

Strategic Sports Events Management

Impacts and Legacies

Session Objectives

1. Define key terms
2. Review the theory – Masterman (2014) chapter 4.
3. Case studies e.g. Manchester, Sheffield, London, Glasgow.

Masterman (2014, p.99):

- **Long-term impacts** from the staging of events are referred to as **legacies**.
- **Medium term impacts** occur after the original event has closed down.
- **Short term impacts** occur during the event and prior to and immediately after the event.

Impacts and Legacies

- Impacts can be **+ve and –ve**;
immediate and long lasting.
- **Strategic planning is vital** to try and manage & control the impacts – especially for any long term impacts.

Categories of Impacts

UK Sport (1999):

1. Winning performances
2. Social/ SD impacts
3. Economic benefits.



Welsh Government (2014):

1. Economic.
2. International Profile and Reputation.
3. Socio-cultural.
4. Statutory policies e.g. equal opportunities, Welsh Language.



Llywodraeth Cymru
Welsh Government

UK Government Perspective:

*“Hosting major events plays a vital role in preparing our athletes for **international success**, enhancing the **economic impact** of sport and providing a platform for **inspiring those that experience them**”.*

HM Government (2015) Sporting Future: A New Strategy for an Active Nation (p. 48).

Categories of Impacts

Spilling (2000): 1. International awareness. 2. Economic activity. 3. Facilities and infrastructure. 4. Social and cultural opportunities.

Allen *et al.* (2002): 1. Social and Cultural. 2. Physical and Environmental. 3. Political. 4. Tourism and Economic.

Getz (1997): distinguishes between various economic impacts e.g. increased tourism.

Categories of Impacts

Masterman (2014) chapter 4. Several spheres of impact:

1. Land regeneration
2. Facilities and services
3. Social regeneration
4. Political development
5. Cultural development
6. Sports development
7. Environmental development
8. Economic development
9. Tourism.



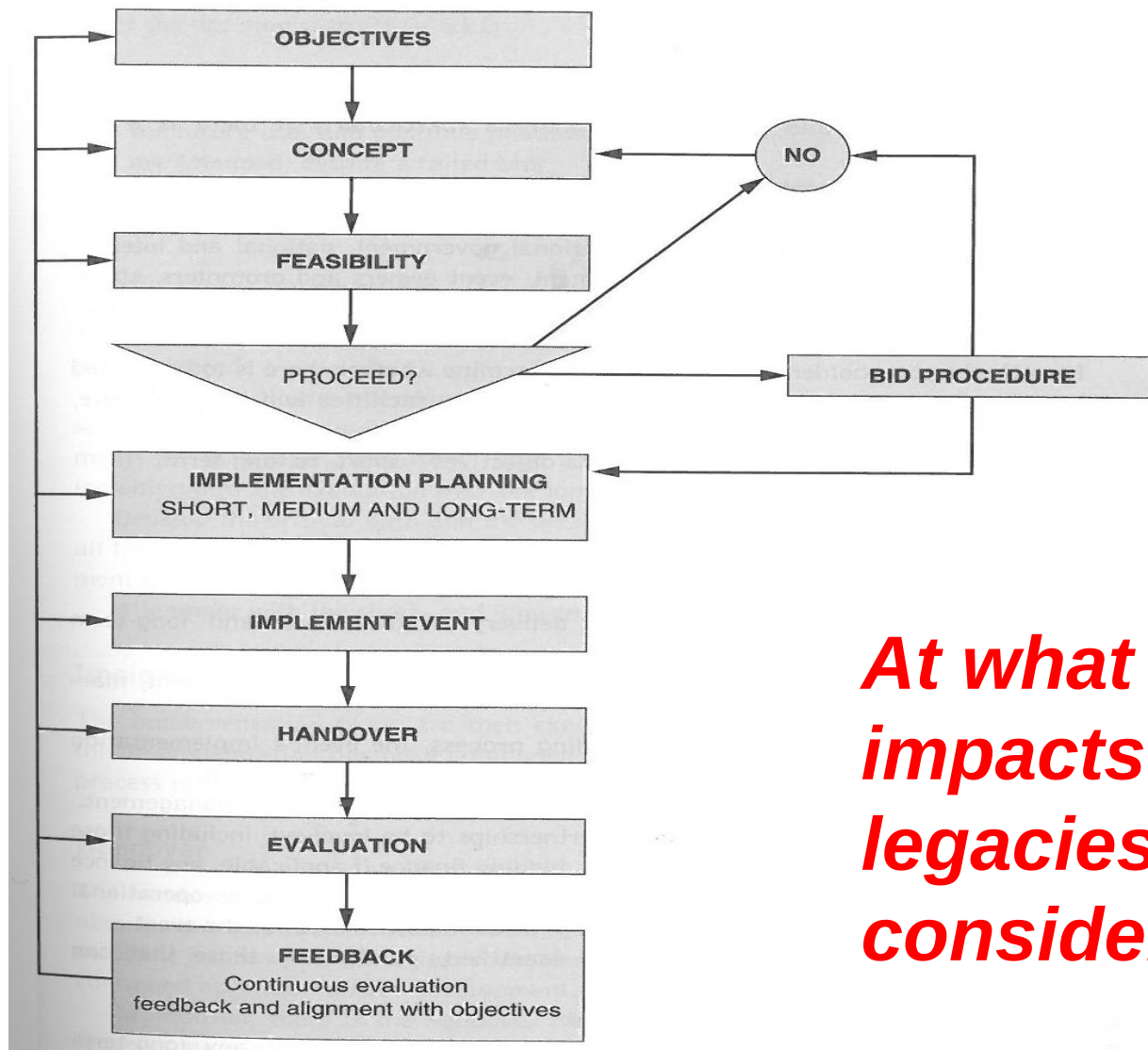
Work in pairs and come up with an example for each category.

