IMPACT OF MAJOR EVENTS
Legacy

Presentation by
Kelly Fairweather
CEO
Stellenbosch University Sports Performance Institute

Legacy

becoming a more important aspect of
the major sporting event arena
every day!!
“It would be very unfortunate, if the often exaggerated expenses incurred for the most recent Olympiads, a sizeable part of which represented the construction of permanent buildings, which were moreover unnecessary – temporary structures would fully suffice, and the only consequence is to then encourage use of these permanent buildings by increasing the number of occasions to draw in the crowds – it would be very unfortunate if these expenses were to deter (small) countries from putting themselves forward to host the Olympic Games in the future.”

Pierre de Coubertin, Olympic Review, April 1911

---

Olympic Games Study Commission, July 2003

“As a responsible organisation, the IOC wants to ensure that host cities and their residents are left with the most positive legacy of venues, infrastructure, expertise and experience.”

“The Olympic Games are often a force for positive change and/or infrastructure development in the host city.”
What legacy is

- ensuring that as many sustainable benefits as possible are generated by the event for the host city, region and country
- delivering these benefits **well before, during and long after** the event for all stakeholders and communities
- having a legacy vision and plan to leverage every possible opportunity.

Effective legacy planning and implementation

- 14 Olympic venues developed for 2004
  “now what do we do with them”?  
- no clear increase in sports development or participation
- visitor/tourist numbers static?
- Country did not plan well

Poor legacy planning
The legacy agenda of sustainable benefits

- sporting
- social
- economic
- tourism
- environmental
Sporting legacy – Hard facilities

Event Mode

Legacy Mode

Sporting legacy - Hard
sustainable stadia and facilities

design and construction
business plan
operation and management

24 - 7
7 - 52
Sporting legacy - people

Increased sports participation in the host country at all levels of the continuum from participation to excellence.

This will only happen with integrated working of all key stakeholder organisations, with key developmental programmes in place well before the event.

Best practice examples
Sporting legacy

Vision

‘To create sustainable legacies for athletes, sports development, our host communities, our country and the global Olympic family by hosting an outstanding Olympic and Paralympic Winter Games.’

Playground to Podium
Best practice examples
Sporting legacy

- Ryder Cup 2014
- every youngster under 9 introduced to golf prior to 2009
- Commonwealth Games 2014

Social legacy

- developments embedded with existing projects, schools, agencies and partnerships
- pride, ownership, self-esteem, involvement
- using cultural initiatives to bring disparate communities together
- training and capability building
- empowering local communities
- volunteer programmes embody social legacy.
Best practice examples
Soft social legacy

- ArtsNow
- LiteracyNow
- VolunteersNow

One of the most successful volunteer programmes ever

Social legacy - hard

Physical regeneration

- the development of an area of the City
- avoiding a mismatch between the event facilities and infrastructure requirements and the long term need of the host community.
London 2012 - Olympic Park

Economic legacy

Employment:
- low skills supply issue
- training programmes – employers and employees
- additionality not displacement
- sustainable ventures long past the Event

Business, trade and inward investment:
- spotlight on the city/region
- creating new and improved trade links
- brings public and private sectors together
Tourism legacy

- 1.5 million additional international tourists upto 2006
- generating an additional $2.7 billion in tourism exports
- put the City and Australia ‘on the map’
- pre 1992 Olympics – Barcelona 16th most popular tourist destination in Europe
- 1999 → 3rd most popular
- 2005 → lead City in the short break market.

Tourism legacy

- no doubt one of the biggest and most important sustainable legacy benefits to accrue from major sporting events
- to maximise the opportunities, the planning should commence well in advance of the event
- sports tourism as the catalyst for an integrated tourism offer – reflecting sport, culture, heritage, sea & sand, climate, adventure and eco tourism.
Environmental Legacy

Environmental legacy

- aim that the event should not have a negative impact on the environment?
- let's turn it around – an event must have a positive impact on the environment
- this is not just achieved by short-term palliatives such as one-off greening of the site by ‘Olympic’ Parks
- we need green technology, technical sustainability, financial sustainability
- we need a proactive delivery process with all agencies and stakeholders working together well before and long after the event
- we need well maintained green, safe, public art, inclusive and accessible landscapes.
Legacy – the way forward

- The real value that major sporting events bring to a city, region and country is not just about the event ‘feel good factor’

- Just looking at the event per se, in its own right is a wasted opportunity that cannot justify the investment, time, energy and emotion

- The real opportunity that major events can bring is in delivering sustainable legacy benefits across a wide spectrum.

What best practice examples can we learn from?

- prepare, publish and implement a Legacy Plan

- structure and resource your organisation to enable this to happen in a parallel initiative with event planning and management.
Legacy Plan

- Identify and secure ‘ownership’ and ‘buy-in’ from Government, District Assemblies, business and all stakeholders

- Development action plans and implementation programmes for each of the agreed legacy targets.