

Status report - August 2007





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Introductory comments

The World Outgames secretariat has now been operating for six months. That is why, just before the new season kicks off, the time is right to take stock of the first few months of the project's history. And, with the knowledge and experience that we have gleaned over the last few months, it is appropriate to come up with a realistic proposal for the most important strategic initiatives and challenges for the next six months.

The present status report comes on the heels of Trine Fromberg's two previous project reports for the Mayor of Culture Martin Geertsen, and Director of Culture Carsten Haurum of Copenhagen City Council and Wonderful Copenhagen's World Outgames steering group respectively.

For that reason, there may be some wording and references that appear in this status report that make it necessary to have read the two previous reports for Copenhagen City Council and Wonderful Copenhagen.

In any case, the secretariat has aspired to produce a status report that could be read immediately, without any prior preconditions.

We will leave it up to the readers to decide whether or not we have succeeded.

Best regards

Uffe Elbæk, August 2007



Facts about the World Outgames 2009

- The World Outgames is an international sports, culture and human rights event whose primary target group is the LGBT community from all over the world (The LGBT - the Lesbian, Gay, Bisexual and Transgender - community). However, everyone – regardless of gender, age, sexuality, ethnic background or religious conviction – is welcome to take part.
- This is the second time that the World Outgames have taken place. The first games were held in Montreal, Canada in 2006.
- It is anticipated that the event in Copenhagen will attract around 8000 paying participants, primarily from Europe, North America and Australia. In addition, a special effort will be made to attract participants from Eastern Europe, Russia, Asia, Africa and South America.
- In addition to the paying participants, it is expected that the World Outgames, as an event, will attract many regular tourists, not least the families, friends and colleagues of those directly taking part in the event.
- The World Outgames 2009 will run from the 25th July to the 2nd August 2009.
- The programme has three pillars – the sports programme, the cultural programme and the human rights conference – with equal importance attached to each.
- The responsibility for developing, handling and evaluating the World Outgames 2009 lies in the hands of a secretariat that was established at the beginning of 2007. Today – in August 2007 – the secretariat consists of seven full-time employees, and it is their task to ensure that the ambitions behind the event are achieved.
- The rights to World Outgames are owned by the international sports organisation GLISA: Gay and Lesbian International Sports Association.

Resumé

In the autumn of 2006, Copenhagen City Council unanimously agreed to grant 20 million kroner (2.7 million Euros) as "start-up capital" for the organisation of the Worldgames 2009.

The total budget for the event in Copenhagen is estimated to be 60 million kroner (8 million Euros)

Montreal, in comparison, had a total budget of 160 million kroner (21 million Euros) – including a subsequent shortfall of 20 million kroner (4 million Euros).

However, it is not just in terms of financing that the event in Copenhagen differs from Montreal. Whereas Montreal had five years to plan the event, Copenhagen has only two and a half years.

And when it comes to employees, at the present time, Copenhagen has a secretariat of seven employees. This number is expected to grow to around 20 employees as the event approaches – finances permitting. Montreal had around 50 paid employees.

Furthermore, it is anticipated that in Copenhagen there will be up to 2000 volunteers involved in running the event in the last week of July 2009. In Montreal there were up to 5000 volunteers.

The three primary project owners of the World Outgames 2009 are (the so-called Bermuda Triangle):

- Copenhagen City Council (the political community)
- Wonderful Copenhagen (the tourist industry)
- The LGBT community – nationally and internationally

Each of the aforementioned project owners has their own success criteria for the development of the World Outgames in Copenhagen. These range from the desire to highlight Copenhagen as a cosmopolitan, tolerant city, achieving a high bed occupancy rate in the city's hotels to renewed political awareness of minority rights.

Therefore, the World Outgames secretariat will refer to the City Council through Mayor of Culture Martin Geertsen and the management of Wonderful Copenhagen through Lars Bernhard Jørgensen and - on a broader basis - the national and international LGBT community.

World Outgames has been established as a public limited company, owned 100% by Wonderful Copenhagen. The rules state that any eventual profit the company makes must be used for the common good when the company ceases to operate on 31.12.2009.

Furthermore, every effort is being made to facilitate the establishment of a proper Board for the World Outgames company in the autumn of 2007. The Board members have not yet been identified, but the secretariat expects that the Board will be in place by the end of September 2007.



As an event, the World Outgames 2009 will be competing with the Gaygames 2010 in Cologne, Germany. The Gaygames are being run by FGG – the Federation of Gay Games. The World Outgames is an offshoot of Gaygames and FGG, and the two events are now held concurrently and in competition with each other. Besides the close proximity of Copenhagen and Cologne in terms of geographical location and timing, both events are courting the same target groups, media, sponsors and sources of funding.





Organisation, staffing and physical frameworks

As mentioned previously, the World Outgames 2009 are being organised under a legal framework as a public limited company, under the auspices of Wonderful Copenhagen. Originally, Pan Idræt (a sports association for gay men and women in Copenhagen) were invited to be the "host organization" for the project. This would have been a logical step, since the original idea and enthusiasm for bringing the World Outgames to Copenhagen came from Ole Udsholt of that very same organisation.

