

Legacy Workshop: Session 1

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Griffith Business School

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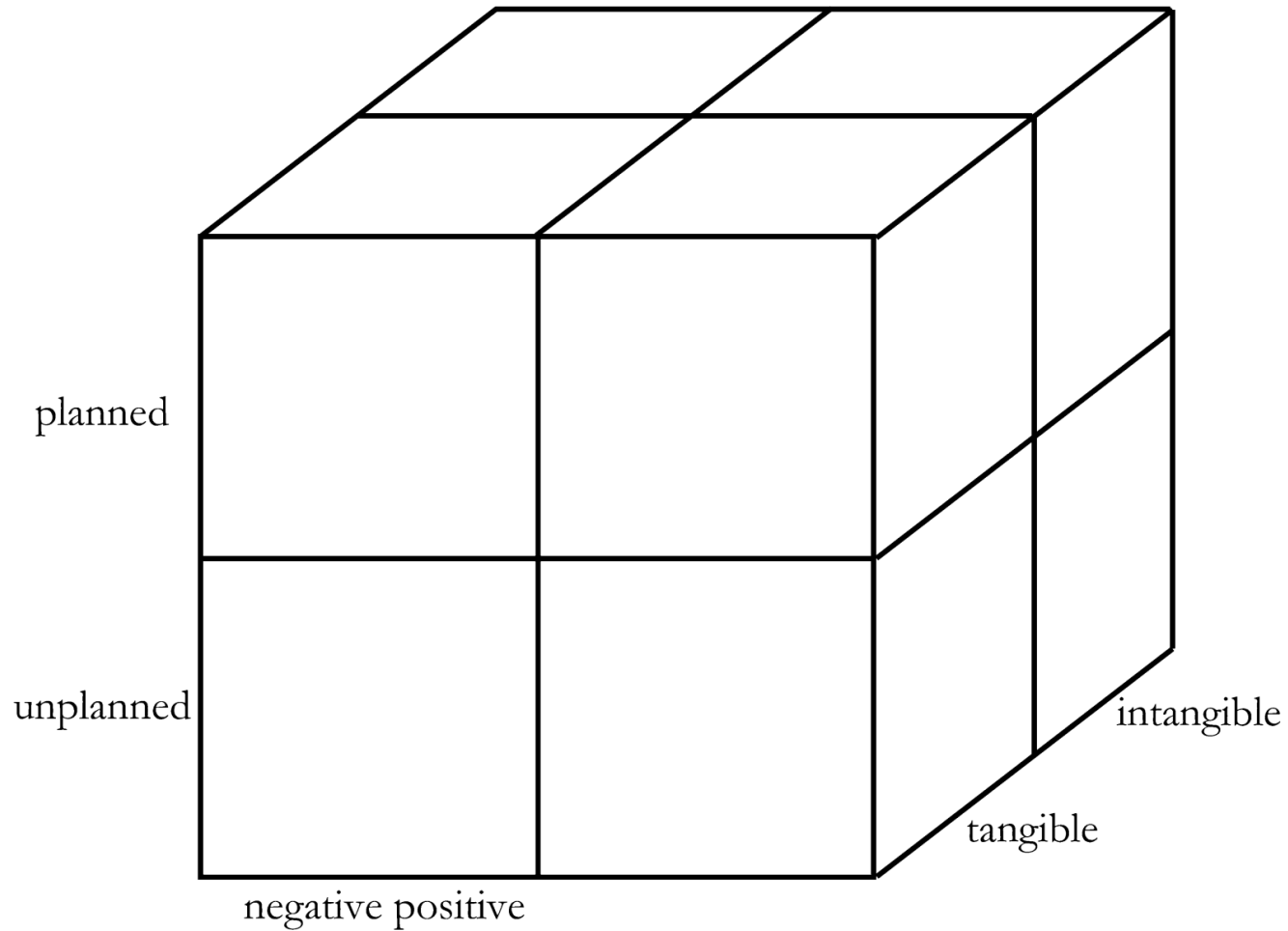
Outline of Session

- Introductions
- Program Overview KT/CA
- Icebreaker CA
- What is sport event legacy? KT
- Economic, Active, Inclusive, Environmental and International (Glasgow 2014) CA
- Difference between legacy and impact KT
- Is sport event legacy always achieved – constraints and facilitators/enablers? CA
- Group discussion/Q&A KT/CA
- What is a vision/mission statement CA
- **OUTPUT:** Vision or Mission Statement

What is legacy?

