

Chapter 7.

Leveraging Local Benefits for Global Events: Conclusions and Principles for Success

This book has largely focused on a retrospective assessment of how and hosting global events can produce local development benefits. It has focused substantial on the different kinds of benefits and the critical factors in bringing them about. It has stressed that such benefits are contingent upon good and effective management and planning.

If, as is argued here, the hosting of global events is a renewed activity in this period of growth of global economic integration, it follows that we should be interested in how global events will work in the future as much as in the past. Because global events provide a compelling reason to accelerate investment, and to implement city and regional strategies more fully and rapidly, they also offer a potential contribution to triggering regional property, infrastructure, and related markets beyond what the business cycle alone will do. There may be a countercyclical dimension to this kind of activity which will be important during a slow down.

What about the future? We have the plans and intentions of various cities that are competing to host events in the future or have secured the right to so already. In tabulated form we present their planned local development benefits focussing on tangible proposals in relation to Infrastructure, Facilities, Urban Development, Environment, and Economic Development. This does not cover all of the potential local development benefits but it does offer insights into some of the key arenas in which the cities hope to succeed.

So what are the urban development benefits sought by cities that are planning or bidding to host global events in the next eight years? These are presented in Table 7.1.

Table 7.1. Urban development benefits over the next eight years

City	Infrastructure	Facilities	Urban Development	Environment	Economic
Auckland Rugby World Cup 2011	International airport, State Highway 20, broadband network, electrical energy supplies.	New Convention Centre and Mobile Media Centre. Stadium upgrade.	Auckland Waterfront Development.		NZD 507 m contribution to GDP, of which NZD 240 m enters Auckland economy.
Beijing Summer Olympics 2008	USD 14 billion of improvements: subway, new airport term, ring roads, Broadband, fibre optic coverage.	32 venues constructed or renovated; USD 4 billion spent on six venues.	160 acre Olympic village to be converted into permanent residential area.	USD 12.2 billion environmental clean - up pre Games.	2004-08: 1.8 million jobs created; 0.8% annual growth in Chinese economy 2008: 4.4 million overseas and 150 million domestic tourists.
Berlin World Athletics 2009	-	-	-	IAAF Green Project encourages "green" activity.	GBP 3.7 million extra revenue produced by event in Birmingham.
Chicago Summer Olympics (Candidate) 2016	Enlargement of Monroe Harbour.	80 000 seat Olympic stadium.	37 acre Olympic village built on brownfield site and to be converted to mixed income housing.		USD 5-10 billion benefit to Chicago and economy; estimated creation of 81 490 jobs, 54% of which would be in service sector.
Glasgow Commonwealth Games 2014	GBP 1 billion improvements: M74 motorway, GI Airport Rail Link, new bus corridors, bridges, rapid transport.	New GBP 50 m Scotland Indoor Arena with 12 000 capacity; new GBP 70 m velodrome.	Comprehensive regeneration of east end; new social housing, transport connections, landscaped areas and community buildings.		GBP 81 m increased revenue for Scotland from Games fortnight; GBP 26 m directly to Glasgow; GBP 30 m boost to tourism 2014-17; 10% increase in inward investment.

City	Infrastructure	Facilities	Urban Development	Environment	Economic
Incheon World City EXPO 2009	New airport railway between Gimpo Airport (Seoul) and Incheon Airport Development.	New USD 12 billion convention centre.	Several restoration projects for old downtown area.		
Kaohsiung Chinese Taipei World Games 2009	New MRT system.	TWD 52 m (New Taiwan Dollar) set aside for renovation of university sports facilities; TWD 7.8 billion multifunctional sports dome.			Improved human capital through a citywide English learning campaign, and upskilling of volunteers.
Delhi Commonwealth Games 2010	New airport terminal to be used by 90% of passengers; new runway tripling existing airport capacity; extension of Delhi metro; USD 713 power plant programme; introduction of dual pipeline system.	Two new stadia; 3 000 new hotel rooms in an airport "hospitality district"; modernisation of New Delhi train station; "clean up" of city streets.	Mass slum clearance on banks of Yamuna River (250 000 people moved to date); complete redevelopment of 47km ² site for Games Village; more than 100 000 low cost homes built.		Tourism: 10 million international visitors in 2010 in particular from Australia, UK, Canada, Mauritius, Sri Lanka, South Africa; contribution of hotel sector to national economy will double from around USD 4 million to 8 million p.a. Aviation: 250 000 new jobs.
Liverpool City of Culture 2008	30 major infrastructural projects: expansion of John Lennon Airport; GBP 19 m new cruise liner terminal; Leeds-Liverpool canal.	GBP 65 m Museum of Liverpool.	GBP 3 billion "Big Dig" Regeneration.		14 000 new jobs, 1.7 million extra visitors and GBP 1 bn in investment anticipated. The value of economic activity has grown from GBP 5.5bn to almost GBP 7bn between 2000 and 2004.