However, unfortunately Pan Idræt had to pass up on the invitation on the grounds that the association neither had the organisational resources nor the professional competences for pulling off such a massive, not to mention complex, task - which organising the World Outgames clearly is.

Subsequently, Copenhagen City Council appointed Wonderful Copenhagen as the project's host organisation.

The reason we feel it is worth mentioning this course of events is because, at times, it can be a bit unclear where responsibility for- and thereby ownership of - the project lies. This is covered in more detail in the section "Relationship to our project owners: 'the Bermuda Triangle'."

This potential uncertainty around ownership and responsibility has, now and again, had an influence on the first six months work of securing a precise and clear future organisational structure for the World Outgames 2009.

The secretariat has made a clear recommendation that a Board for the World Outgames company should be appointed. This is expanded on in the section "Establishment of a Board".

Staffing:

Staffing of the secretariat - the management group - for the World Outgames 2009 was finally completed in June 2007. It consists of:

- Uffe Elbæk, CEO
- Per Hermansen, CFO
- Charlotte Gregersen, secretariat manager
- Carsten Jensen, responsible for funding and sponsorship
- Tommy Kristoffersen, responsible for the sports programme
- Michael Stensgaard, responsible for the cultural programme and the human rights conference
- Gerry Hail, responsible for communications and marketing

The secretariat will - if finances permit - be expanded by a further three project managers in the autumn. Their responsibilities will be the following sub-areas:

- volunteer organisation (in the run-up to, and during, the World Outgames 2009 it is expected that up to 2000 volunteers will be needed)
- IT-structure (including constructing a website and registration system)



- the human rights conference (including logistics, research and communications)
- the environment (ensuring that the World Outgames will be environmentally sustainable)

Furthermore, in the shorter term, project managers will be needed for both the sports and cultural programmes.

Physical frameworks:

In June, the secretariat moved to its own premises at 10 Farvergade, after having spent the start-up phase in the offices of Wonderful Copenhagen on Gl. Kongevej. In many ways, it made sense to start off at Wonderful Copenhagen - professionally, organisationally and politically. It so happens that, at the same time in June, the secretariat got its own organisational structure. Not least, because at Wonderful Copenhagen members of the secretariat were almost tripping over one another. For that reason, everyone has known from the very start that it was only a matter of time before the project would need to find its own physical platform from which to operate.

This physical platform is now a reality at number 10 Farvergade, where there is plenty of room for both the secretariat and the "first wave of volunteers". But in the long-run, even 10 Farvergade will be too small. But we will cross that bridge when we come to it.

The reasons for choosing 10 Farvergade as a future base for the World Outgames include:

- The premises are located on the ground floor, which makes it possible for ordinary Copenhageners to have personal contact with, and a feel for the project.
- The offices are appointed in such a way as to allow the secretariat to function as one cohesive unit and the volunteers as another. In other words, the secretariat is afforded the necessary peace and quiet to carry out its work, even though, through time the volunteer organisation will become particularly extensive - both in terms of people and scope of activities.
- The premises are close to the City Hall. This is not insignificant, since the secretariat is keen for the freely elected politicians in Copenhagen City Hall to have every opportunity to "keep their eye on" how things are progressing. But hopefully, more to the point: To create a sense of personal ownership of the huge international event that the World Outgames 2009 is.

Now, six months after the secretariat's first employees were appointed (the latest being recruited as recently as June), the secretariat comes across as a close-knit professional and cultural unit. There is, among other things, broad consensus on how the task we have agreed to perform should be tackled, and how we can best support each other in a professional context.



But, as outlined above, the World Outgames is such a large-scale project – logistically, financially and in terms of content – that it is vital that, before too long, the present employees of the secretariat are supplemented by a team of project managers for the sub-areas. Otherwise, the workload will simply become too overwhelming - even though now and again, we can draw on a large pool of competent volunteers.

Values, working principles and a united approach

One of the main reasons that the secretariat already seems so well established is down to the fact that one of the first things we agreed on was the need to find answers to the following basic questions:

- What does the job actually entail?
- What is the overall objective of the project?
- What are the basic values and criteria of success for the project?
- What is the overall project concept?
- Which competences and qualifications does the project require?
- How should we organise ourselves? (responsibilities, competences and division of roles)
- How should the project unfold (in terms of timetables and action plans)?

The task ahead is too all-encompassing to clarify the whole process in relation to finding answers to the basic questions above here. For that reason we will just give a short description of the five most important strategic values and working principles here. These values and working principles influence all of our prioritising and decision-making on a day-to-day basis.

The five strategic values are:

- Sustainability
- Cultural diversity
- Social innovation
- Transparency
- Generosity

Additionally, the secretariat wishes to measure the success of both the work process (from now until autumn 2009) and the product (the event itself in the last week of July 2009) on the following parameters:

- a) a uniqueness criterion
- b) a relevance criterion

Therefore, the way in which we organise ourselves, the way in which we work and the end result should be perceived as being both unique and relevant by the following players at the very least (in no order of priority):

- The paying participants of the World Outgames
- The local/national/regional LGBT community
- Other tourists and guests in Copenhagen during the period of the event
- The population of the city
- City Council members
- Wonderful Copenhagen and the tourist industry
- Sponsors, funders and other contributors
- Local, national and international collaboration partners (small and large)
- The media (national and international)

We are well aware that we have set our sights high in terms of uniqueness and relevance. But that is the nature of the secretariat's ambition – and what drives us in our day-to-day work. All too often we see events that are relevant but, unfortunately, fail to capture the imagination. And similarly, we experience events that are unique but which lack any social relevance. Imagine how rewarding would it be to succeed in fulfilling both objectives? Being both unique and relevant at the same time.

