



The benefits of large scale events

Delivering an event legacy

Peter Mann

Executive Chairman

pmpLEGACY

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Delivering an event legacy

“Legacy has made it to the very top of the agenda for the IOC. We are looking for operational experience and positive long term benefits. We are proud that legacy is part of our DNA.”

**Christophe Dubi,
Deputy Olympic Games Executive Director
SportAccord 2007**



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Major events are a catalyst for action

uplifting festival of sport and culture



sustainable benefits



The 'win-win' scenario

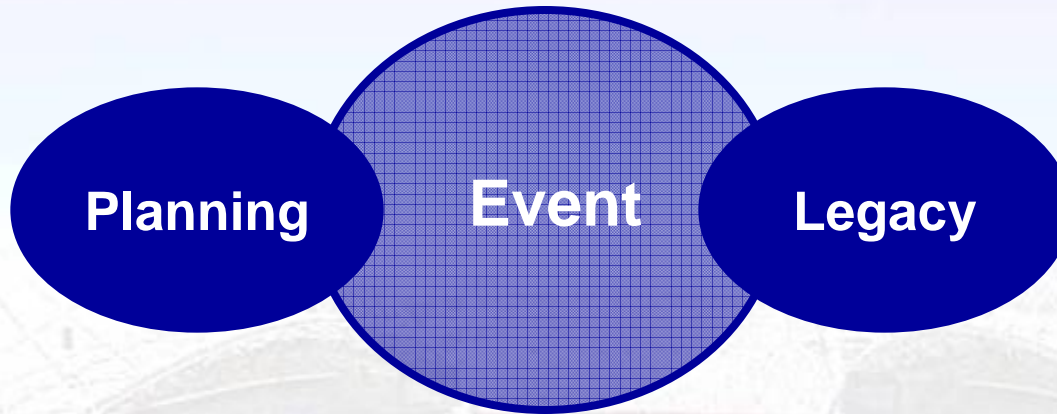
Event legacy: poor planning and misunderstanding

“We don’t need to know about legacy as we are only using temporary venues.”

“Please come and advise us what to do with several venues after the event.”

“We don’t want any more tourists, we can’t cope with the congestion.”

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Challenging perceptions and mindsets

Legacy *leaves* long term benefits



Legacy *creates* long term benefits



A catalyst for action

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Maximising as many long term benefits as possible for the host authority/federation/city/region/country.

Relevance and priorities

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Positive impact



Long term sustainable benefits



Well before, during and long after



Delivering an event 'legacy'

What legacy is not

- referring just to the 'after use' or exit strategies for key facilities
- building permanent venues and then trying to find a use for them post event
- listing a wide range of infrastructure projects that are unlikely to be sustainable in the long term
- expenditure rather than investment.

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How well have we done so far?

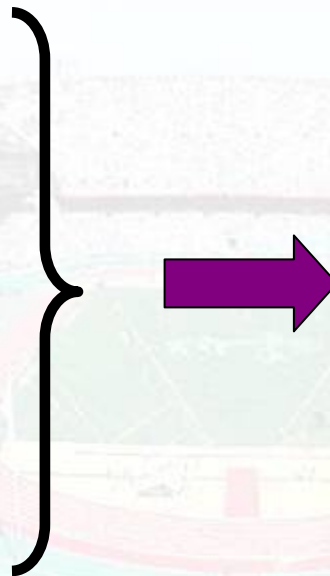


Key elements of an event legacy

➤ **planning**

➤ **delivering**

➤ **evaluating.**



**Event
legacy**

The impact/legacy canvas

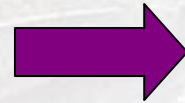
- the event 'experience'
- empowering communities
- sporting
- social and cultural
- economic and tourism
- environmental.



BEFORE....DURING....POST

The event 'experience'

- emotion
- excitement
- exhilaration
- euphoria.



**FEEL
GOOD
FACTOR!**



BEFORE....DURING....POST

Empowering communities

- involvement
- identity
- self esteem
- catalyst for participation
- touchstone
- branding/marketing.



“so, what are you doing for the 2014 Glasgow Commonwealth Games?”