City	Infrastructure	Facilities	Urban Development	Environment	Economic
London Summer Olympics 2012	Extension to DLR; new "Javelin" high speed rail service; development of transport infrastructure in Olympic Park.	New velodrome, aquatics centre, hockey centre, three indoor arenas, a press and broadcast centre and new Olympic stadium.	The Olympic Park: part of a wider GBP 4 billion Stratford City Regeneration Scheme.		Up-skilling of 70 000 volunteers; 7.9 million spectators bring an estimated GBP 2.1 billion extra revenue, GBP 400 m of which affects areas outside London; 8 000 jobs in construction each year up to 2010, rises to 20 000.
Shanghai EXPO 2015	USD 2.5 billion infrastructural investments: Ten new metro lines; new magnetic elevation train system to connect Hangzhou to Shanghai; USD 122 million upgrade of city water plant.		Facelift for 5 km ² industrial site of the Expo on the Huangpu River and relocation of factories outside of city centre.	40% increase in green coverage; creation of protected greenbelt land; cleaning up of polluted waters and atmosphere.	Official prediction of USD 9 billion profit.
Sochi Winter Olympics 2014	2/3rds of budget to be spent on Infrastructural improvements: Doubling airport capacity; new "light metro" system; new offshore terminal at Sochi sea port; 30 billion Roubles upgrade of electricity supply; USD 580 m modernisation of telecoms.	11 new sporting venues including a new Olympic Stadium; 25 000 new hotel rooms; two state of the art media centres.		Conversion of public transport to hydrogen power; USD 1 m dedicated to promoting environmental awareness.	Number of tourists to double to 6 million per year by 2014.

City	Infrastructure	Facilities	Urban Development	Environment	Economic
Vancouver Winter Olympics 2010	Construction of a new "Canada Line" connecting Vancouver, the airport and the Olympic Village; CAD 600 m upgrade of the Sea- Sky highway.	Three 15 000 seat+ stadia upgraded; Construction of five new venues.	600 000 square foot Olympic Village which will become a permanent mixed-use neighbourhood after the Games.		Estimated 244 000 new jobs in Vancouver and British Columbia – 7 500 from the construction of the new Vancouver Convention Centre alone; Estimated CAD 10 billion in additional economic activity.
Zaragoza EXPO 2008		Pavilions to be converted into educational areas e.g. museums; biggest freshwater aquarium in Europe.	Exhibition site to be converted into the city's largest business park with offices, shops, restaurants and childcare facilities.	Aesthetic improvements to the city itself e.g. increasing green spaces, reclamation of river banks etc.	6 million visitors; 9 500 jobs and USD 1.2 billion in tourism revenues.

We began by observing that a new era of hosting international events is upon us. With major events being hosted in China, Russia, South Africa, India, and Brazil in the next few years, the hosting of events is, once again, a means to announce national identity and prowess in just the way it was when Athens hosted the first Olympics thousands of years ago, or when London hosted the first EXPO at Crystal Palace in 1851 (The Great Exhibition).

What shines through from the current momentum is that globalisation has provided an additional spur for the hosting of international events and that local development and sustainable development imperatives, more widely, have provided the tools to make the hosting of international events work locally. International events will project city or nation into deeper global relationships but they will also expose the quality of local life and facilities to intense scrutiny. This provides a double spur; they make the external message strong, and to make the local benefits real.

But unlike the undoubted knowledge that now exists world-wide on city promotion and regional branding, there have been very few systematic reviews of what makes an international event work locally. In the process of preparing this book we have identified many different kinds of risks and points of caution (some of which are described below) that must be considered if the international event is to be a success at the local level. However our overriding conclusions are optimistic ones.