On top of that, it is the secretariat's view that the World Outgames 2009 should be perceived as:

1) An important project for reinforcing Copenhagen's identity – because the professional, sporting and cultural content of the World Outgames will help to reinforce Copenhagen's reputation as a cosmopolitan, open, culturally curious and socially aware European city.

and

2 An innovative incubator strategy for Copenhagen - because the World Outgames 2009 will help create lasting value for Copenhagen – even long after the actual event. Examples of this lasting value could be the creation of new jobs, the development of new products or services, improvement in the quality of public spaces (sports and cultural facilities) and last, but not least, new political initiatives on equality – at a local, national and international level.

Thus, all decisions taken on a day-to-day basis, and prioritising, will be measured against:

- the five strategic values,
- the uniqueness/relevance ambition and
- perception of the project as both an identity reinforcement project and an incubator strategy.

At the same time, the clear fundamental values, high level of ambition and consensus on the project's role in society will give rise to a basic common approach among the secretariats' employees.

In other words, even at this early stage in the project's history, the organisation is speaking with "one voice" – without being perceived as being dogmatic. Quite the contrary is true. Because, even though we in the secretariat agree upon the fundamental values, level of ambition and the way in which the World Outgames 2009 should portray itself as a project and an event in the arena of Danish society, the present project team possesses a great degree of unassuming self-insight. This self-insight means, for example, that

- Ambitions should be proportionate to resources (human as well as financial)
- The World Outgames will only be the event we hope it will be if all relevant stakeholders give the event their full backing.

Establishment of a Board of Directors

One of our ambitions is the establishment of a clear set of fundamental values and objectives. Another one is the establishment of a clear organisational structure. Internally, this is already in place. Outwardly, however, we still have a huge challenge ahead – namely, the establishment of a proper Board for the World Outgames 2009 event (and company).

On a purely legal basis, the establishment of a proper Board could be avoided. However, the secretariat finds this inappropriate for several reasons. The most important of these are:

- If any internal conflicts arise which the management team are not able to resolve themselves, there is currently no body of authority to which such conflicts could be referred.
- Without a proper Board, the World Outgames will not live up to the Ministry of Culture's publication "Recommendations for good management of major cultural projects (*Anbefalinger for god ledelse af større kulturprojekter*)", which is based on experiences from the H.C. Andersen project. One of the central recommendations in the publication is, for instance, that it is important to have a politically neutral and professionally committed Board to assure the quality of the project and "challenge" the project management team.
- Finally, a World Outgames 2009 Board will be able to play an active and important role as ambassador for the project.

The secretariat has found sympathetic ears for the above arguments in both Mayor for Culture, Martin Geertsen. and Wonderful Copenhagen's Managing Director, Lars Bernhard Jørgensen.

Further to this backing from both the political team and from Wonderful Copenhagen, the secretariat has commenced the task of identifying relevant candidates for the future World Outgames 2009 Board.

The selection criteria for a suitable Board include:

- Insight into the professional disciplines involved in the project (sport, culture and human rights)
 - Insight into the project's target group (the LGBT community)
 - Insight into and knowledge of the relevant legal and financial obstacles
 - Access to the relevant networks (political, media and financial)
- And not least:
- Understanding and support of the project's overall objectives, fundamental values and level of ambition.

At the present time – August 2007 – we are looking at a Board with potentially 7 or 9 members. We are working hard to have the Board in place by the end of October at the latest (preferably earlier!).

As things stand, only Ole Udsholt, GLISA Board member, is certain to be on the future World Outgames 2009 Board.

Relationship with the project owners in the "Bermuda Triangle"

As previously mentioned, the World Outgames project has three primary project owners:

- Copenhagen City Council (with Mayor of Culture Martin Geertsen at the helm)
- Wonderful Copenhagen (led by CFO Trine Fromberg)
- The local and international LGBT community (in the first instance, led by Pan Idræt and GLISA (Gay Lesbian International Sports Association) respectively. Looking a little further ahead, the above will be joined by the recently established Salon group. (See later in this document and the Appendix: Terms of Reference for the Salon group and List of Members).

All three players have a special relationship with the World Outgames project. The politicians - because they have granted 20 million DKK to the event. Wonderful Copenhagen - because they formally own the company that will carry the project through, and the local and international LGBT community - Pan Idræt and GLISA - because the World Outgames was originally their idea and concept.

On a day-to-day basis, the secretariat refers to the aforementioned three project owners as the "Bermuda Triangle". They are so-called because, just as with the real Bermuda Triangle, from time to time it can be somewhat difficult to navigate the widely diverging expectations and success criteria that each of the three primary "stakeholders" has for the World Outgames project.

Another reason is the secretariat's recommendation for the establishment of an independent Board that can protect the project if it comes up against stormy weather in the shape of the media and politicians.

