Without having all positions filled at the V-Team level, meetings often involve a lot of needless rehashing of details.

\* Being a volunteer for the web team + never got a sense of what my actual role was.

\* Certain areas function well; others just getting up to speed. Tremendous demands on volunteers.

\* The closer we get to the games, the more satisfied I'm feeling. A little slow to start, but things are wide open now.

\* A year ago venue team work lacked focus so I did not feel meetings were time well spent.

\* I feel it a wonderful opportunity to be involved at the planning level – meeting lots of new people a good feeling to have some decision-making role.

\* Came on board well after the process started so was a bit of a struggle to get up so speed.

\* It has been a wonderful challenge + I have noticed growth in myself in various skill sets.

\* Some members of V team didn't buy into venue model to organize their sport

\* The time commitment has 'grown' by leaps and bounds!

\* Although I am happy to see the process we must go through to host the games, I get frustrated as it seems everything is being done twice. (Little things)

\* Work with a lot of unknowns at times (eg. Schedules that change or are unknown, lack of venue agreement).

\* Use of acronyms. Level of bureaucracy. #1 lack of concern about athletes/coaches and volunteers.

\* Enjoy working with athletes and sport volunteers, but bureaucracy can be frustrating, especially when no understanding of sport needs is evident.

\* Wish we could attract more people to the weekly session. To last week the committee were only inviting 25 – now they are inviting 50 per night. (Mon. to Thurs/ Sun pm).

\* Completed application form online with help of CWG staff as their computer system was malfunctioning. They inputted my e-mail address incorrectly and I did not receive info for 3 months. Also said in addition to skiing would help out at other venues in evening (either first aid or crowd) and have not heard anything as of Dec 10<sup>th</sup>). From a WCCSC executive perspective I have found the CWG staff locally and nationally far too directive to the point of being autocratic.

\* So far seems organized.

\* Like the positive attitude + spirit, but question some facility construction costs.

\* Because I joined the venue team late I've found "catching up" on terms etc. frustrating.

\* At the very beginning I volunteered. I have gone to 2 orientations, said I would volunteer to help before the games. I have yet to be called for absolutely anything.

\* I have taken part in Games activities mainly because I've been asked, not because they were activities I chose. That's why my satisfaction level so far has been neutral. I expect it will increase during the Games themselves.

\* Cross – country skiing is extremely well – organized.

\* The flow of information form the host society to the volunteers is poor. Lots of last minute requests.

\* Large organization of paid + unpaid staff. Volunteers I worked with would get e-mails from various divisions. (Not always directed through the same person/division.) Some early disorganization among divisions.

**N.B. An additional 12 respondents in December 2006 commented and indicated that they had not yet volunteered or did not yet know about their satisfaction because they had just started.**

## Aspects of Satisfaction

- \* [Comment about disorganization of one division in terms of management, timelines, planning and communication.]
- \* At this time I really don't care about what's happening in areas not related to my role.
- \* I believe the organization would work if it was allowed to work.
- \* With 3 months until the games I am somewhat concerned with the lack of completed policies and the timing for contacting volunteers (too late).
- \* I feel as though I needed a more in-depth intro into my position and its requirements. I just kind of started and was expected to know my role.
- \* Little or no recognition of 'invisible' work behind scenes.
- \* Our "Spokesperson" resigned – no one seems to be stepping up to coordinate = results we're losing presenters.
- \* Was asked to take on a larger role but due to commitments of work, family and other sport/volunteer activities chose not to do so. I saw the level of stress rising closer to the games and did not want that impact.
- \* I am a strong believer in community having a high value. Volunteering helps build that.
- \* The organizing is amazing.
- \* Once again, because x-c skiing is well – organized, I feel very positive.
- \* One of the chairmen was told to have a committee but still does everything himself.
- \* (Appeared the paid staff I worked with were from out of territory, less understanding of community.) Also: sponsorship rules were harsh for small community. (Some businesses I worked with wanted to volunteer but could not provide sponsorship to the level a national company could. If one company sponsored, another similar company could not provide any sponsorship.)
- \* Cultural side late in making arrangements.
- \* Despite some grumbling from various parties, the CWG is very well organized. We didn't see much of the behind-the-scenes work so often it was a choice between worrying + complaining or trust + patience. I chose to always stay open-minded and hopeful – and wow! Things are working out well!