Think about London 2012 if your struggling.

10 mins.

Why so much emphasis on impacts and legacies?

1. Claiming potential legacies has been an important **part of gaining public support.**
2. Anticipating a legacy can **help planning** for it.
3. Reviewing if a legacy was achieved can politically **justify holding an event.**
4. Understanding how and why it was achieved can **help future events plan.**



At what point do impacts and legacies need to be considered?









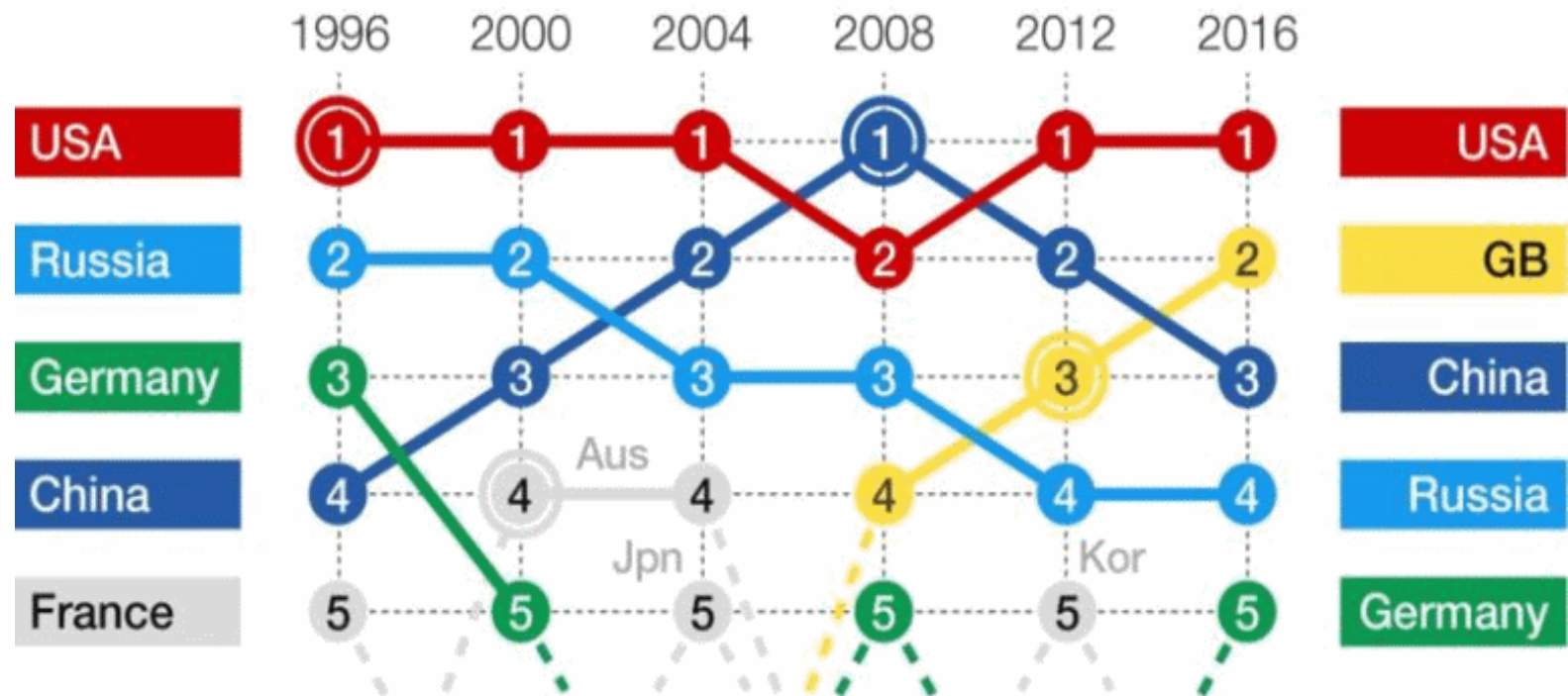




GB → Olympic Powerhouse

Olympic medal table: Top 5 rankings 1996–2016

○ = Host nation



Evidence from Case Studies

Past Olympic Games

Past Commonwealth Games

Past World Student Games

And other major sport events



INTERNATIONAL
OLYMPIC
COMMITTEE

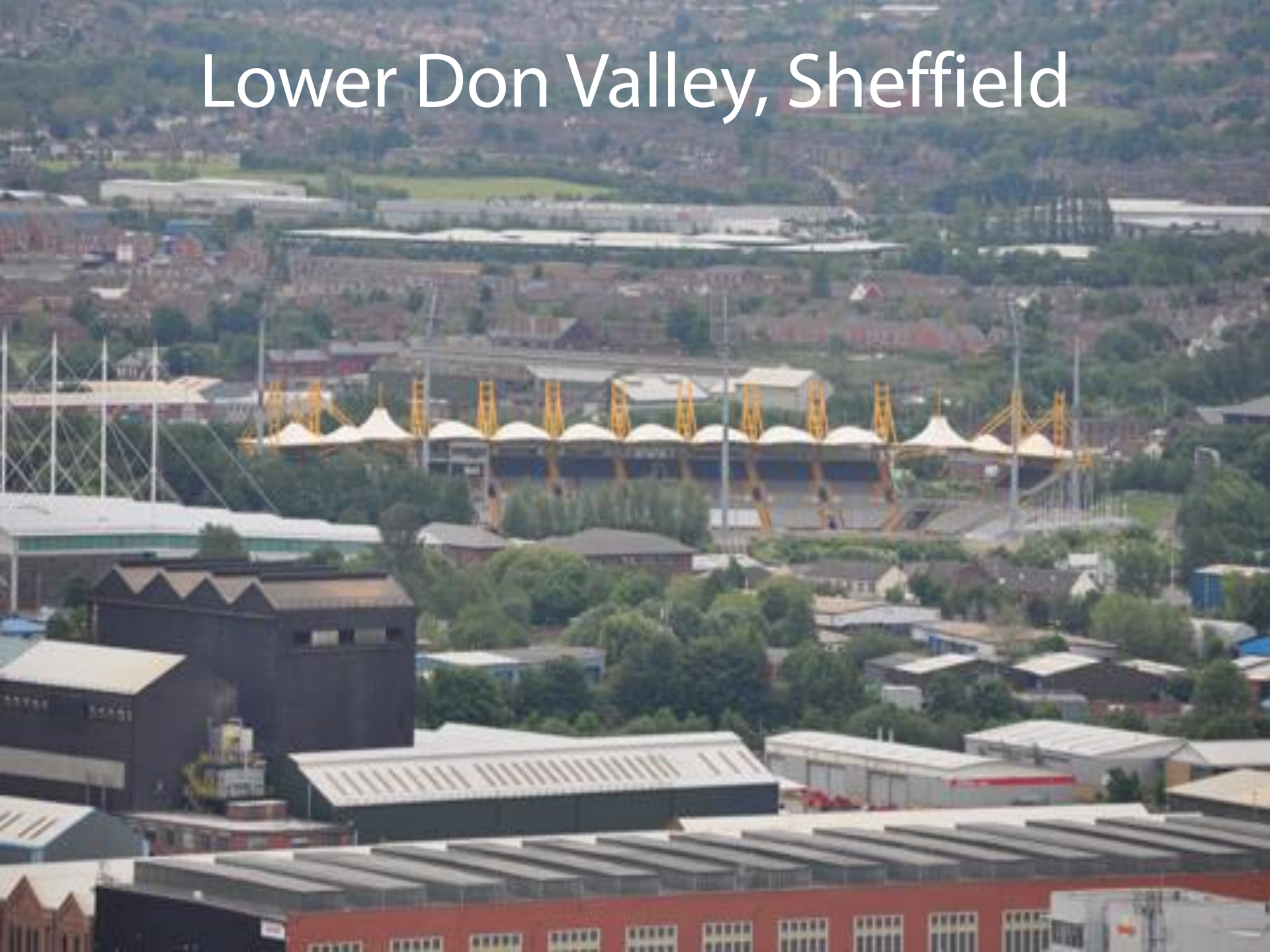
CGF



Land Regeneration

- Incorporating regeneration projects can help to gain community support, as well as political and financial assistance (Hall, 1997, Preuss, 2004).
- Good examples:
 - Atlanta
 - Sydney (Homebush Bay)
 - London (Lee Valley)
 - Manchester (East Manchester)
 - Sheffield (Don Valley)
 - Glasgow (East End)

Lower Don Valley, Sheffield



World Student Games, Sheffield 1991



Retail and Leisure



Manchester City Council recognised that their regeneration objectives could be “best delivered via a sports-led strategy that included the building of major new facilities”, Masterman (2014, p.100)



Regeneration of Derelict Land





Etihad Campus





Glasgow 2014 Athletes Village



Facilities and Services

- Facilities are intended to deliver long term legacies and not become “white elephants.”
- Planners look for 2 types of post event usage from facilities:
 1. Sports/leisure/recreational by the local community. And/or
 2. Staging of further events.

Masterman (2014)



The needs of both the after-use and the users should be considered at the design stage of the facilities and the concept stage of the event planning process Masterman (2014).