Regardless of whether or not an independent Board is established, an efficient consultation structure has already been established with Mayor of Culture Martin Geertsen and Wonderful Copenhagen. In other words, the secretariat regularly (every second or third month) prepares and submits a status report to both the Mayor of Culture and Wonderful Copenhagen.

At the beginning of June, a formal hearing panel was established, namely the Salon group, whose members represent the most well organised players on the Copenhagen gay scene. These players include LBL (Danish National Association of Gays and Lesbians), Copenhagen Gay Lesbian Filmfestival and Copenhagen Gay Life. In the future, the secretariat will have the same level of consultation with the Salon group that they presently have with the City Council and Wonderful Copenhagen.

By doing this, a formal information-sharing and hearings structure has now been incorporated into the three most important parties involved in the World Outgames. Hopefully, this also means that we will be able to avoid unnecessary conflicts and misunderstandings in the future. It often happens that most conflicts arise as a result of a lack of, or inaccurate information.

Besides Copenhagen City Hall, Wonderful Copenhagen and the Salon group, the secretariat has also focused on clarifying the relationship – and by extension, mutual expectations - between the Board of GLISA (as owners of the World Outgames event), EGLSF (European Gay Lesbian Sports Federation), Barcelona/Eurogames 2008 and not least, our closest competitor the Gay Games, taking place in Cologne in 2010.

Additionally, relevant mainstream collaboration partners have been identified for all three programme pillars – sport, culture and human rights (see later). This means that six months into the planning process, an organisational structure is in place for the World Outgames project, the foundations of which consist of significant mainstream collaboration partners and significant collaboration partners within the LGBT community.

The cultural field of tension between the LGBT community on the one hand and the mainstream community on the other provides a pretty safe guarantee for both the necessary development and dynamics, stability and embedment.

Developing the programme - sport, culture and the conference

In parallel with building the infrastructure for the World Games 2009 (employment of the secretariat, fitting-up the office premises in Farvergade, clarifying the organisational structure etc.), the two men in charge of the programme – Tommy Kristoffersen and Michael Stensgaard - are already well ahead with preparing the basic concept and content of the three programme pillars: sport, culture and human rights. (See Appendix: Scenario).

For good reason, the focus right now is on preparing the solid "groundwork" with regard to planning the programme within the aforementioned three pillars. But this also means that as soon as a viable basic programme has been established, we can start developing some of the more surprising elements in the programme. This is because the secretariat has always believed that we first need to take care of the relevance criterion and then focus on the uniqueness criterion.

With regard to the sports element we have now reached the point where we are able to offer around 35 different sports during the World Outgames in 2009. The criteria for deciding whether or not a sport should be put on the programme include:

- Is there enough interest for the sport? Will sufficient numbers enter?
- Are there suitable facilities for holding the sport in Copenhagen?
- How expensive will it be to hold the sport in question?
- Are there local, national or international collaboration partners who are willing to take/share responsibility for executing the programme in question?

As with the sports element, work is well underway on developing and describing the cultural programme. The cultural programme consists of three main elements:

- A participant-paid cultural programme consisting of a number of different festivals, for instance within the fields of film, singing and dance.
- Exhibitions, shows, concerts etc. in several of the city's cultural institutes (with an admission fee)
- A programme of free cultural events with activities in the city's squares and open spaces

With regard to the free cultural programme, an ambitious Out Cities programme has been developed (See Appendix: Out Cities 2009 project description). This sub-project of the World Outgames can only be realised if there is sufficient political and financial backing for it. This is because the Out-Cities project is additional to the main programme that has already been outlined and fulfils the terms of the contract that Copenhagen has previously entered with GLISA.

As regards the human rights conference, both the themes and the structure are now in place. In other words, the overall requirements and expectations of the conference programme have already been agreed upon with the relevant collaboration partners.

Furthermore, the organisational structure is also in place. This is partly down to the two Co-Presidents – one female and one male – and partly down to an international panel of experts (the International Advisory Group (IAG)) whose task it is to assure the quality and breadth of the conference programme – and ensure it has political clout. (See Appendix: "Conference Sheet May 2007" and "IAG final list")

Most of the facilities for the sports, cultural and human rights programmes have been found – and equally importantly, found to be suitable. However, the secretariat has to keep a particularly close eye on the physical framework for holding the World Outgames swimming programme. But until it is proven otherwise, the secretariat anticipates that Copenhagen City Council will honour its promise that the swimming facilities at Bellahøj will be ready for summer 2009. If they aren't, we will be faced with a critical facilities problem.

For now, the secretariat has downgraded development of the opening and closing ceremonies. However, work on developing the concept will start during the autumn of this year. However, we can already tell you that our preference is for the opening and closing ceremonies to be held in public spaces, as opposed to stadium-based events.

On the whole, as many activities as possible will be held in the city's many and varied public spaces in order to ensure that the World Outgames really make their presence felt on the Copenhagen cityscape during the last week of July 2009, and in turn involve as many local citizens and tourists as possible in the event.