→ “Legacy is planned and unplanned, positive and negative, intangible and tangible structures that were/will be created through a sport event and remain after the event.”

→ Legacy is not only the permanent effects, but also the ‘readjustments to normality’, or adaptations to changes the event has brought (Hillier, 1998).



Mega sport event legacy components

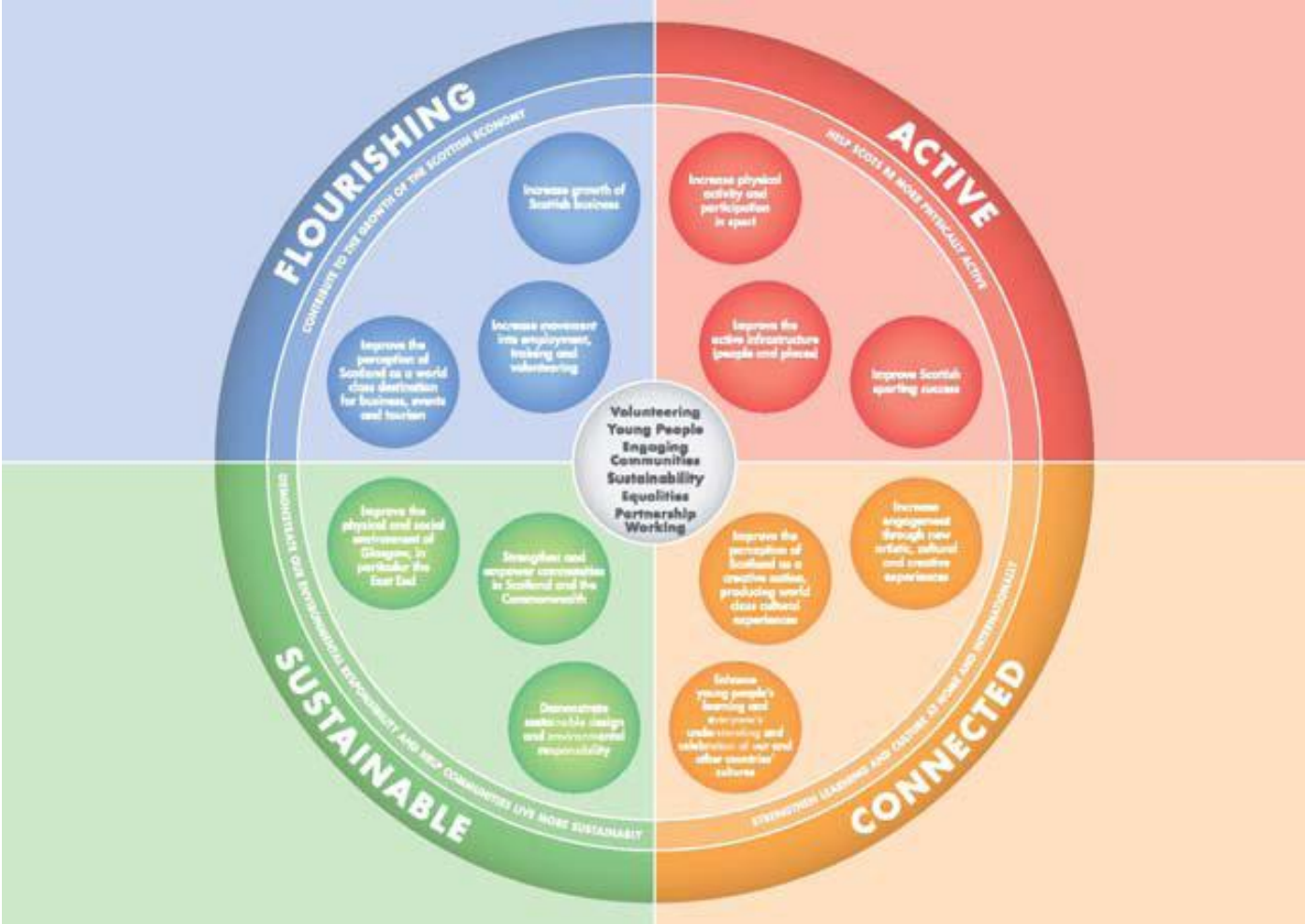
- Economic impact
- Built environment – non-sporting
- Public life, politics and culture
- Sport – information and education
- Sport – elite performance
- Sport – mass participation
- Sport – financial/administrative support
- Sport – physical infrastructure
- Sport – symbols, memory, history
- Health (Veal, Toohey and Frawley (2011) from Cashman (2003) and Dapeng, Ljungqvist and Troedsson, (2010)).