European Games - 2018



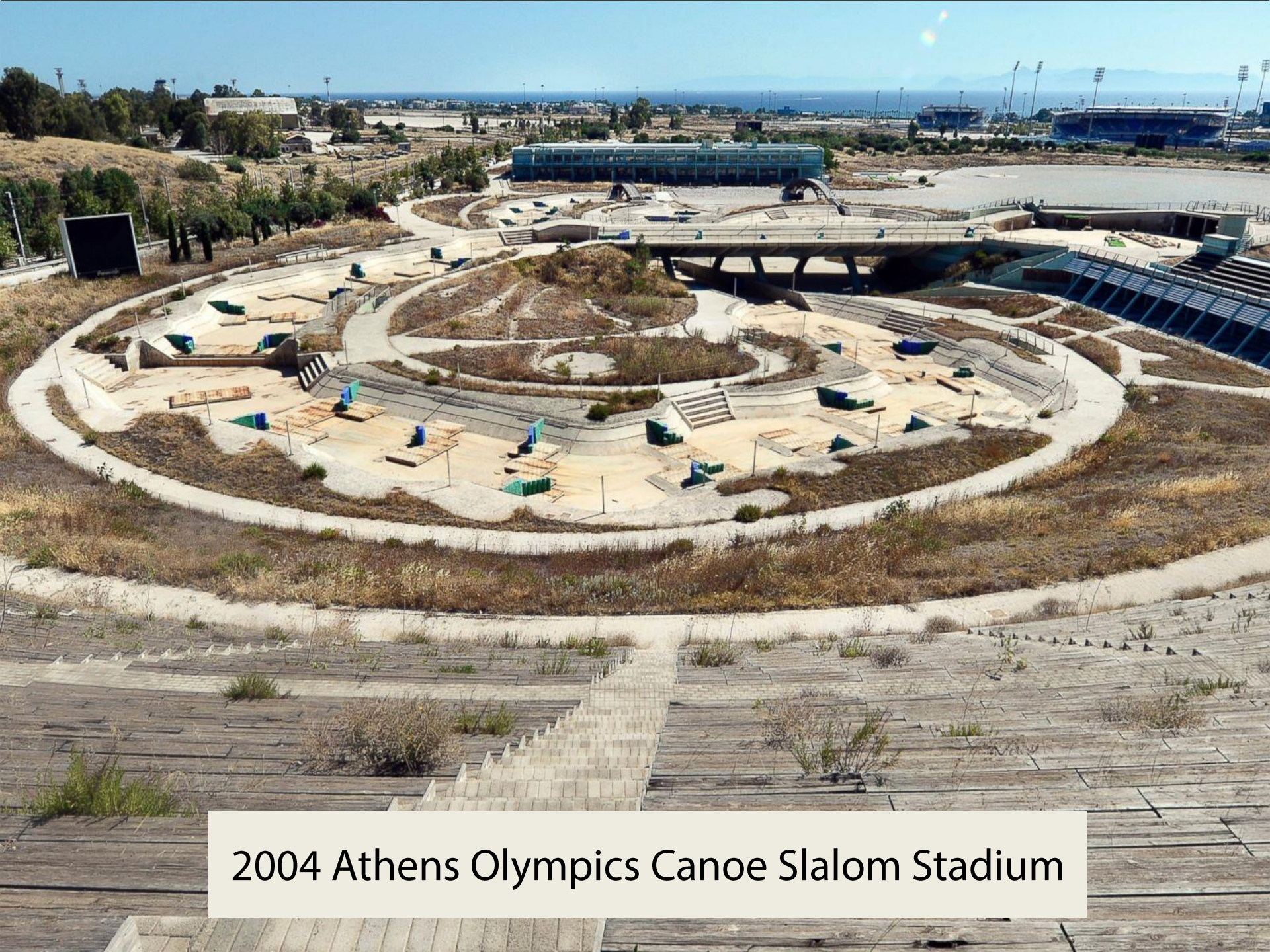
Manchester Velodrome: Open 8am to 10pm. Used by members of public, professional cyclists and home to British Cycling since 1994.

Facilities and Services

- Planners need to guard against **obsolescence**, caused by changes in health and safety standards or changes in sports taste/fashion.
- Isozaki (2001) therefore asserts the **need for adaptability of design**, that will enable change of use over time.
- The IOC does not require host cities to build new facilities, but it does require there to be **long-term after use plans** in place for new facilities (Olympic Review, 2005).
- Manchester and Sheffield City Council's both established in house event management departments to safeguard the event management expertise and use it to help deliver lasting legacies.