## **November 2007 - Volunteer Comments on Satisfaction**

### **Overall Satisfaction**

- \* Really enjoyed being part of such a community wide commitment.
- \* In hindsight, it was a great experience and I'm glad to have participated however I still feel that the games machine took over and ignored the volunteer input at times.
- \* Most rewarding volunteer experience in my lifetime!
- \* Great to meet new people + participate in a high energy, very successful event.
- \* This was one of the most physically demanding venues in the games requiring many hours of time commitment before and after games
- \* Not enough spectators except for the final game.
- \* Excellent volunteers. Great organization in most areas and super leadership. Great community spirit and commitment.
- \* The speed skating group was awesome, and the recycling team was very well organized.
- \* My time as a volunteer was very organized.
- \* It was a bit overwhelming as far as volunteer time commitment during the central games time.
- \* The experience was very rewarding. I met many like minded people and am proud to have been part of the success of the Games.
- \* It was very tiring, however.
- \* Too much pre game planning time when all divisions are not manned, up running. Spinning wheels for about a year before any real work was accomplished.
- \* A little too bureaucratic at times. Decisions made early on were changed at higher level with our clear explanation. Loss of funding was frustrating, too, as it was unexpected.
- \* Very satisfied with our sport!!  
Dissatisfied with v-team which morphed into its own entity + tried to be more important than the sports it hosted
- \* Too much bureaucracy driven by people who did not understand needs of special sports.

- \* Great team effort at the venue for all functions. Planning paid off with very smooth operation for the games.
- \* Wonderful to feel the “essence of community” to pull off such a extremely important event for our young people – also a chance to “show case” the North.
- \* The organization of the volunteer training was somewhat disorganized and changed too many times before the presentations started and after! New “leadership” of the group did not seem to appreciate the great experience of the volunteer presentations. Much of our rep time was wasted in studying insignificant detail.
- \* Only got the call about [the first volunteer job] one week ahead and had to decline some shifts that overlapped with week two when I was [doing the second volunteer job] which was unfortunate. The large bureaucracy of the CWG at times made it overwhelmingly frustrating. Sometimes suggestions from improvements seemed too threaten organizers.
- \* I would like to have also done some volunteering with athletes and sporting events.
- \* Too many persons for some of the jobs.
- \* The weather was cold. There were lots of volunteers. I could have done more but there were no jobs during the games.
- \* The games was the most satisfying community event I have ever experienced
- \* At the beginning I had attended a couple training sessions for VIP. All shifts (work) had been made. I rearranged my own work schedule to accommodate, only to have every one of my shifts taken away, and told I could have others that were not satisfactory. I did not volunteer for VIP.
- \* Generally satisfied but I was offended that the volunteer clothing (donated by Columbia) only come in men’s sizes. (I am an “extra small” size woman as were many of the volunteers).
- \* The volunteer hours contributed were on top of 70 hours of paid time I spent on the games. I’m answering this based on the 14 volunteer hours.
- \* I felt very good the way everybody treated me, and the snacks and food were great
- \* I just allowed myself to be placed where I was needed. As a result, I wasn’t in the most exciting venues. Aside from that, it was enjoyable.
- \* Lots of fun, well organized.