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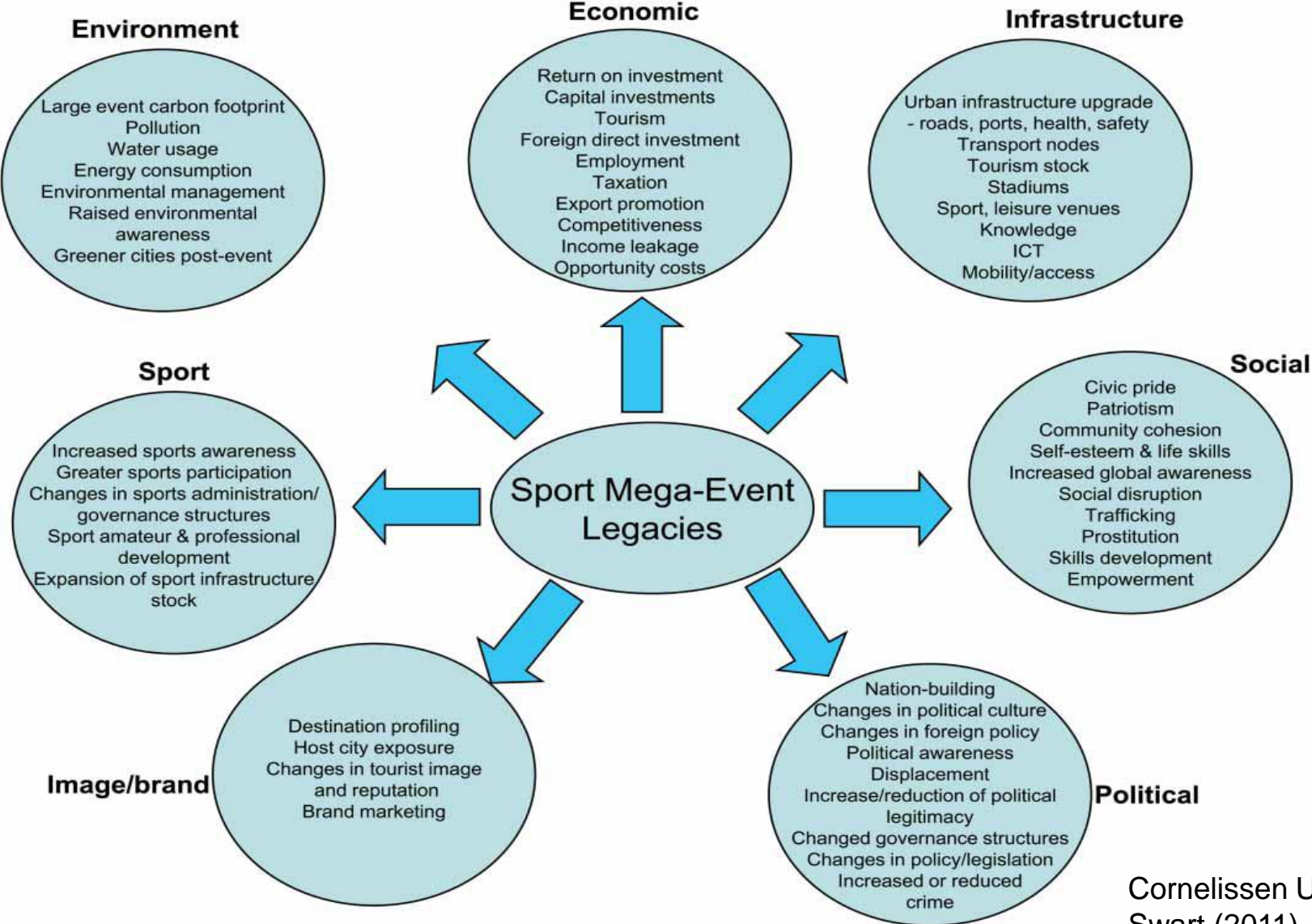