2008 Beijing Olympics Softball Stadium



2004 Athens Olympics Canoe Slalom Stadium



London Olympic Stadium





Sainsbury's Anniversary Games



TRAVEL HOTSPOTS ON ROUTES TO CARDIFF ON SATURDAY 3 JUNE 2017

UEFA Champions League Finals and Festival 2017

ROAD travel

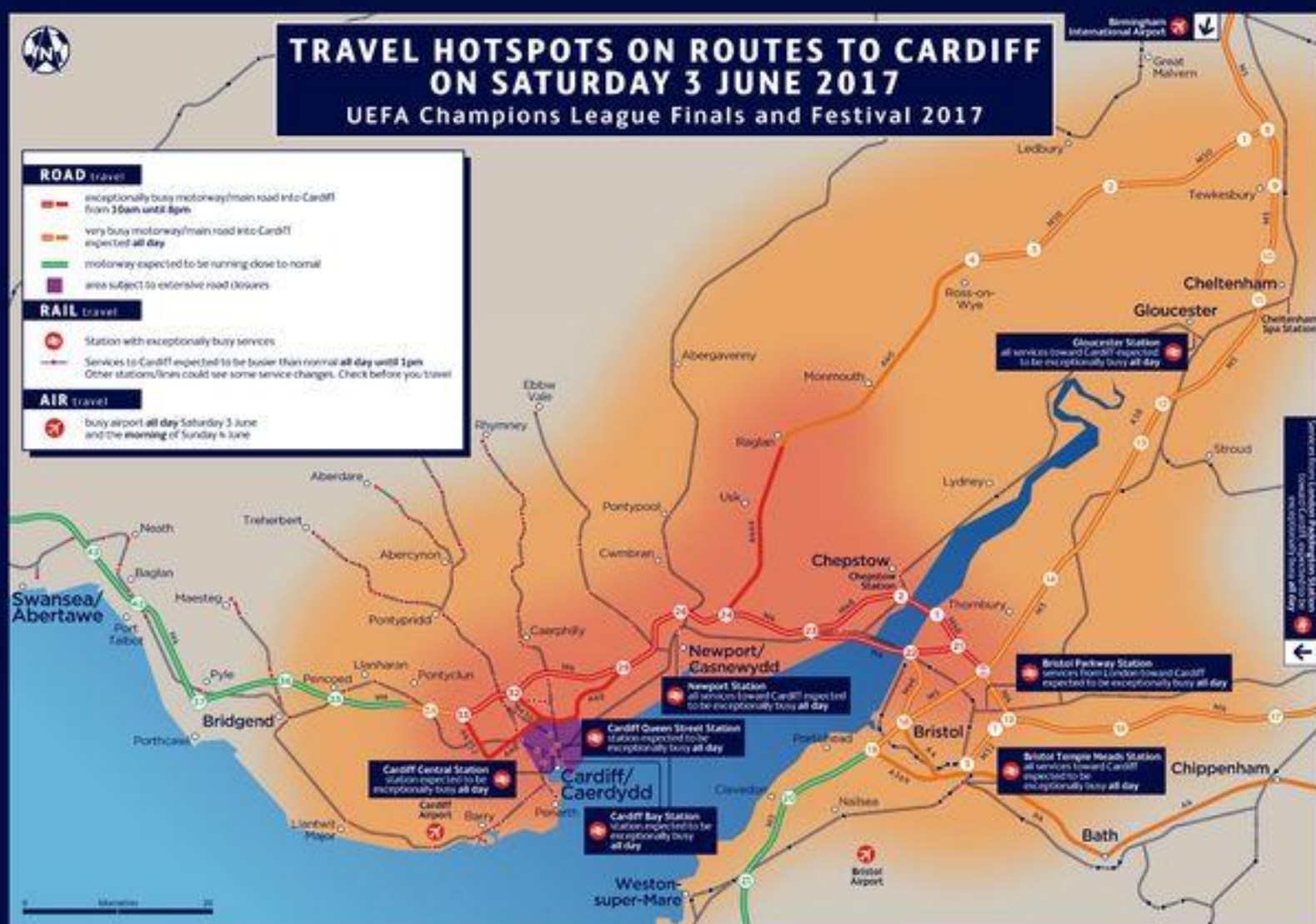
- exceptionally busy motorway/main road into Cardiff from 3.0am until 8pm
- very busy motorway/main road into Cardiff expected all day
- motorway expected to be running close to normal
- area subject to extensive road closures

RAIL travel

- Station with exceptionally busy services
- Services to Cardiff expected to be busier than normal all day until 1pm. Other stations/lines could see some service changes. Check before you travel

AIR travel

- busy airport all day Saturday 3 June and the morning of Sunday 4 June



Facilities and Services contd.

Best practice examples:

- Melbourne Sports Precinct – 1956 Olympics
- Fifa World Cup – Germany 2006: 12 refurbished stadiums; E3.7b investment on motorways.
- London 2012 Velo Park – post Games operator in place at the time of the bid.
- Athens 2004 – 120km of road, new metro system and airport.
- Sportcity Manchester.
- International Stadium, Yokohama, Japan.



Source: Masterman (2014 pp.101-114).