- \* Credential tags were not well done. Credential zones were not well done. Scheduling work hours and radio segmentations were very well organized and supervised.
- \* Poor communication and information flow from the host society to the volunteers. Many of the photos I took were credited to someone else.
- \* There was a significant lack of experience in the young people employed by the games – lack of communication between departments led to waste of resources and time.
- \* Speed skating was very well organized. Volunteers were made to feel welcome. All feedback I have had was v. positive for CWG in general Whitehorse can be proud.
- \* Some people were very helpful and some were not. Also sometimes information was not passed onto our division (section). Then there are the people above who are only in there for the ‘glory’. We worked our butts off but it all was worth it. It was great.
- \* Satisfied that my area ran smoothly during games. Years of planning at 6-10hrs per month + then very intense during 10 day or so games (6-12 hrs/day to actually work or oversee area). Follow up report done.
- \* I chose my areas + times so I could take in a selection of events + activities.
- \* Volunteering was great-catching all the respiratory and gastrointestinal pathogens the kids brought was not fun.
- \* I did pick up a “bug” and was very sick for 2 days. Some kind of gastro went through and lot of volunteers + athletes got it.
- \* It was a tremendous all-encompassing community event I’m so glad I was a part of it. And I wouldn’t want to do it again right away (whew!) but maybe some day.

### **Aspects of Satisfaction**

- \* Again our sport ‘very satisfied.’ All the way there dealing with CWG + V-team drove us crazy.
- \* Local Major officials (who put in huge effort) received less recognition than ordinary volunteers.
- \* We were very late getting a venue agreement in place which affected somewhat the support structure for final planning.
- \* A). Recognition is important – not what I was looking for, I enjoyed being a part of it all.
- B) Took it upon myself to see + train for the games

- C) Took 'a bit' of digging + asking questions: minor official
- D) Hectic – but it all was organized well
- E) again- my own initiative to find out
- F) Some were informative – most were there to do only their job

\* The volunteer centre could have been open (at the main tent) during the opening/closing ceremonies – or maybe before and after? The volunteer training job was most disorganized and frustrating. My other position was well organized and supported.

\* Overall the host society did a great job. Re: volunteer management, there were lots of problems- the scheduling was a duster. I think I had 5 different scheds (all revisions were at their request- not mine) and they still screwed up, in terms of communication to me and to my team re the where and when.

\* Was very disappointed that children < 13 were not recognized by CWG. Did not like all the commercialism attached by having sponsors logos everywhere. I wish that could have been more low key. None of your questionnaire really (for me) acknowledges why you volunteer in general or for CWG in particular. I just do because it's the right thing – with sports it's so wonderful to see the athletes working hard and the opportunity to speak with them prior to the awards was very satisfying

\* I came a little later than most volunteers and had no real orientation. Too many details were left to the last – maybe it couldn't be helped.

\* Everything went fine after I agreed to volunteer for security, but leading up to that I was extremely disappointed and wasn't going to volunteer at all, until I was coaxed into it.

\* The x-c ski organizers did a great job and took good care of us. I was impressed by the visiting officials for speed skating. They were fun, and professional. Hmmm, I had more to say I thought when I started writing. There were too many general meetings though that added little to my knowledge. For example; I spent 3 hours receiving level 1 officials training which focused on long + short track skating. In the end I could have done the job with no training. In fact, many people did.

\* The printers we were required to maintain were completely new to us and in some cases too small for the task. It was fortunate that Xerox representatives were able to provide so much help. The delays that did occur were frustrating.

\* I had one bad experience – minor conflict with a security official which demonstrated a lack of communication between the media access and security groups. Overall, I felt bored and under-used while volunteering. There was not enough for me to do while on my shifts. Okay- I'm tired while writing this. It wasn't that bad. It was very enjoyable – just a bit boring at times.