BEFORE....DURING....POST



Social impact

- **celebrate cultural diversity**
- **community engagement**
- **volunteer programmes**
- **inclusive and holistic.**



BEFORE....DURING....POST



Economic impact

- enhancing city/regional profile
- creating jobs
- regenerating an area
- new infrastructure
- skills and training
- promoting tourism.



BEFORE....DURING....POST

Tourism legacy

- **one of the most important sustainable legacy benefits**
- **planning should commence well in advance of the event**
- **sports tourism as the catalyst for an integrated tourism offer.**



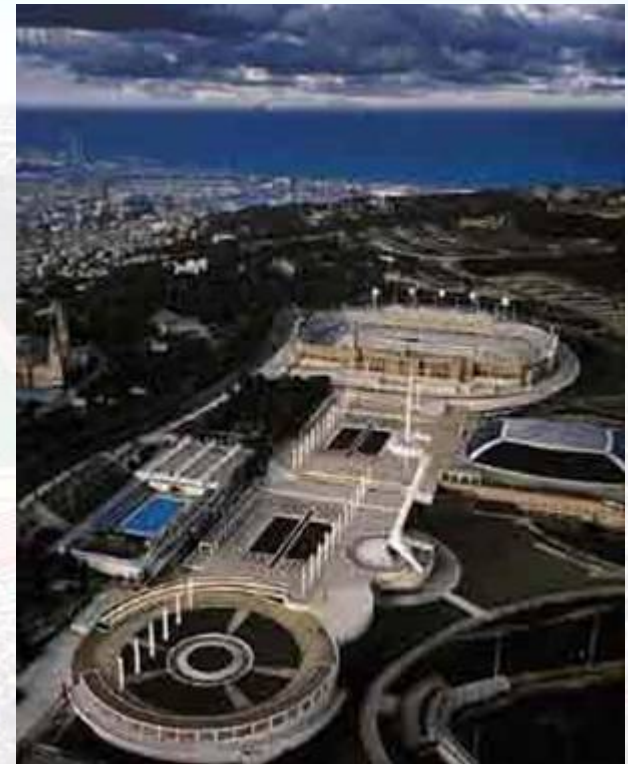
Tourism legacy

- created 'Brand Australia' to harness pre and post-Games tourism
- A\$6bn worth of additional publicity
- A\$6bn spending from 1.6m visitors between 1997 and 2001
- following host city announcement, Sydney's convention and exhibition sector grew – international visitor numbers increased by 78%.



Tourism legacy

- **pre 1992 Olympics: Barcelona 16th most popular tourist destination in Europe**
- **1999: 3rd most popular**
- **2005: lead city in the short break market**
- **1.5 million additional international tourists up to 2006**
- **generating an additional \$2.7 billion in tourism exports.**



Environmental enhancement

- positive impacts
- sustainability
- zero waste/emissions
- landscaping
- equity of access.



BEFORE....DURING....POST

Sporting and cultural impact

- 'trickle down' effect
- increased participation
- medal success
- sports/arts development
- capacity building
- enhanced facilities.



BEFORE....DURING....POST

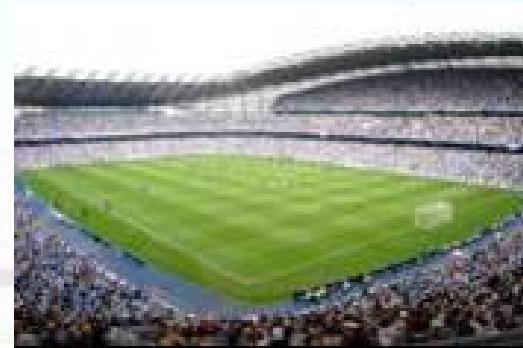
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Flexible facilities

Event



Legacy



Planning for the long term by thinking innovatively and flexibly



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- monitor
- evaluate
- measure
- KPIs
- progress.