Bad practice / could do better examples:

- Athens 2006 sports facilities e.g. nautical sports complex, beach volleyball.
- Torino Winter Olympics 2006 – no legacy framework for facilities.
- London 2012 – bid document failed to identify the destination of many of the temporary facilities.
- London 2012 stadium.
- Stade de France, 1998 Fifa World Cup, retrospective approach to after-use planning.
- Montreal Olympics 1976 – stadium not completed until 1987; debt paid off in 2007!



Source: Masterman (2014 pp.101-114).



2004 Athens Aquatic Centre (ten years on)



2004 Athens Olympics Beach Volleyball Stadium (ten years on)

London 2012 Stadium

- £280m – original budget
- £574m – build cost
- Initial options: West Ham FC, Leyton Orient FC, Tottenham Hotspur FC, Saracens RFC; and temporary bolted together structure.
- Multi use – football – multi-use.
- March 2013 – West Ham declared new user, £160 million conversion cost.
- Final conversion cost £272m.
- West Ham rent £2.5m p.a. and share of catering income.



Conversion cost contributors:

£148.8m Exchequer
£40m Newham Council
£15m West Ham
£40m original budget
£24m Government
£1m UK Athletics
£3.5m London Marathon CT

Social Regeneration

- Events can provide a new focus for **social activities** and new facilities for local residents to use.
- Improved **cultural identity** for host cities e.g. Barcelona, Athens, Glasgow, Manchester.
- Temporary and permanent **job creation**.
- **Volunteering** – increased social capital.
- Vital that new opportunities are financially with reach of local residents.

(Masterman, 2014)

Political Development

- Improved **profile and prestige** of government at home and abroad.
- Political benefits are **difficult to measure**.
- Economic impact is easier to quantify, which if positive is politically advantageous.
- Political impact can be at **micro and macro levels** (individual and governmental levels).
- Individual politicians and governments typically view them as being of benefit (tourism and investment).

Sports Development

- SD impacts are difficult to measure.
 - IOC and governments are aware of the profile television brings to potential sports participants e.g. “inspire a generation”.
 - Paralympics in Athens raised the profile of disability sport.
 - Take up new and existing facilities in Manchester one year after 2002 Commonwealth Games was 250,000 visits.
 - Ongoing management of further opportunities to watch and play sport requires strategic planning
- (Masterman, 2014).

Environmental Development

- Events now required to “lay down environmental legacies for the host city of the future,” Masterman (2014, p.120).
- Sydney set the benchmark with a comprehensive green approach for the 2000 Olympics.
- Negative env. Impacts include non-disposal of waste and the destruction of habitat.
- Event managers need to ensure that sites and facilities are returned in their original state; and instigate comprehensive clear-up systems.

Research Task - in pairs- 10 minutes

- Find a journal article / broadsheet newspaper article that suggests that the legacy of a large scale sporting event has failed
- Include a direct quote / some statistics and reference correctly
- Use the online Library



Rio 2016's Arena of the Future: 12,000 seat venue, hosted handball and goalball. Designed so that it could be dismantled and rebuilt as four state-run schools in the host city, for 2000 pupils.

Economic Development

- Critically **important for justifying** the investments made.
- Long-term economic benefits from tourism and future use of facilities more important than achieving a surplus from the event itself.
- Economic income forecasts are often the focus of attention when whether to stage an event or not is being debated e.g. Cardiff.

- Short-term economic impact of London 2012 Games was also disappointing, with tourism revenues for 2012 down on previous years.
- Economic legacies are likely to reach fruition only in the long term; some economists argue not until 15-20 years after the event.
- Rose and Spiegel (2011) found that winning countries experience up to 20% growth in their national trade.

Cardiff Commonwealth Games?

Feasibility study findings included:

Cost of all Wales Games option £1.5b.

Cost of SE Wales Games £1.317b

9000-17000 jobs created over 10 years

£870m contribution to the Welsh economy

“The potential economic benefits.....would unlikely be large and may even be zero,” Jonathan Price, WG Chief Economist.

Tourism Development

- Sports events can increase the profile of host cities, and are claimed to be good for attracting tourists.
- Some authors believe that increased tourism is a benefit of events (Getz, 1997), whilst others doubt whether the short term growth levels are sustainable in the long term (Hughes, 1993).
- Strategic planning is key, with pre and post-event strategies.
- Risk of marketing budgets being reduced after the event does need considering.

