

Community Legacies Public Life, Politics and Culture

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Outline of Session

- Planning for Major Events and Sustainable Legacies
- Icebreaker revisited CA
- Leveraging – the need for planning CA
- Difference between legacy and leveraging CA
- Who should have responsibility for legacy planning? KT
- How should legacy outcomes be monitored? KT
- Case study – small group activity/report back (London 2012) CA
- What are objectives/SMARTA KT
- **OUTPUT:** Aims/ Objectives

Leveraging and legacy

- Some stakeholders (especially Governments) have assumed (hoped) that hosting events generates net economic, social and other externalities (legacies)
- Political cycle & focus is typically narrow, uninformed and short term
- *“assumption that legacy benefits will flow down to the community...as a matter of course”* (Shipway, 2007)

Leverage

- The term “leverage,” refers to “the processes through which the benefits of [event] investments are **maximized**’ (Chalip, 2004, p. 228)
- **Proactive..** planning and taking strategic measures to make those events **sustainable**” (O’Brien & Chalip, 2008, p. 320)
- Beyond “build it & they will come”
- Integrated ***planning*** across sectors - opportunities to engage/align with social & environmental issues

Ex ante versus post hoc

- Assessing event impact entails **looking back** at event outcomes (*post hoc*)
- Event leverage entails **looking forward**; that is, **strategically planning** how a host community can maximise short- and long-term gains in a sustainable manner (*ex ante*).

Who should have responsibility for legacy planning?

- Many legacy programmes and projects at national, regional, city and community levels.
- Some are completely new; others are embedded in existing strategies and policies.
- Evaluating every one of these programmes and projects is a major challenge

Who should plan? = ALL STAKEHOLDERS

- Who should have responsibility?
- BRAZIL?
- MINAS GERIAS?
- REGIONS?
- BELO HORIZONTE and other cities?
- SPORTS?
- OTHER?

How should legacy outcomes be monitored?

- Methodologically challenging because the legacy outcomes are complex.
- Legacy activity is likely to impact many people in many different ways, some intended, some unintended.
- Questions of cause and effect are critical to assessing the performance of programmes and projects.
- Attribution: to what extent are observed results due to programme activities rather than other factors?
- Has the programme has made a difference?

EXAMPLE: Glasgow 2014

1. Flourishing – using the Games to contribute to growth of the Scottish economy.
 2. Active – using the Games to help Scots be more physically active.
 3. Connected – using the Games to strengthen connections at home & internationally through culture and learning.
 4. Sustainable – using the Games to demonstrate environmental responsibility and help communities live more sustainably.
- Prosperous, Active, Inclusive, Accessible, Green and International.
 - See: <http://www.glasgow.gov.uk/en/AboutGlasgow/AGamesLegacyForGlasgow>

Methods of evaluation

→ Quantitative

- **Numbers**, e.g. surveys, size, demographics
- *Numerical changes*

→ Qualitative

- **Words**, e.g. interviews, focus groups, images, photos, footage
- *Experiences, viewpoints, opinions*

→ ISSUES

- Bias / control
- Interpretation
- Triangulation
- Costs – time / money
- What are the potential consequences of making false claims to stakeholders?

What and When to monitor

- What data are needed?
- How will we gather data?
- When should we gather data?
- Who will gather data?
- How are data to be analysed?
- What format is to be used in the report/s?
- Who receives the report/s?

Importance of Objectives

- You need SMARTA objectives to ensure evaluation is an effective tool

- Specific
- Measurable (key performance indicators)
- Achievable
- Relevant
- Time-specific
- Agreed

Building a Concept - Scoping

Scoping

Consider:

Ensure the concept / 'design' is in line with your objectives

- scale of event,
- operation,
- timing,
- locations / venues,
- facilities required and available,
- target markets,
- potential benefits, risks and impacts etc.

LEGACY PROJECT ACTION PLAN



Legacy Objectives	Actions	KPIs and Target Date	Who (Internal/ External)	Resources Required	Legacy Evaluation Method
1					
2					
3					
4					
5					

QUESTIONS/DISCUSSION