A broad canvas

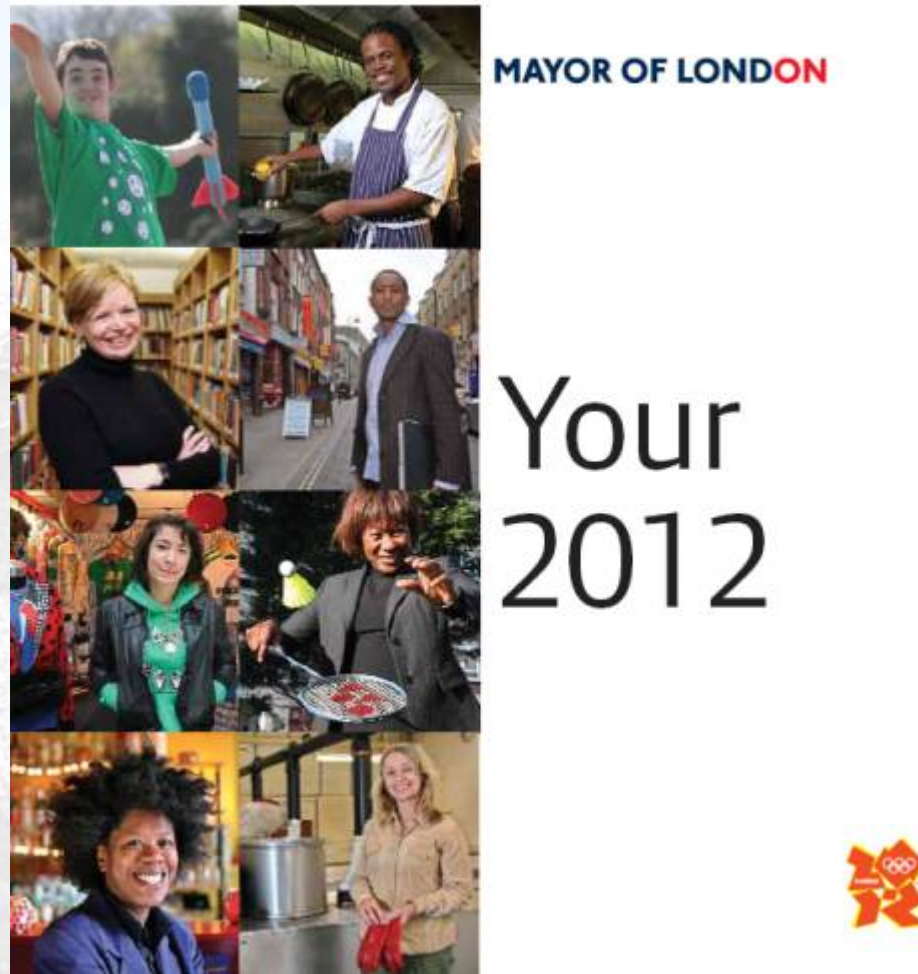


Not good enough to assume the outcomes




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Examples of good practice



MAYOR OF LONDON

Your
2012



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Examples of good practice



Examples of good practice

7 key themes:

- **tourism:** EEDA & East of England Tourism
- **business:** EEDA
- **skills:** East of England Skills and Competitiveness Partnership (EESCP)
- **sport:** Sport England
- **culture:** Living East
- **infrastructure:** East of England Regional Assembly and GOSE
- **volunteering:** Nations and Regions East, EESCP, Sport England.



Examples of good practice

2005 Los Angeles Badminton World Championships:

- medal success and improved competitiveness for Team USA
- unprecedented media exposure
- enhanced profile of sport in USA
- increased presence for IBF in region
- new events created.



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Effective delivery

- discrete organisation
- clear purpose
- strong brand and identity
- holistic approach
- public/private sector funding
- excellent role models.



Legacy has come of age!

- 2016 Olympic and Paralympic Games
- Legacy Technical Manual



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Legacy Lives 2007

- 300 worldwide delegates
- conference, workshops, exhibition, networking
- UK Sport
- IOC and IPC
- London 2012
- FIBA
- Sydney, Vancouver, Turin, Glasgow, Beijing, Barbados.



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Legacy Lives 2008

- Barbados Hilton
- 28 – 30 January 2008
- conference, workshops, exhibition, networking
- leading world experts
- LOCs, cities, IFs
- Olympic and Commonwealth focus plus smaller events
- UK Sport and Legacy Barbados
- a five day programme.



www.legacylives.com



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Summary

- clear objectives and rationale
- positive planning
- prioritise impact/benefits
- well before, during and long after
- **additionality** not duplication/displacement
- cohesive vehicle for delivery
- evaluate and progress.