Outreach strategy

The World Outgames is, as the name suggests, a global event. They are, in any case, intended to be a global event. However, in reality we must be prepared for the fact that the majority of paying participants will come from the following geographical regions of the world – in prioritised order:

- Scandinavia
- The rest of (western) Europe
- North America
- Australia

But it is of paramount importance to the secretariat to make a special effort to attract participants from the following high priority geographical areas - in as far as current financial constraints will allow. In order of priority:

- Eastern European countries (plus Russia)
- The Southern Hemisphere (Africa, Asia and South America)

This means that both in terms of the programme (and particularly the conference) and the geographical distribution of where the participants come from, we will do everything in our power to ensure that, in the first instance, Eastern Europe and then the Southern Hemisphere receive “preferential treatment” with regard to participating in the World Outgames 2009.

Therefore, in the first instance we will “allocate” x-number of free tickets to participants from the aforementioned areas of the world. It goes without saying that this will only happen if these participants meet the criteria laid down by the secretariat in partnership with GLISA and EGLSF for instance, who have a wealth of experience in this field. For instance, the criteria may include such things as financial circumstances, gender, age and handicap etc. (See Appendix: “Concept for the Outreach Program”).

But besides aiming for a more equal distribution of participants from all corners of the world, the global ambition behind the World Outgames must also be evident in the programme content and its strategic partnerships.

A good example of this is the prioritisation of the conference’s “International Advisory Group”. Partly, because all of the world’s most important geographical and cultural areas are represented in the panel of experts but also because there is a majority of women in the panel. We are particularly happy about the latter since women generally, and lesbians in particular, are often under-represented when it comes to this type of thing.

The secretariat has agreed with GLISA and EGLSF that, during the course of the autumn, we will jointly draw up both the selection criteria for eligibility for the Outreach programme and decide who will carry out the necessary screening of individual applicants.

The experience of Montreal shows that allocation of responsibility for the latter – screening of applicants - is especially important. Administration and organising travel and visas for applicants to the Outreach programme alone took the equivalent of nearly two full man-years.

Finance, funding and sponsorship

As previously mentioned, the World Outgames 2009 is operating with a total budget of 60 million Danish kroner. Of this total, the City Council has already granted 20 million kroner. Making a reasonable assumption that around 8000 paying participants will come to the event, and they will pay a total of around 10 million kroner in participation fees, that still leaves a total of 30 million kroner that needs to be found to balance the books. (See Appendix: Budget).

It is the secretariat's view that if these financial resources are not forthcoming then the ambitions for the programme should and must (constantly) be adjusted to stay within actual financial constraints. That is why some clear financial mileposts have already been defined for the project's timetable and action plan.

Ultimately, it will be up to World Outgames Board (if such a Board is established) and also the two consultation groups - the political consultation group in City Hall and Wonderful Copenhagen consultation group respectively - to assess how long we dare keep "a cool head" with regard to the financing of project before starting to panic.

This is because projects like the World Outgames 2009 have almost an inherent financial resource dynamic with major sponsorships and contributions of funds only being secured during the final quarter of the project period. However, often binding contracts have to be signed with a large number of sub-contractors long before that stage is reached.

The secretariat has chosen a strategy called "crucial last-minute decisions". In other words, how long can we postpone making a final decision without overstepping the crucial basis for decision-making.

In every way, the whole financial challenge is delicately balanced. Firstly, we must be able to defend our decisions to our strategic collaboration partners. Secondly, we have to balance ambitions with resources available. And thirdly, we will only have access to the necessary resources if we are ambitious and willing to take risks.

At the moment, we are basing our financial controls on the 2nd phase of the budget. As early as September this year we will have drawn up the 3rd phase of the budget and this will be our final budget up to when the World Outgames actually take place in 2009.

Naturally, there will be a degree of divergence from the budget between now and July 2009. However, when there is divergence - positive and negative - this will have to be explained and substantiated, and responsibility will have to be apportioned somewhere down the line.

Divergence from the budget may also have ramifications for other budget items, and may mean that finances do not allow for the accomplishment of other elements of the programme, or require them to be cut.

Therefore, it requires strict financial control of all income and expenditure over the next 3 years. Per Hermansen has been allocated this responsibility.

As previously mentioned, we need to find 30 million kroner in:

- direct financial sponsorships (national and international)
- material sponsorships
- public funding and funding pools (national and supranational)
- private funding
- potentially increasing our own sources of income

It is still too early to assess (August 2007) whether this financial target figure is realistic or not.

Communication and marketing

In tandem with the tight financial constraints under which the World Outgames 2009 have to be held, the secretariat has assessed that the project's communication and marketing strategy will be best served by basing it on two parallel strategies:

- A web-based strategy (a dynamic website).
- An editorial strategy (as much editorial coverage in the written and electronic media as possible).

This is because we already have to face the fact that the financial resources will not be sufficient to have a traditional marketing strategy entailing advertising and PR campaigns. On the other hand, we have been extremely quick off the mark at clarifying how Wonderful Copenhagen and VisitDK can play an active role in increasing the visibility of the World Outgames 2009 and Copenhagen as host city.

The World Outgames will try to capitalise on a few, but strategically selected international LGBT events over the next couple of years. For example, next year's Eurogames in Barcelona, and Stockholm Pride and Manchester Pride in 2008. But we are also discussing whether or not we, as an organisation, have a duty to be present at the Prides in Moscow, Warsaw and Riga next year, for political reasons.