'HE'S IN TRAINING FOR THE OLYMPICS'

Legacy Types



Legacy Types



Legacy Types

- Economic
- Active
- Inclusive
- Environmental
- International

What is needed

Merely hosting the Games is not enough to develop a sustained legacy...what is needed is an **integrated legacy strategy** to leverage participation that includes community and educational programmes, opportunities for coaching, and well-planned, accessible facilities which serve an existing need. (Weed et al 2008)



What's the difference between legacy and impact?

Legacy – “anything handed down by an ancestor or predecessor... A consequence” Macquarie Dictionary

=DIFFERENCE

Impact – “influence or effect exerted by a new idea, concept, ideology, etc... To bring about (an effect or result)...” Macquarie Dictionary

=MEASUREMENT OF DIFFERENCE

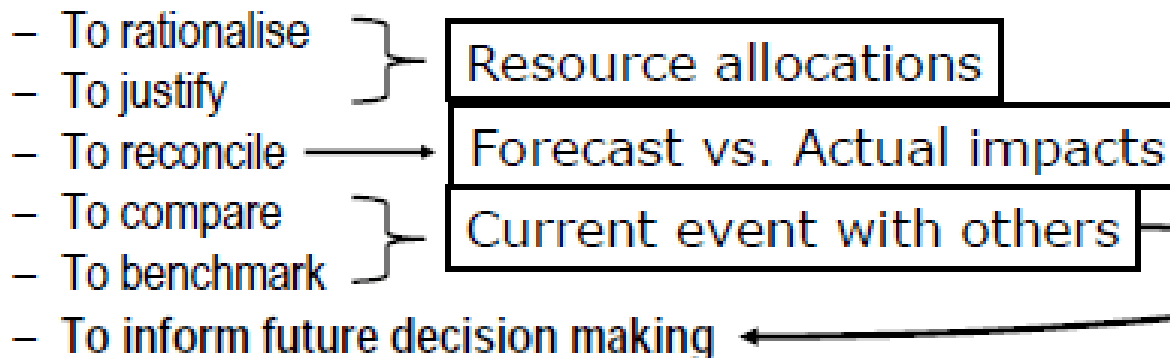


Impact Analysis: What and Why?

■ What types of impacts?

- Economic
- Social and Cultural
- Environmental

■ Why do we need to measure impacts?

- To rationalise } Resource allocations
 - To justify } Forecast vs. Actual impacts
 - To reconcile →
 - To compare } Current event with others
 - To benchmark }
 - To inform future decision making ←
- 

Legacy Lessons

- **Past events varied greatly in their legacy planning**
- **No automatic 'trickle-down effect'**
- **Importance of a long-term perspective**
- **Importance of good institutional organisation**
- **Importance of community engagement**

Legacy Constraints/Facilitators

- Economic benefits often discredited
- Non-economic benefits often anecdotal
- Role models effects uncertain
- Social & psychological impacts can exceed economic (may be more valued!)
- Little emphasis on environmental issues