Q. Can the impact on tourism be measured?

Barcelona 1992 Olympics

Overnight stays (000')

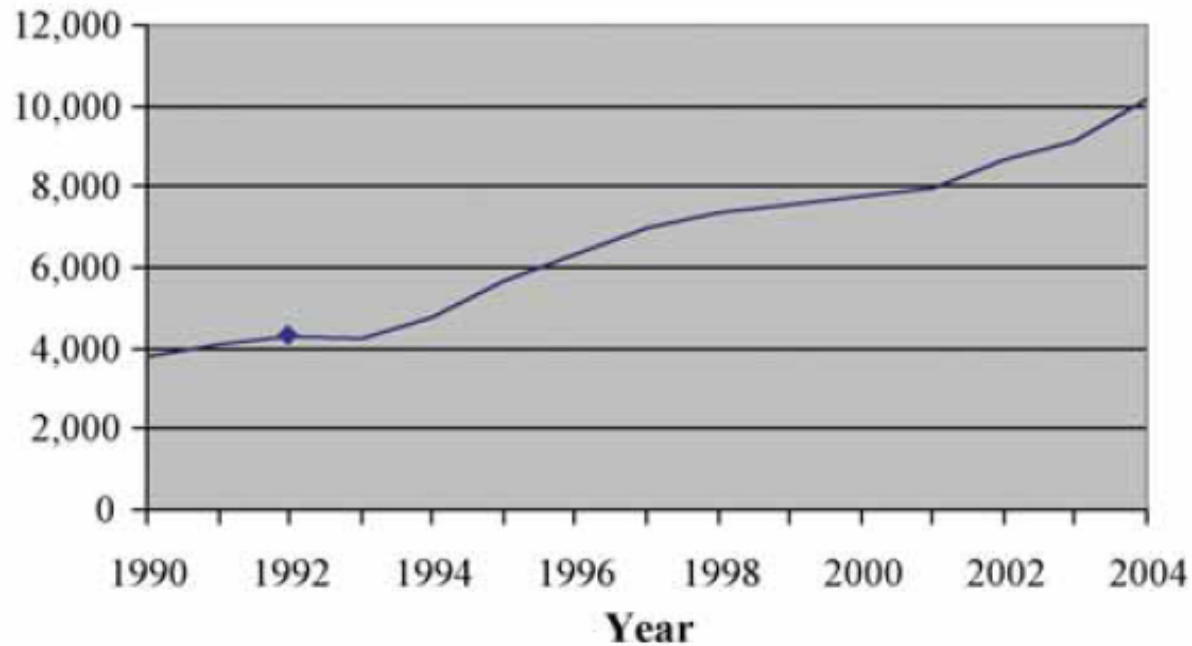


Figure 1. Overnight stays in Barcelona

Source: Visit Scotland (2012)

Legacy tourism benefits of Barcelona Olympics

	1990	2001
Hotel Capacity (beds)	18,567	34,303
Number of tourists	1,732,902	3,378,636
Number of overnights	3,795,522	7,969,496
Average room occupancy	71%	84%
Average stay (days)	2.84	3.17
Tourist by origin		
Spain	51.2%	31.3%
Europe	32%	39.5%
Others (USA, Japan, Latin America)	16.8%	29.2%

Source: Turisme de Barcelona and Sanahuja (2002), retrieved from Gratton *et al.* (2012).

Case Study: Glasgow 2014 Commonwealth Games

Watch these clips below and consider if Cardiff missed a trick by not bidding to host the 2026 Commonwealth Games?

The clip below shows how organisers of the 2014 Games have tried to deliver legacies for local communities:

<https://www.bing.com/videos/search?q=Glasgow+Commonwealth+Games+Legacy&&view=detail&mid=45057EFD749A168558C345057EFD749A168558C3&FORM=VRDGAR>

The BBC news clip below shows a range of stakeholders considering if the Games will be worth the cost in the long run?

<https://www.bbc.co.uk/news/av/uk-28628628/commonwealth-games-was-it-worth-it-for-glasgow>

Any questions?

Thanks a lot.