

Sport Tourism - Benchmarking Commonwealth Games against Glasgow 2014



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Overview

The following paper discusses the 2014 Glasgow Commonwealth Games and the impact it will have on the host community, whilst benchmarking the events framework structure against previous Games, with particular focus on the 2002 Commonwealth Games in Manchester.

Glasgow 2014 Commonwealth Games

On the 9th of November 2007, Glasgow was announced as the host of the 2014 Commonwealth games. This announcement brings promise of many potential benefits to not only Glasgow, but Scotland as well. Like all mega events, the 2014 games are being hailed as a catalyst for change to Glasgow, in particular the east end. The promise of legacies such as increased tourism, urban regeneration of amenities and transport links and social factors such as employment creation and further education, allows Glasgow and Scotland to create sustainable legacies for future generations.

A key area in which Glasgow hopes to address is the East end of the city, which suffers from social deprivation, low quality of living standards and has one of the highest unemployment rates for the whole of Scotland. The games are designed to empower the local communities and create sustainable futures through employment, transport links and improved living conditions and standards through urban regeneration as well as promoting healthy living through the games itself and the sporting facilities left behind.

Glasgow 2014 Legacy Framework

With Glasgow 2014 fast approaching, the possibilities available to the city are endless. With promise of addressing many social and environmental factors which affect the city and its population. The use of the games will enable Glasgow to create legacies for the benefit of the host city and for many generations to come.

Before Glasgow was chosen as the host city, a legacy framework was constructed to help aid the bidding process thus creating an image of an improved city from hosting the event. This framework identifies 12 legacies in which they hope to achieve which are;



The aim is that this framework will impact on the host community socially, economically and environmentally to provide Glasgow and Scotland with a platform to dramatically enhance the livelihood of its residents and promote Glasgow and Scotland as a world class destination (www.glasgow.gov.uk). However, a number of external factors could affect these legacy plans at any time. Social, Economic, Environmental and Political factors could trigger a number of reactions, which could in turn disrupt plans made to enhance Glasgow's citizens and promotion of the city as a world class destination.

Benchmarking Glasgow

In order for the games to be a success, it is crucial for Glasgow to learn from past sporting mega events to address any possible pitfalls that may affect the cities hopes of legacy prosperity and success. This will be done by reviewing previous Commonwealth hosts; Manchester, Melbourne and Delhi.

Manchester Commonwealth Games 2002

It is widely recognised that the Manchester Commonwealth games of 2002 was a hugely successful event, which acted as a catalyst for generating a number of economic, social and other benefits to Manchester and the Northwest of England. Regeneration was a key goal from the games as the city secured over £600 million of public and private investment for East Manchester. This investment coupled with the event helped to improve the image of the region thus encouraging more visitors and investment to the region, which in turn provides more opportunities for social and economic benefit (www.rics.org).

A study by the Northwest Development Agency (NWDA) and the Northwest Cultural Consortium (NWCC) found that the key feature for the success of the games was due to the integration of the games event infrastructure with the strategic framework for the east end of the city's regeneration. This is a key goal of the Glasgow City Council and Commonwealth team as they aim to ensure that investment is allocated and developed for the best possible outcome for the local communities involved.

Many of Glasgow's proposed legacy outcomes can be identified from Manchester's success, which achieved many of these outcomes and continue to be sustainable and beneficial to the city. The Manchester games created over 20,000 jobs for the local community. The success of the games has generated plans for other major developments within the East Manchester area, which will create an additional 100,000 jobs. Glasgow's Legacy Framework projects that the 2014 games will generate around 1000 jobs through construction of venues, re-development of the area and general operations. Employment within these sectors will be supported by the Commonwealth Apprenticeship Initiative. This will provide 2009 school leavers from 16-19 with the opportunities and skill set to not only gain employment before and during the event, but equip them with a skill set for future employment.

Investment in the region was highly visible with the games generating around £600 million from public and private investment in the Northwest and a total of £2 billion is expected by 2019. Further to this, plans of retail, hotel, casino and housing developments have been planned for the area, creating sustainable employment and economic growth for the area. The Clyde Gateway Urban Regeneration Company Project around £1 billion of private sector investment for a 25 year period after the event has taken place. This organisation look to provide opportunities of investment to the East End of Glasgow by funding the creation of the Athlete's Village, National Indoor Sports Arena and the Velodrome. One key project that aims to stimulate the area is the East End Regeneration Route, which will connect the M74 to the M8/M80. This will provide more traffic towards the area and stimulate land value, which will increase the potential for further private investment for the area.