It is clear from the various case studies presented in this book; there can be no prescriptive method for a city hosting a global event to optimise success. There are simply too many variables, including the type of event in question, the individual circumstances of the city, the specific aims and goals of the city and the time-frame over which the event occurs.

However, the reviews of evaluations and the analysis of the case studies presented here can be used to generate a set of principles that act as conclusions from the work so far, but provide a guide into how to learn and innovate further. Together these cover most of the key challenges and opportunities relevant to local authorities looking to optimise the success of a 'generic' global event. These are organised below in a check-list format, together with reference to the case studies in this paper, and divided into three categories: those considered key principles (Table 7.2); those considered recommended principles (Table 7.3) and those considered risks to address (Table 7.4).

Table 7.2. Key principles for optimising success

Principle	Case study
Select the right global events to bid for	
<p>i. Identify the different timescales of potential events to host and select appropriately. The bidding and preparation process varies hugely between events like the Olympics and a political conference. Events will be more or less appropriate for a given city depending on how urgently authorities wish to host an event, how much time they need to develop the necessary infrastructure, the periodicity of the event cycle etc.</p>	Turin
<p>ii. Select an appropriate event according to the city space available. Some events require multiple sites within a city (e.g. Olympics), others require a single concentrated large area of land (e.g. World Expo) and others still require only a conference centre. Bidding for an event that the city will struggle to find the space to host is ill-advised and different cities will have different amounts of land available for development at different times.</p>	Seville, Montreal
<p>iii. Identify the opportunities/limitations related to the size of the city and focus strategic planning around these factors. Hosting global events is not limited to capital cities, or evenly strikingly large cities. Cities of any size and stature can bid certain types of event, as long as they are aware of the opportunities and limitations related to their size. Successfully hosting a global event requires plans to be drawn up with this in mind.</p>	Salamanca Valencia
<p>iv. Evaluate the city's current transport infrastructure and align event requirements with future ambitions for development. Different events attract different numbers of visitors requiring different degrees of city mobility. Assessing what needs to be done to enable the city to successfully accommodate these requirements is a vital step in judging the transport infrastructure investment necessitated by the event. Finding an event with requirements that are closely aligned to the city's own ambitions for development is an ideal situation.</p>	Seville, Lisbon, Manchester
<p>v. Assess the city's management capability and make appropriate investments in personnel, skills and infrastructure where necessary. Many cities choose to host a global event for the first time, which means they may not have the management capability already set-up to be successful. From the earliest moments of the bidding process, a full management team needs to be in place. Events in the past have encouraged secondments of experienced personnel from other city authorities or even hired event consultants.</p>	Lisbon
Planning for the hosting of the event and securing local benefits	
<p>vi. Adopt a business-orientated approach. Even though events may, in practice, focus on lively sports competition or cultural festivities, they must be organised around a firm business plan, including strict budgeting, projected revenue-collection and ticket sales. This enables short and long term goals and legacy ambitions to be more realistically approached.</p>	Sydney