Gerry Hail, who took over Sune Prahls' role as communications and marketing manager for the project in June, has already made a positive contribution to the whole debate of how we best can spread the good word about the World Outgames 2009. (See Appendix: Communications strategy paper)

In particular, he has achieved this by "framing" the whole World Outgames event in Copenhagen around the following historical references and pivotal events:

- The Stonewall riots in New York in 1969 when the patrons of a local gay bar ejected police onto the street because they were sick of them raiding the bar. This historic event is, by many, regarded as the start of the modern gay rights movement. (See Appendix: Stonewall article).
- The Partnership Law in Denmark in 1989, whereby Denmark became the first country in the world to accept same sex partnerships.

These two historic events will be important sub-elements of the message we would like the World Outgames 2009 to send out to the world at large: That the World Outgames 2009 is also a celebration of the 40th anniversary of Stonewall and the 20th anniversary of the world's first gay partnership laws.

Undoubtedly, the connection between Stonewall and the World Outgames will generate much-needed publicity in the American (media) market. But any publicity is good publicity as far as the USA is concerned since, on the whole, American participants were conspicuous by their absence in Montreal. The reason was/is that gay organisations and media in the USA tend to back the Gay Games – and NOT the World Outgames.

Parallel to our own initiatives – development of a website for the project, newsletters, targeted media coverage and a presence at relevant, major LGBT events – the World Outgames has also entered a collaboration contract with the PR agency, Primetime.

The collaboration contract with Primetime will include consultation services relating to the development of a national press strategy and a crisis handling strategy, in the event that such a situation arises here in Denmark.

Finally, it should be noted that at the end of the recent Eurogames 2007 in Antwerp, the secretariat carried out a mini needs and identity survey of the potential target group for the World Outgames 2009. Barely 400 Eurogames participants completed the questionnaire that we took along. (See Appendix: Survey).

The results of the survey are not yet known. However, we do already know that it will give a balanced picture of who the World Outgames 2009's target group is in terms of age, sex, income level, and cultural and political interests. And not least, the kind of things that interest them when it comes to events such as the Eurogames and World Outgames.

The questionnaire will also be made available on our new website, thereby giving us an even clearer picture of the target groups and participants of the World Outgames 2009.

The most important strategic partners

The collaboration agreement with Primetime is a good example of the many solid mainstream collaboration partners that are already involved in making the World Outgames 2009 a reality.

The secretariat's ambition was, and is that all three programme pillars have both one or more mainstream collaboration partners and one or more grass roots LGBT collaboration partners. Now, six months after the establishment of the secretariat, this ambition has, on the whole, been fulfilled.

Below, there is a short list of the collaboration partners we have so far either entered into agreements with or are in sufficiently serious dialogue with that the organisations or companies involved warrant a mention in this document.

However, it should be stressed that the list of collaboration partners is not yet set in stone. More may be added, and equally, over time, some of the collaboration partners mentioned in this document may not ultimately be involved in the World Outgames 2009. Therefore, the list is more to give an idea of the kind of dynamic that has been created between mainstream organisations and the LGBT community.

The sports programme includes the involvement of the following collaboration partners:

Mainstream:

- DIF
- DGI
- A number of mainstream unions and associations

LGBT-related:

- Pan Idræt
- Danish Delight
- EGLSF
- GLISA

The cultural programme includes the involvement of the following collaboration partners:

Mainstream:

- Danmarks Radio Choir and Orchestra
- Copenhagen's International Theatre
- Photographic Centre
- The Dance Stage (*Dansescenen*)
- The Museum of Copenhagen
- Nikolaj Conetemporary Art Centre
- Copenhagen Fashion Institute (Fashion Week)
- Tango del Norte
- Krogerup Højskole
- Roskilde Festival

LGBT-related:

- Copenhagen Gay Lesbian Film Festival

- Copenhagen Gay Men's Choir
- Scandinavian Leathermen
- The Women's Network group

The conference programme includes the involvement of the following collaboration partners:

Mainstream:

- IBM
- Danmarks Radio (In-house and logistics partner)
- The Human Rights Institute (Programme)

LGBT-related:

- The Danish National Association of Gays and Lesbians (LBL)
- International Gay Lesbian Association (ILGA)
- European Gay Lesbian Sports Federation (EGLSF)
- Gay Lesbian International Sport Association (GLISA)
- International Gay Lesbian Human Rights Commission (IGLHRC)
- International Gay Lesbian Youth Organisation (IGLYO)
- Human Rights Watch International
- ARC International
- Sexual minorities Uganda (SMUG)

Other strategic collaboration partnerships include:

- Politiken (newspaper) (media cooperation)
- SAS (official carrier)

It is worth mentioning that no contact has yet been made with neither any major Nordic nor international companies (with the exception of IBM and SAS). However, this situation will change in the autumn of this year and the spring of next year.

In this regard, it is important to emphasise that it has been a conscious choice not to contact a number of relevant international companies and organisations – which incidentally, we have already identified - before we have our own house completely in order. By this we mean that we have chosen to focus on creating a solid local/national foundation/sense of ownership for the project first, and then we will turn our attention to the wider world outside Denmark.