- \* I volunteered only at Mt. Mac for x-c skiing. Everything to do with x-c skiing was highly organized – a credit to our ‘chefs’.
- \* Many photos were sometimes credited to other photographers. Information re: my job as photographer was very last minute and often not clear. Information flow from host society to volunteers was often slow or not clear. Because I knew staff and high level volunteers, I was able to obtain information on my own (on the side of the formal channels).
- \* Businesses donated items to be placed in the officials ‘welcome’ packages that were simply lost and never found again – staff at the warehouse did NOT know what they did or did not have – officials jackets were sent only in unisex sizes even though the request forms separated them into men and women. Worst organization I’ve ever witnessed and I have lots of similar experience.
- \* Very impressed with the organization required to make the medial experience for both the pts. And volunteers positive and efficient.
- \* Again, because the Canada Games is a machine – there was not always a feeling of real contribution in early stages – suggestions were made and we were told that’s not how the games does it. It was disheartening.
- \* Outstanding organization + recognition.
- \* Recognition was not what I expected but the job was truly more than I anticipated. Great support from my venues lead.
- \* I think it was very well done + the volunteer/organizes really took their roles seriously.
- \* Different sports/ activities were organized better or worse. Overall they were all organized quite well.
- \* It was as good as it could be.
- \* Volunteer division links and support and organization much better than venue level.
- \* The games were very well organized from the top down. I felt like my opinions/needs were listened to/met for the most part. Groups that did not work within the ‘model’ venue caused some grief for organizers however the overall experience was a good one.
- \* It was a huge event to stage with a limited volunteer base from which to draw. At games time there were sufficient volunteers to do the work and the games were a success, but I joined 1 1/2 yrs. in and it was too long as all of the decisions made earlier were changed when all divisions were represented on the V-team. Six months out might be better.

- \* Some specialty areas did not receive daily updates of medical area as a whole. Paid medical coordination was difficult to search during games.
- \* I did not generally operate in an organizational capacity. Rather I did small jobs here + there. So I wasn't given tasks – I sought out tasks I wanted to do.
- \* I found that at each shift I was told different things from the different managers as to how to input the medical data. This could skew the data. I think this aspect could have been handled better.

## **April 2008 - Volunteer Comments on Satisfaction**

### **Overall Satisfaction**

- \* Was proud to be part of the games as a volunteer but volunteer with a few other organizations from where I get more personal satisfaction on an on-going basis.
- \* Most memorable volunteer experience ever.
- \* It was fantastic! So great to be so involved in the planning of the games and then see it through to completion.
- \* Games were great and mishaps were covered up well. Transportation for wheelchair users failed miserably.
- \* It was a lot of work. There were still breakdowns of communications and misunderstanding in volunteer descriptions despite months of planning.
- \* This venue required extensive man hours to transport and set up beds for the athletes. It was discouraging after the games were over. The entire village still had to be emptied, loaded on trucks and cleaned.
- \* Generally good organization although somewhat lacking in volunteer matching and entire communication with volunteers. Very proud of the North's/ Whitehorse hosting and making excellent north of 60 games.
- \* Everything ran smoothly. We were well looked after in terms of being fed and clothed.
- \* Very positive in all fronts.
- \* An exceptional opportunity.

- \* With the exception of one division rep we had a great venue team which was a pleasure to work with we had a very good team leader.
- \* Inuit games and Dene games – demonstration sports - not well organized! Therefore more difficult and time consuming to deal with.
- \* Perhaps more time than I bargained for, but I enjoyed it- especially after the first 3 or 4 days when I figured out what I was supposed to do.
- \* Could have been organized earlier on a bit better and communication between task groups, venue leaders and overall organizers could have been “clearer”. Realistic budgets earlier on would have made it easier as well.
- \* Burnt out. I hope they don’t call me for the 2010 in Vancouver.
- \* I would not have missed that experience. It was wonderful.
- \* Great experience. We are going to try to go to PEI in 2009.
- \* It was no more satisfying than other times. If anything the extra rules and management took away from fun.
- \* Once games began, I got caught up in the spirit and I could have done more, but I think all positions were full.
- \* I thoroughly enjoyed my work with the games. I felt valued and I love the access to the sport events I covered. I also benefited from my experience photographing sports often in difficult light. That was new for me.
- \* It was probably the most exciting and fulfilling thing I’ve ever participated in.
- \* It was a very rewarding experience to be part of the community responsible for making the games a positive experience for athletes and visitors as well as the local community
- \* I was dissatisfied because I had originally been asked to volunteer in the VIP lounge, However, after spending several hours going to meetings and picking our schedule, I was informed that I could not have any of the times or venues that I desired, and these were simply given to other people. I basically said then obviously you don’t need me at all. I was later convinced by several people to assist in [another area], which I accepted. This went well.
- \* I am still dissatisfied that the volunteer clothing came in male (unisex) sizes that were much too large for me and other female volunteers.
- \* The time I spent at the actual games I felt I wasn’t really needed as there were so many volunteers.