Principle	Case study
<p>vii. Use the event to accelerate/catalyse existing urban development plans. Even though each event comes with its own unique set of requirements, for the event to have a successful, lasting legacy within the city itself (rather than in the international arena) it must be used to prioritise existing urban development plans over other competing demands on city finances. Events are largely unsuccessful in the long-term if they rely on 'spill-over' effects to promote urban development.</p>	Seville, Lisbon, Rio de Janeiro, Manchester
<p>viii. If new infrastructure needs to be constructed, always attempt to regenerate urban areas experiencing decline. Locating global events in areas of the city that require development efforts anyway is a key way to secure local support and achieve the greatest relative success. Such an approach, in conjunction with Point 2 above, can effectively (and dramatically) expand the commercial base of a city from within.</p>	Seville, Lisbon, Manchester, Jo'burg
<p>ix. Innovate and be creative. In a world full of readily-accessible images from around the world, event projects need to be striking to capture the imagination of both the local and the global community. Ambitious projects, if well managed, are often the most successful.</p>	Montreal, Sopporo, Rio de Janeiro
<p>x. Secure the support, involvement, employment and pride of local communities. Without the local community being fully behind the event's projects, success judged at a local scale will be much more difficult to achieve.</p>	Manchester, Thessaloniki
<p>xi. Identify the intended city image resulting from the event and plan around it. Making the intended image-goals for an event a focus at the start of the planning process has a greater chance of success than relying on 'spill-over'. Cities have also, in the past, felt the pressure on construction of infrastructure so acutely that they had no time for image/legacy-building. If this had been a component of the original construction plans, this would have been less of a problem.</p>	Montreal, Japanese cities, Rio de Janeiro
<p>xii. Plan the longer-term legacy at the same time as the event itself. This is the central lesson, achieving a long-term legacy is not a question of planning action after the event has happened, but integrating long-term goals to plans from the beginning.</p>	Montreal, Lisbon, Seville
<p>xiii. Focus on a positive short-term financial/visitor impact to ensure sustained community support. Local communities will probably experience disruption in the build-up to the event, through construction works, for instance, so are unlikely to respond well to an unsuccessful event turnout. This should therefore be a key focus from the outset.</p>	Seville, Sydney
<p>xiv. Create public-private investment partnerships and other co-operative arrangements. A successful event has not yet been hosted without the co-operation of the public and the private sector.</p>	Sydney
<p>xv. Ensure sufficient action is taken to enable business preparedness for the event. If projected numbers of visitors do come to the event being hosted, businesses need to prepare in order to take full advantage. This may involve hiring more temporary staff and renovating, or even expanding, premises. City authorities might take a lead role in encouraging such action to ensure as much of the city as possible benefits from the event.</p>	Auckland, Manchester

Table 7.3. Recommended principles for success in capturing local benefits from global events

Principle	Case study
<p>i. Look to use a city-based event to stimulate regional development as well. Global-scale events have ample potential to stimulate regional-scale development for their hosts. Actively spreading the benefits of the event will ensure a wider support framework.</p>	Sydney, Auckland
<p>ii. Look to affect a wider audience than those already interested. Sports events in particular have the potential to alienate those not interested in sports, or in the particular sport in question, thus limiting the spread of enthusiasm for the event's projects through the city. In such an instance, efforts can be made to actively include other people through, for instance, a cultural festival in conjunction with the sporting event.</p>	Sydney, Manchester
<p>iii. Look to achieve lasting societal change. Projects focusing explicitly on infrastructural legacies may not win favour with all people. Effort should be made to direct development projects towards direct social benefits to have a better chance of achieving long-lasting social legacies.</p>	Sydney, Manchester
<p>iv. Honestly evaluate and then challenge negative/weak pre-conceptions of the city image. Openly identifying outside negative perceptions of a city's image and using the event to make specific efforts to change those perceptions can have significant and rewarding results.</p>	Jo'burg, Edinburgh
<p>v. Identify existing city image strengths/cultural heritage and look to further enhance and promote these. Creating a successful city image will only work if it builds on existing positive perceptions rather than building them from scratch. Cities actively identifying and promoting their key cultural strengths enjoy the most success.</p>	Auckland, Sydney, Seville
<p>vi. Devote adequate time and resources to raising carefully selected private sponsorship for the event. Private investment is vital, but so is securing appropriate sponsors for the event, since they will inevitably become part of the event/city branding. Some first-time organisers underestimate the time/resources required to raise significant sponsorship.</p>	Manchester, Sydney
<p>vii. Establish, from the start, a structure/organisation with the responsibility for implementing the longer-term legacy ambitions of the city after the event. It takes specific effort to sustain the long-term legacy ambitions of a city hosting a global event and reap the rewards of a raised global profile in the long-run. This is best achieved through the work of a dedicated structure or organisation.</p>	Salamanca
<p>viii. Use the event to improve political/cultural/civil relationships with other cities/regions/countries. Specific occasions for improving (often fruitful) relations can be hard to come by, especially on the scale offered by global events. Such opportunities should not be overlooked.</p>	Japan

Principle	Case study
<p>ix. Look to minimise the environmental impact of the event and publicise efforts to do so. Quite apart from being socially responsible, 'greening' the event being hosted can prove to be more cost-effective and certainly adds to the city branding efforts in a significantly more environmentally-conscious age.</p>	Sydney, Jo'burg, Edinburgh
<p>x. Implement an, ideally independent, monitoring and evaluation scheme so that lessons are recorded and passed on to future hosts. Many city authorities do not have accurate or comprehensive figures that demonstrate the success of the event they have organised. Not only does this mean that future hosts cannot benefit from their lessons learned, but also that publicity of the success achieved is restricted.</p>	Edinburgh, Sydney