Legacy Constraints/Facilitators

→ Hard barriers

- regulations, costs

→ Soft barriers

- culture, knowledge, politics & risk perception

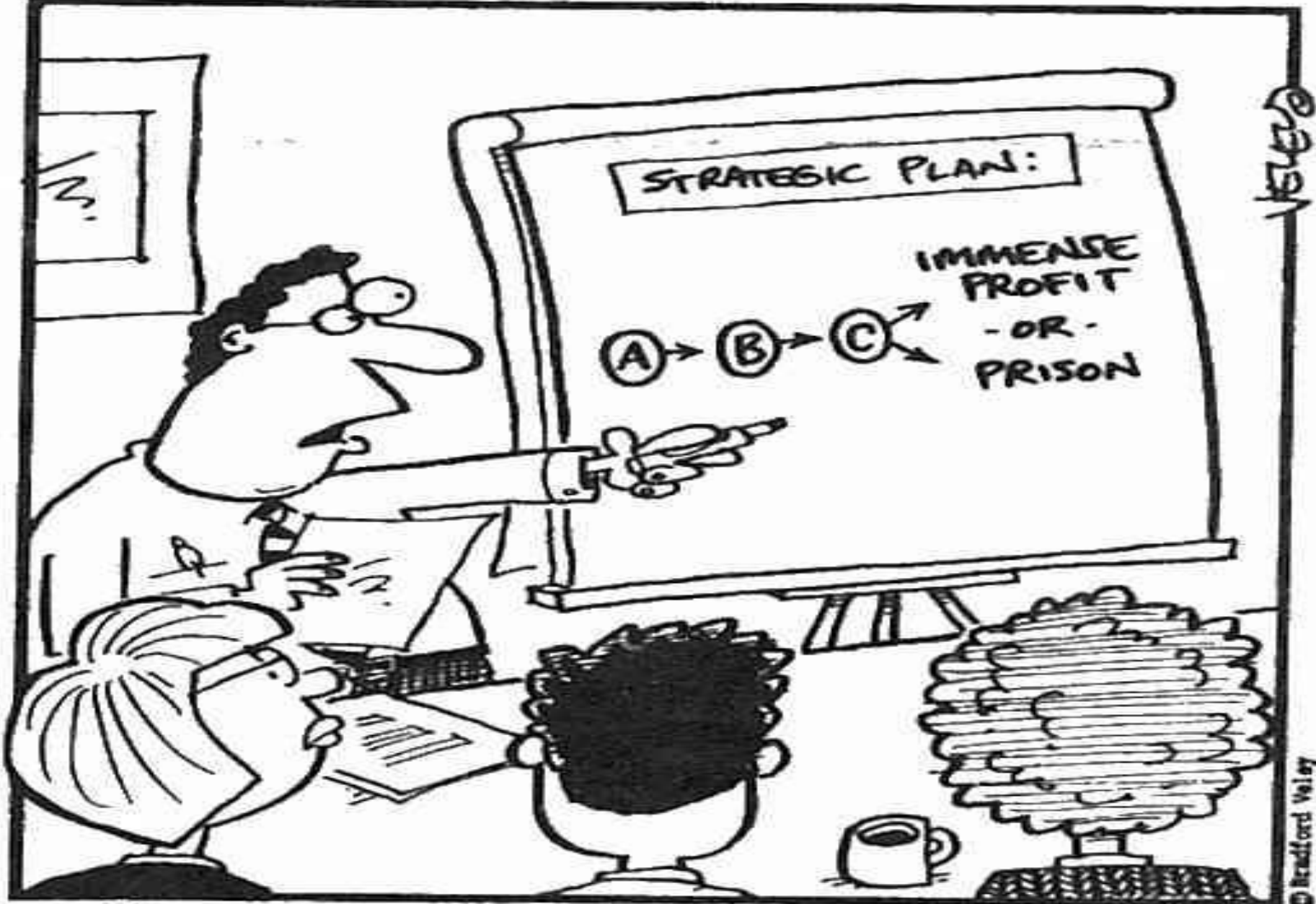
→ Legacy should be seen as a transition or journey rather than an end point

→ **PLANNING IS THE KEY**

Legacy Constraints/Facilitators

“...while a coherent theoretical case can be made for public sector investment in sports, the evidence in support of this case is relatively weak, and suggests considerable caution and planning being required to harness the spillover effects from the investments”

(Downward et al, 2009)



“Stay with me now, people, because in step C, things get a bit delicate.”