\* It was quite disorganized with last minute disagreements. Once the games started it was better. A few of my images were credited to other photographers.

\* The people employed by CWG were way too inexperienced and were seriously disorganized, did not provide volunteers with the info and/or goods they needed to do a decent job- also they were neither forthright nor honest.

\* Speed skating was well organized. I had fun.

\* Could have used more organizational meetings with entire group of polyclinic users- meetings one-on-one were with paired medical coordinator (at the time of event, this person was not around much) - perception that those with higher organizational committees or paid employees rec'd more benefits from games – more emphasis on VIPs than athletes, volunteers and spectators.

\* Because I know where I wanted to be I arranged my volunteering to fill my desire. Worked well BUT I have lots of skills and know many folks.

\* I attended training in the areas I volunteered for however when I arrived for my first shift I learned that I was now scheduled to do a different job that I had not received training for. My first shift was somewhat stressful as I was unprepared.

\* Many volunteers, participants and spectators developed a series of respiratory and gastro intestinal illnesses. I was sick for nearly a month after coming into contact with the germs. Is it permissible to spray down all the kids with Lysol in the future?

\* Got sick from the bug that was going around – found instructions changed each day – supervisors all had varying opinions of how to input and data to input.

### **Satisfaction with Aspects**

\* I never got to see the CWG except during the time I volunteered since the handy bus wouldn't allow my bookings or expected me to sit outside too long in my wheelchair (3 hours).

\* I found that despite months of planning and talking about what needs to be done, some people still did not understand what their responsibilities were in relation to mine.

\* Prior to the games when I was organizing volunteers to assist with loading/unloading truckloads of beds, I would suggest ideas that would have made the job/task less labour intensive but required money. These ideas were always turned down due to \$. This job should not have to be dependent solely on volunteers- it is just too big of a job.

- \* A huge initiative, lots of flying by the seat of our own pants and charting new territory. Some areas very well organized, other dysfunctional.
- \* We had some issues at games time with games divisions working outside the venue model. This caused problems for venue teams which I felt were not adequately dealt with. The venue model works very well when teams are trusted and allowed to do their jobs. There should be no room for elitism.
- \* There were two distinct areas of responsibility- the volunteer division and the venue operation. It is difficult to answer these questions where there could be two answers for each question.
- \* Info on time commitment/level of involvement should be gently communicated to volunteers who are asked to take on leadership roles.
- \* Our venue team developed into a very close group with all members contributing to the success of the events hosted.
- \* At first I thought that organization and communication was poor. Then I realized that come what may the games would go on. So I relaxed and did my job.
- \* The final party was Great Big Sea was a wonderful surprise and treat. Thank you!
- \* I believe they had too many volunteers for my venue and at times lack of communication.
- \* [Comment about a coordinator not being a good fit for the activity.]
- \* We had lots of support also from the BC gov't ( forestry ) for surplus radio gear.
- \* Overall it was well organized. I was called several times to cover more - due to illness and cold weather. The "extra" was not problem for me. My employer (YTG) was very supportive.
- \* There could have been better/ more timely notice of weather changes to the schedule - a volunteer page on the site would have been helpful.
- \* I was disappointed being security at the curling club. I was only extremely disappointed in the acts prior to the games.
- \* Four other orgs I belong to were cut way back on our fundraising to support Canada games.
- \* Employees ranged from inefficient to just plain lazy. I was told that at least 4 different items had all been used up, but found at least one box of each of the 4 when I looked through the warehouse after the employee said there were none.

- \* I volunteer for lots of things - CWG was just “another one”
- \* Local organizers in leadership roles were dedicated to ensure this worked, therefore put many hours in initially for set up and adjustments of process to make it work – no help after when reports needed to be done.
- \* (Re effect on other volunteering.) I was tired after the games. Usually volunteer for a number of special events over the course of the year. I haven’t volunteered for any of my usual since the games.
- \* No recognition received - didn’t receive a “medical” pin as they ran out. Data inputting wasn’t thought out ahead of time by supervisors.