Table 7.4. Risks to address in capturing local benefits from global events

Principle	Case study
<p>i. Beware of expenditure levels felt to be unjustified by local communities. Some events have involved local communities supporting the debt from infrastructure investment for many years after the event has happened. This can generate resentment and bitterness, especially for people who did not actively benefit from the event and can therefore mar the long-term legacy of the event.</p>	Montreal, Japanese cities
<p>ii. Beware of the displacement effect of various events on local businesses, retail and tourism. While various global events do generate new opportunities for businesses, retailers and tourist venues, there are often instances of displacement to take into consideration. This may be spatial - some areas of the city losing out to areas closer to event projects - or it may be temporal, with people who would have visited the city choosing not to in order to avoid the event crowds.</p>	Edinburgh, Auckland, Japanese cities
<p>iii. Be aware of the probable (relative) decline in interest, visitor numbers and public funding availability immediately after the event. Hosting a global event normally attracts much higher levels of interest and public funding for a city in the years running up to, and the year of, the event. Invariably, this cannot be sustained in the years following the event, which can challenge the sustainability of longer-term legacy ambitions if not taken into account in the planning stages.</p>	Copenhagen, Montreal
<p>iv. Anticipate negative social action (e.g. protests) stimulated by the event and plan accordingly. It will be relatively clear to authorities if protests or the like are likely for a given event, but they require as much planning as the hosting of the event itself. Failure to do so could lead to disproportionate media attention focussing on uncontrolled protests, rather than the event.</p>	Jo'burg, Edinburgh
<p>v. Beware of the event's legacy being susceptible to political changes in the city authorities after the event. The longer-term legacy ambitions of some events have, in the past, been disrupted by political changes in the city authorities, with figures being elected in who are not interested in the projects or keen to sanction the funding required. If possible, event projects should remain as a-political as possible if they are to survive power-changes.</p>	Porto

Not all cities that bid for, or succeed in, hosting Global Events will be able to follow these principles entirely. Hosting global events is a risky business that can have more costs than benefits if not managed well. The benefits also fall over a much longer time span than the event themselves; making realistic cost benefits assessments extremely difficult.

Our conclusions are that international events can play a significant role in local development and act as a catalyst for local jobs, business growth, infrastructure improvement and community development. Equally, such events do offer exceptional means to connect globally. However, the overriding conclusion is that local benefits only accrue if the event is both well run in its own terms and if it has a clear local benefit plan which is followed with skill and conviction. This is not easy to do, especially as the preparation for and hosting of the event is always a considerable task that distracts from the effort to win local benefits.

It should also be observed that hosting international events is only one means to achieve local benefits, and not the primary one. It is not the conclusion of this book that all cities and nations should host global events. It is clearly a matter of some judgement as to whether hosting an international event will help. Events are expensive and there may be better ways to use the resources. Because events tend to leverage investment from national governments and from private sponsors they can be especially attractive to cities that lack their own investment tools.

Events provide a pretext for external investment that might not otherwise exist. But this does not mean that the investment comes free or without opportunity costs. However, in the internationally open world in which we currently live, it is clear that the hosting of global events is an activity that fits with our times, offering cities and nations a means to host the world and to project an image of themselves through global media. Such events, when designed and managed with vision and discipline, can also be both successful in their own terms and yield lasting benefits for the host cities. Barcelona's great success in 1992, as described in the Preface, was all about using the mobilising energy of the Olympics to drive a wider city development plan. It was the right event, at the right time, led by the right people.

The OECD LEED Programme has much to offer to cities and nations that are contemplating the hosting of international events. This book provides start from which further insights can follow. The local development strategy that is the key component of successful event hosting is an essential focus for OECD LEED and will be the focus of wider assessments and studies. Not every city will achieve so much, and this book has shown how mistakes can be made, but if many cities achieve half what

Barcelona achieved through 1992 and beyond, there will be many more case studies to learn from in the decades to come.

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