Vision/Mission Statements

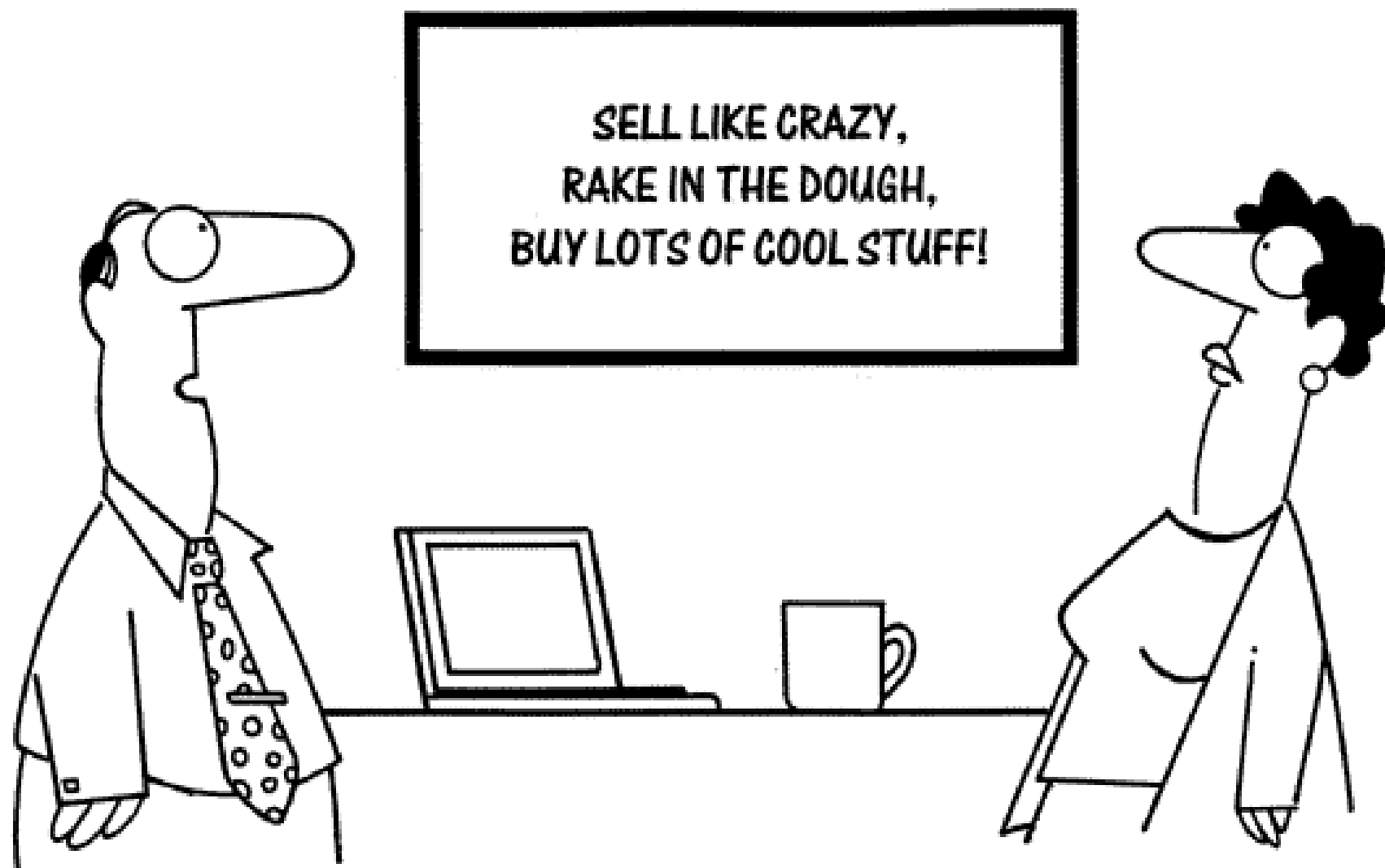
→ Vision statement

- a short and succinct statement that identifies the long-term strategic purpose of the organisation
 - memorable and inspiring
 - future oriented
 - enduring
 - organisation specific (not applicable to rivals)
 - a mental picture of the organisation in the future

Vision/Mission Statements

→ Mission statement

- good mission statements establish what the organisation plans to do, which if performed well, will lead to profit as an outcome
 - operationalises the vision statement
 - focuses on the current business
 - what are we doing now, which over the longer term, will lead us to achieving our vision



“Our old mission statement was more eloquent, and dignified, but not nearly as effective.”



“That’s our new mission statement.”



**“Who did we put in charge of writing
the new mission statement?”**

QUESTIONS/DISCUSSION