Documentation, reflection and evaluation

Even at this early stage, the secretariat is keen to establish both an internal and external reflection and evaluation strategy, and identify which external evaluation support frameworks the World Outgames 2009 needs.

During the spring of this year we have made contact with, for instance:

- Copenhagen Business School
- The University of Southern Denmark in Odense
- The Sports Analysis Institute
- Wonderful Copenhagen's information/documentation department
- European Centre for Experience Economy in Amsterdam

Following these initial discussions we decided to work further with the European Centre for Experience Economy in Amsterdam. However, we expect that at least one further Danish academic partner will be involved in developing and designing the evaluation model for the World Outgames.

But before we can start on the evaluation project, the following elements, among other things, need to be clarified:

Content:

- How do you set target figures for the project's five strategic values?
- How do you measure the level of uniqueness and relevance of a project?
- How do you measure the quality and value of:
 - a) The World Outgames 2009 as a strategy for reinforcing identity? (from the moment that new policies are adopted that help Copenhagen develop its reputation as a tolerant city to changing the attitudes of its inhabitants)
 - b) The World Outgames 2009 as an incubator-strategy?

Organisation

- How do you ensure that the necessary data is being gathered on a continual basis and in which form should it be (text, pictures, film etc.)?
- Which forms of data can the secretariat itself gather?
- How do you avoid the evaluation process becoming another work pressure for the secretariat's employees (who are already under pressure from having to perform so many tasks with so few resources)?
- How do you ensure legitimacy and objectivity in data collection and processing?

Form:

- How should reflection and evaluation efforts be communicated (reports, books, films, CD-Roms, online versions, conferences, workshops, articles in selected (international) trade journals)?

Finance:

- If we ourselves do not have the financial resources for evaluating the project, who else might be interested in getting involved as an evaluation partner?

Timetable and action plan:

- How little is enough? Which evaluation and reflection frameworks will carry the project through?
- And when should certain things happen? Which timetables are necessary and realistic?

The above questions clearly demonstrate that evaluating a project such as the World Outgames is a particularly complex task. But it's also an immensely exciting task, and the result can help temper the current discussion on the social value of a major event like the World Outgames.

But, it remains to be seen whether or not the documentation, reflection and evaluation process in the World Outgames 2009 will be as comprehensive as described above. Once again, this is completely dependent upon the overall financial capacity of the project. Because, even if the secretariat believe that it is crucial that the project is thoroughly documented and evaluated, at the end of the day, it will depend on the external financing the project is able to raise.

However, internally in the organisation, we are trying to continually collect data on, document and reflect on our own performance. This document is part of that process. The task of reflecting on the work of the secretariat also entails major staff seminars (we have already had three over the course of the spring), weekly management meetings and individual employee appraisals.

Parallel to the above thoughts on evaluation, the secretariat has already entered into a binding agreement with documentary filmmakers Bulitt Film and Vibeke Vogel.

Therefore, Vibeke Vogel and her colleagues have, by and large, followed the work of the secretariat from day one. The objective is to produce a large-scale international documentary on LGBT life and human rights, based around the World Outgames 2009. Production of this film is being financed by external sources and is expected to be ready in 2010.



Major initiatives and tasks for autumn 2007

Based on the experience gained and concrete results that we, as a secretariat, have achieved over the past six months, we ourselves feel that we are well equipped for the new season starting in the middle of August.

Before going on our summer holidays, the secretariat identified the tasks below as being the most important ones for the next six months. For each individual task, we have indicated the month in which we expect it to be completed.

However, it is important to emphasise that these deadlines are "suggested deadlines". This of course means that there is always the chance of problems and unforeseen challenges cropping up along the way which mean that these deadlines may be subject to change. Therefore, flexibility is important, not least in a project like the World Outgames 2009. Everyday, we are presented with unexpected new obstacles and exciting new opportunities – things that just days earlier none of us could have foreseen.

Besides the specific tasks and sub-results listed, the work of the secretariat will be characterised by all the everyday chores that we have chosen not to highlight in this paper.

You could say that the breakdown of tasks given below is just the tip of the secretariat's job iceberg.

August:

- The first international World Outgames newsletter will be sent out to the 60,000 e-mail addresses that we have been handed down from the Montreal games. Subsequently, a newsletter will be sent out every month.
- Contact will be made with relevant potential members of a future World Outgames 2009 Board.
- Job advertisements will be drawn up for an IT manager, volunteer coordinator and conference coordinator respectively.
- A series of open-house events specifically geared towards the local LGBT community will be organised in tandem with Copenhagen Pride.
- A World Outgames 2009 information meeting will be planned for Ålborg, Århus and Odense and relevant local collaboration partners will be contacted (this is expected to be completed in November).

September:

- World Outgames' new website will go live, thereby replacing the present pages on the Wonderful Copenhagen website.
- Invitations will be sent out for information meetings and visits to the new premises in Farvergade to individual political groups in the City Council.
- The first proper press conference for the World Outgames 2009 will be held, at which we will also unveil the first strategic collaboration partners and sponsors.
- Meetings will be held with relevant ministries on future collaborations. In the first instance, the ministries involved will be the Ministry of Culture, the Danish Ministry of Economic and Business Affairs, the Ministry of Social Affairs, the Ministry for Gender Equality and the Danish Ministry of Foreign Affairs.