### **What would have made the Games experience more satisfying?**

- \* A stronger sense of actually participating. The games is a machine – not a lot of room for actually effecting change.
- \* Nothing! Except warmer weather week 1.
- \* More time to enjoy the games at games time; that would have been tough to accomplish.
- \* The sport division was a very cohesive group and we had many discussions outside of official meetings.
- \* Sufficient timely wheelchair accessible transportation.
- \* More support for some of the needs of spectator services. Little more claims on internal decision making process and implication for spec. services.
- \* Better weather, a few free passes to events.
- \* More time to take in other events, my role had me at my venue most of the time.
- \* More food vendors at sites.
- \* Better venue- based “team” pre-games, volunteers group of all VVRs great but at my venue “group” aspect of V-team not great pre-games.
- \* The weather!
- \* The above (question 6 comments) being solved. Most volunteers were very good. Unfortunate that a few can cause problems for many.

- \* Some planning 1.5-2 years out was frustrating when all divisions were not up and running. A delay would have made the experience better.
- \* Next time I would pick a venue with fewer sports. I had 5 sports in 3 venues, many other volunteers had only one.
- \* More sleep! Kidding- nothing, I thought that overall organization was very good.
- \* Warmer weather in week 1.
- \* Knowing ahead of time how much of a time commitment it would be.
- \* Not sure.
- \* The only regret I have was not being able to attend other venues as a spectator due to volunteer commitments.
- \* I should have volunteered more.
- \* If I had gotten more hours.
- \* The guards hired at the athletes village were very rude/ unprofessional, ironic that the paid staff were the unhappiest.
- \* Earlier involvement, working with friends.
- \* Better weather the first week.
- \* A diversification of venues, I was in the same venue for the entirety of the games.
- \* At this time I couldn't think of anything.
- \* The information on final details was not as well organized as I would have liked.
- \* If they would have simply followed through with the original plan and not change things. I had to reschedule my work to volunteer, took off work to make my volunteering schedule, only to find out two weeks later, every time slot I wanted was not available to me. If they didn't want me to volunteer for the VIP lounge, then they should not have approached me to do this specific venue.
- \* If I had been here for the whole games called away for family medical.
- \* Everything worked well.
- \* Nothing- it was a pleasure to be involved.

- \* Better information prior to the games regarding the volunteer assignment and what was expected.
- \* More experienced managers – CWG employees should have put more focus on athletes than on themselves - some budgets were all used up before the athletes even got here.
- \* Clothes that fit- 1 vest and jacket were given to volunteers as a thank you. Most average sized women found smallest size too big and small women didn't stand a chance.
- \* Being involved more in joint organizational groups to get a better vision of how areas worked together.
- \* It was great.
- \* The weather was extreme. The cold weather makes everything harder. The cold also wears you down. In response to my comments above perhaps it played a part in my being tired. Of course you can't do anything about the weather but there you have it.
- \* Warmer weather and less illness, neither of which can be controlled.
- \* Not getting sick from flu bug.

### **Most important benefit of Games for respondent**

- \* Satisfaction knowing I participated in a community wide community process.
- \* Personal enrichment, new friends, pride of a job well done.
- \* Greater sense of community and a fantastic facility.
- \* Sharing our community with Canada and receiving positive feed back from the provinces/ territories.
- \* Meeting friends/ new friends
- \* Camaraderie and involvement in such a large event.
- \* Significant contribution back to community and Canada.
- \* Making contacts with local people and sporting organizations
- \* Exposure to the sport of wheelchair basketball and the great athletes/ coaches that are involved.