Sport Tourism has been an integral legacy of the Manchester Games as they did not only achieve a slight increase in sport participation, but provided world class sporting facilities for the community. This includes the City of Manchester Stadium, amongst many other amenities. The Stadium now acts the permanent home of Manchester City Football Club. As stated previously, Glasgow East End and surrounding areas will inherit many sporting amenities from hosting the event, such as; the National Indoor Sports Arena, the Tollcross Aquatic Centre and the Velodrome. These facilities will hopefully act as a catalyst for the promotion of healthy living and sport participation to the local community and the younger generations, helping to tackle growing health concerns of Scotland.

Finally, the games in Manchester provided opportunity of investment for major transport links such as Metrolink and publicised benefits of using public transport as well as Park and Ride systems. Further to this, a new rail station, improved public transport links with the airport and the expansion of the M60 motorway route. Glasgow will introduce the 'Core Route Network' to the city centre, which will create 20km of dedicated lanes within the city that will only be used to transport athletes via minibus or coach. With the games discouraging the use of private travel to the games, this will promote the use of public transport such as buses and trains. After the event has taken place, Glasgow will have inherited an improved public transport system as the much of the 'Core Route Network' will become designated bus lanes, enhancing and prioritising public transport within the city. Further to this, permanent improvements to the city include; new bus shelters, improved information and signage along the route, improved public safety through additional CCTV, smooth flow of traffic following evaluation and changes to traffic light phasing and reduced pressure on "pinch point" junctions (www.scribd.com).

Melbourne Commonwealth Games 2006

Although it is still very early to identify the key legacies of the event, the Melbourne Commonwealth Games have been viewed as a success for its achievement of legacy goals and positive effect on the local and wider community.

Key legacy targets from the games were based around regeneration projects which involved the redevelopment of suburban sites, which included the construction of the athlete's village, new venues and the redevelopment of other sites within the area. The games were delivered at a lower cost than the previous games in Manchester and it was estimated that 87% of spend on major projects was distributed between local firms, helping to boost the local economy.

Melbourne's strategy was based around social policy and development to provide accessibility, diversity and community participation. This was achieved by providing 200 long term social housing units for the local community, including an old people's home, provided via the athlete's village. Further developments included improvements to local railway stations and road bridges, providing enhanced accessibility links for locals and opportunities for tourism. Local communities also took on the 'adopt a team' initiative, which was developed as a social project to teach locals of the diverse cultures they would be welcoming to their area. Workshops, school projects and events were developed in order to educate locals with their respective team nations.

Overall, the games have been seen as somewhat of a success. Although only modest legacies of regeneration were undertaken compared to other major events, Melbourne has greatly improved its ability and capacity to stage future events. This empowers the city to gain economic legacies from the games by being able to provide. The games also stand as an example of how already established cities can place greater emphasis on socio-economic legacies and less on venue developments (www.rics.org).

Melbourne stands as an exemplary outcome of social and economic regeneration of a city, which Glasgow may look to adopt. Although Glasgow will be redeveloping many amenities and communication links to help support the games, the city already has many outstanding facilities as a foundation. The games will be used as a catalyst for further development in order to support the city's tourism product.

Delhi Commonwealth Games 2010

The key goals of the 2010 Commonwealth Games in Delhi were to increase tourism interest, tourism expenditure, construct facilities for social and economic benefit and create new opportunities for the local communities.

In comparison to previous Commonwealth Games, Delhi suffered a great deal with negative media coverage stemming from a number of issues. Leading up to the games, much media attention was focused on India's struggle to deliver the games on time. Many venues were still 'construction sites' and did not look fit to host a mega event. The event passed with much criticism of health and living conditions for athletes and spectators, with many succumbing to 'Delhi belly' syndrome.

As many games are predicted to bring about social and economic change to the host, Delhi succumbed to pitfalls of over optimism and grandeur, as many of the venues and housing units constructed for the event still lay dormant. Many of the facilities, that were promised for public use such as the Jawaharlal Nehru Stadium (the flagship venue for the games) has remained close since the closing ceremony in October 14th 2010 and is now in the hands of the city's government education department, with no access available to local communities or students (www.theaustralian.com.au).