- Invitations to visit the secretariat will be sent out to relevant members of all parties in the Danish Parliament.
- The first round of sponsorship talks will be concluded. We will then be able to clarify which sponsorship deals were sealed and which ones were not.
- The collaboration and division of work between World Outgames 2009, Wonderful Copenhagen and VisitDK will be clarified
- The final budget for the World Outgames will be ready.

October:

- The IT manager, volunteer coordinator and conference coordinator will be employed
- The next round of sponsorship talks will commence. This time, the focus will be on international sponsorships.
- A number of targeted applications will be sent out to relevant public and private sources of funding. In particular, in relation to the conference, outreach programme and living conditions surveys.
- The future of the Out-Cities project will be clarified in relation to budget talks with the City Council. If the outcome of these talks is positive, the eight cities selected will be invited to Copenhagen in July 2009. If the outcome is negative, the project will either be downgraded or abandoned.
- The World Outgames Board will be established and a press release will be sent out.
- The working relationship with the Ministry of Foreign Affairs will be clarified.

November:

- The voluntary arm of the World Outgames will be set up and project management training for volunteers will start.
- World Outgames' Board meeting.
- Relevant collaboration partners in Eastern Europe and Russia will be mapped out – and a special Outreach strategy for these specific areas will be drawn up.
- A similar mapping out of collaboration partners will be carried out for the Nordic region (Sweden, Norway and Finland) as well as the Faroe Islands, Iceland and Greenland. After this, we will take stock of how the World Outgames 2009 should proceed in our own "backyard".
- The first meeting of the international panel of experts for the conference will be held in Copenhagen.
- Meeting in New York with relevant North American collaboration partners in the field of media, potential sponsors, interest groups and, not least, the Nordic consulates in New York .
- Potential future cooperation between the World Outgames 2009 and Stonewall Veterans will be clarified. If agreement can be reached on formal strategic cooperation, this will be made public during the meetings in New York.
- Information tours to Ålborg, Århus and Odense.

December:

- The Freedom Team (internationally) and the Love Team (locally) will be made public (this project has not been covered in this document). The two teams will, in the nicest way possible, be ambassadors and spokespersons for the World Outgames in the run up to July 2009.



- The overall framework for the participant-paid programmes in the three programme pillars – sport, culture and the human rights conference – will be ready.
- A status seminar for the secretariat, focusing particularly on evaluation of the sponsorship and funding strategies, will be held: what is working and what is not working? Should certain programme ambitions for World Outgames be downgraded/upgraded as a result of its findings?
- Christmas cards and invitations to the New Year reception/conference will be sent out to friends and close collaboration partners.



Closing comments

As you can see from the above, it has been a productive and particularly focused spring for all of the employees in the World Outgames 2009 secretariat.

Six months in which we have covered the whole classic project start-up process, and in which we have had to reach agreement on all of the most basic, but nevertheless important questions – both big and small, for instance:

- Why did each and every one of us agree to take on this exciting, but hugely complex task in the first place? (none of us had tried this kind of work before!)
- What does the job actual entail? (strengths and weaknesses, opportunities and threats)
- What is the best way of organising ourselves to perform the task optimally? (roles, competences and responsibilities)

And also, more far-reaching questions like:

- Why is there a need for an event like the World Outgames 2009 in the first place? (the project's relevance to society)
- What is the overall objective of the project?
- Which values and success criteria should characterise the project and our work?
- What is the basic concept of the event?

When the secretariat looks back at the initial strategic conception of the event (See the Appendix: Strategy Paper from January 2007) and fast forwards to today, six months later, we see (fortunately) a valuable golden thread running through the whole project. A golden thread spun from the five strategic values: Sustainability, cultural diversity, social innovation, transparency and generosity. We will do everything in our power to ensure that the golden thread only gets stronger – and even more visible – over the next two years.

Of course, in projects like the World Outgames 2009, there is an ever-present risk that we "can't see the wood for the trees". What we mean by this is that the secretariat could become blind to its own mistakes. Or, that there are needs and interests in the wider world that we haven't taken as seriously as we ought to.

That is why, at every meeting we have taken part in the last six months, we have said that the best help we could ever get is if you tell us if there is anything that we are doing wrong, or have forgotten to take into account.

We may not necessarily agree with you. But your honest and constructive opinion on the World Outgames 2009 as a project will be immensely appreciated. And, by extension: How do you think, in all honesty, the employees in the secretariat are coping with the task that we each have taken on in relation to realising the ambitions behind the World Outgames 2009.

So, if anything you have read in this document sets any alarm bells ringing, or you have a good idea or two of your own that might benefit the project, then please send us your thoughts. Or, even better: drop by 10 Farvergade.

We would be delighted to hear your opinion.

Because the World Outgames 2009 will only be the event we all dream it will be if all positive forces give the project their backing and constructive criticism.

Best regards

The secretariat, August 2007

SERIOUS SPORT, SERIOUS CULTURE,
TOTALLY SERIOUS FUN