- \* More of a connection to my community and an awareness of the games.
- \* Billeting an out of territory parent of an athlete, meeting folks from other parts of Canada.
- \* I learned how to use Excel.
- \* Personal fulfillment.
- \* Getting to know more people in my community – a feeling of pride that so few could do so much.
- \* Personal contacts. Further volunteer activities and support.
- \* I was pleased to be able to participate in showcasing the community I love living in to the rest of the country.
- \* Meeting people.
- \* Meeting new people.
- \* Meeting new wonderful people communication skills.
- \* The contact with athletes, coaches, support personnel from across Canada.
- \* I liked the social support working with people.
- \* Volunteer experience in general.
- \* Understanding and appreciation for large sports organizations that really heavily on volunteers.
- \* Satisfaction knowing that radio worked well.
- \* Personal satisfaction that I was able to attend with all the other volunteers to make the games a success.
- \* Pride for our city and its facilities.
- \* Meet some cool people.
- \* Satisfaction at seeing the cross-country skiers do so well. Enjoyed liaising with a physiotherapist at the CGC.
- \* Fun.

- \* Being a small part of a group of volunteers that put on a great product. Seeing the good in people.
- \* Improved my confidence in taking pictures of people in public, I bought a better lens.
- \* The enjoyment from being involved.
- \* Being of service in a positive aspect of life in community.
- \* It was great to be a part of the games- a feeling of community.
- \* Seeing the athletes and their families and to see how impressed they were with the set up.
- \* Getting to meet new people.
- \* Part of regular community service.
- \* Feeling of accomplishment.
- \* Helping so the athletes could participate in their games.
- \* Camaraderie with fellow X-ski club members. Chance to watch outstanding athletes.
- \* CGC.
- \* It gave me a chance to “pay back” all the volunteers who assisted with sporting events that my kids participated in, including Canada Summer Games.
- \* Recognition around town, made new friends.
- \* Being a part of an exciting community event.
- \* Feeling satisfied that the area I helped organize ran smoothly- efforts were worth while- like working as a team when possible- meeting new people.
- \* The feeling of being part of the event and helping it to succeed.
- \* The excitement of being backstage marshalling the athletes for opening and closing still chokes me up.
- \* Getting to participate.
- \* Identifying with other volunteers over a shared interest.

## **Most important benefit of Games for community**

- \* Positive community identity.
- \* New CGC, pride of community, many of the young people who came north to work for games have stayed in the community.
- \* Human legacy of “Can do” attitude. CGC.
- \* CGC. The benefit of putting Whitehorse on the map from a positive perspective.
- \* The “you can do it” attitude of the Yukon people.
- \* Drawing community together with healthy activity .
- \* National recognition.
- \* Put Whitehorse on many more maps.
- \* Canadian recognition of north “we did it and we did it well!”
- \* Excellent venues, especially CGC. Knowledge that an event ad this size can be held successfully here.
- \* CGC.
- \* Connecting people within the community.
- \* The infrastructure after the games.
- \* Good memories.
- \* People know where the Yukon is now, we were a great host!
- \* The facilities are great! And the sense of pride healthy for our community. I feel more people are taking part in fitness activities than before. Exposed Whitehorse and Yukoners to many visitors which is already a benefit to tourism.
- \* Put Yukon more on the map, men’s international fast ball coming in June.
- \* The promotion of the north.
- \* Showcased Whitehorse – received tourism.

- \* The CGC, the ski lodge.
- \* Venues, community spirit, opportunities for YT young athletes , marketing YT.
- \* The pride instilled, also the CGC and other facilities.
- \* No benefits.
- \* Brought people together and the CGC facility left behind.
- \* Showcasing the Yukon. Getting to know more of my community members better.
- \* Legacy facilities, esp. for young people.
- \* All the legacies we have, including buildings.
- \* National recognition.
- \* Increased tourism and Yukon's profile.
- \* The CGC, but now it's too expensive to run.
- \* Community pride.
- \* The coming together of community tourism.
- \* Overall confidence- we pulled it off! The residences at the college housing for students with families. Seniors having lunch in the college cafeteria. Improved facilities. Gave Whitehorse transit a chance to try new routes
- \* Recognition that Yukon is a vibrant place to visit.
- \* Helped bring community together, CGC will improve health of community.
- \* The facilities that we now have.
- \* Showing Canada our beautiful city and what it has to offer.
- \* CGC.
- \* Volunteers trained, organizational development, CGC, P.R. for the Yukon, encouragement for youth.
- \* Trans Canada exposure.
- \* CGC.