Much of the media attention was also focused on the 'foul play', which was generated around the event. With overall costs of hosting the event trebled from \$2 billion to \$6 billion, public dissatisfaction has been very vocal as accusations of corruption became more prevalent. With claims of payments to non-existent organisations, delays in contract schedules and over inflated prices for goods and equipment, the games organiser Suresh Kalmadi was questioned by the Central Bureau of Investigation for the abnormalities, along with 9 other officials, whom were all later jailed.

Further to this, safety was also a major topic of discussion with participating nations and athletes as a number of high profile incidents threatened the integrity of the event and its history. Following the Mumbai attacks in 2008, India was viewed by many as an unstable as random attacks continued targeting large public areas such as a cricket stadium in Bangalore and the Jama Masjid incident where tourists were targeted by terrorists in Delhi. This led to many teams voicing security concerns, especially teams from the western world. Withdrawals from key stars would also be detrimental to the games as spectator numbers would be likely to diminish. Subsequently, names like Usain Bolt withdrew from the competition.

Ultimately, Delhi has failed to deliver on several of its key targets. It did however create a sustainable social and economic benefit by developing the civic infrastructure of the city. An improved transport system was developed with metro links, eco-friendly busses and an enhanced road network has made Delhi more accessible (www.thecgf.com).

The example of Delhi is a clear indication to organisers of Glasgow that it is essential that the needs of local communities are considered in high regard when delivering events such as the Commonwealth Games. Although the level of social and economic development between the two cities are polarised, the failings of Delhi are a reminder of how to avoid disappointment and deliver a positive social and economical result for the host city.

Opportunities

The research suggests that a wealth of opportunities will be available to Glasgow by hosting the 2014 Commonwealth Games. Looking over all of the research covered in this document, these are the key opportunities for Scotland:

- From the date of host announcement, Glasgow has become a media topic, which will only grow in stature as the event edges closer. This allows the city to capitalise on this by delivering the games on time and by budget to ensure the best possible portrayal by the media. This in turn will reflect to overseas markets and entice tourists to the city and Scotland.
- The games will bring about development opportunities from both public and private investors to enhance the East End of Glasgow. Increasing land costs and creating a more vibrant and attractive area for both residents and visitors.
- Urban regeneration will allow for change to deprived or derelict areas and provide opportunities for business and employment within and around the East End of Glasgow.
- The games will bring about enhancement of travel networks to handle the influx of domestic and overseas visitors to the city. This in turn will provide Glasgow with an improved public transport network for the local and surrounding communities.
- Development of the M74-M8/M80 link by the 'Clyde Gateway Urban Regeneration Company' will enable greater access to Glasgow from Central and Southern Scotland, which will also create opportunities for private investment to the area.
- The legacy of 'world class' facilities left behind after the games will work with campaigns to raise awareness of healthy living within Glasgow and Scotland with the hope of generating more sport participation by the community.
- Plans to avoid social exclusion have been implemented to ensure that employment and apprenticeships are made available to school leavers from 2009 onwards. This will provide these candidates with a life time skill set and increase their chances of gaining employment after the games.
- Over 1000 jobs will be created from the event through construction, redevelopment and general operations before and during the event.
- By providing a more attractive public transport model, coupled with advertisement of correct waste disposal, environmental legislations can be met through the reduction of carbon footprint and a visually cleaner environment.
- 15,000 volunteers will be needed for the games to operate at its full potential. These volunteers will be at the forefront of delivering the event and be benefactors of employment opportunities post games.
- After the event has come and gone, Glasgow will be left with an Athlete's Village which will comprise of more than 1,440 houses (apartments, terraced, semi-detached and detached). Over 1,100 of these properties will be available to purchase, 300 for social renting housing and a further 120-bed elderly care home.

Final Thoughts

The 2014 Commonwealth Games have the potential to transform Glasgow from an already developed western city to a thriving tourist destination within Scotland. Scrutinous preparation is in place to ensure the event is delivered with ease to portray the city as an attractive destination to Games spectators as well as international television viewers. Although previous games indicate the pro's and con's of hosting a mega event, Glasgow's preparations follow suit with one of the most successful game models, Manchester. With plans to transform the cities East end in to a thriving business district with multiple regeneration plans to introduce social and economic opportunities to the community, civic boosterism and tourism will enhance the city. The success of both the Manchester and Melbourne games indicate how Glasgow may benefit if their tourism framework is followed in fine detail. However, the failings of Delhi ring loud as a reminder to deliver an event which is beneficial for both the city and its local community.

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Appendices

Links

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