- \* The legacy of the CGC. The pulling together of the city with a can do attitude.
- \* CGC.
- \* Increased exposure in the rest of Canada. Big jump in winter tourism income. Encourages youth to participate in sports.
- \* Legacy of great facilities.
- \* For my kids to see what is possible for them in sports increase profile of our community. An outstanding facility that I am willing to pay extra taxes for.
- \* Feeling of achievement- running a large national event, CGC a benefit to my children.
- \* CGC, exposure of accomplished athletes to our remote community. Many people here may not otherwise ever have been able to attend events with the caliber of athletes. Good for kids to see.
- \* CGC, lots of bonding and shared memories.
- \* The facilities and the on-going spin-off effects.
- \* CGC.

### **Biggest Drawback or Issue for the Community**

- \* Additional bills not anticipated by community.
- \* Local businesses were expecting more involvement in games that did not happen again local recognition at local level of the games machine.
- \* Cost to host.
- \* Accommodations were a challenge, change over of flights at airport
- \* Volunteer burnout.
- \* Paying back the debt to build the CGC price of swimming and using rooms is much higher than before.
- \* The CGC is very expensive to maintain.
- \* Early skepticism over whether we as a community could rise to expectations.

- \* Increasing taxes due to CGC operating costs.
- \* Spending millions on the athlete villages.
- \* Mt Sima not operating.
- \* Negative press regarding the costs.
- \* Some of the infrastructure is beyond the community's means.
- \* The volunteers' legacy has not developed into a pool of keen planning volunteers for NGO boards.
- \* Exposure.
- \* Lodging and accommodation and outside people were not used to our weather.
- \* Whether we would break even or lose or make money.
- \* Paying the costs of the CGC, increased taxes.
- \* None that I can think of.
- \* Costs of O&M of venues.
- \* No major drawbacks that I can think of.
- \* It costs a great deal of money. We have this infrastructure we do not need and it is expensive to maintain. A large portion of the population can not afford to use the facilities.
- \* It took up everyone's free time and decreased other annual activities.
- \* Costs of the CGC although it is adequately utilized.
- \* Higher tax costs.
- \* The O&M costs of venues which were built for the games.
- \* There were none of any consequence.
- \* Increased Yukon's profile, more people more problems.
- \* When larger contracts went to bidders from the south, a small size business can only donate so much before it impacts their profit margin.

- \* Money, not enough volunteers.
- \* We had to put a lot of our lives on hold. It wasn't nearly the imposition that people warned it would be though. There were horror stories about hordes of people that never materialized.
- \* With the participation of almost 25 % of its population I don't think there were many drawbacks.
- \* Financial but an investment in health.
- \* I don't think that there was one. You can't control the weather.
- \* I don't think there were any drawbacks.
- \* Continuing O&M expenses of CGC.
- \* Some volunteer fatigue.
- \* Ongoing O&M costs of CGC.
- \* None- the community put in a huge effort and felt good doing it. The visitors said we went above and beyond in our volunteering and hosting the games.
- \* Financial support to keep up CGC.
- \* Increased taxes to pay for infrastructure and many local businesses did not get the opportunity to benefit from the games so many contracts went to outside the Yukon.
- \* CGG made promises and verbal contracts with many businesses large and small which they did not honour. In many cases the behaviour of CWG people could be described as "sleazy."
- \* None, other than tiring our volunteers.
- \* Can we maintain the CGC? Perceptions that those in highest organizational roles have gained personal benefits.
- \* I can't think of any except that everything else that usually happens during the games time was either cancelled or diminished because of a lack of volunteers. The games took up all our resources. I'm not sure this was really a drawback as we expected that to happen. It was part of the cost of hosting the games.
- \* People may have perceived the community as taking advantage of people renting accommodations by charging exorbitant process.