

The Concept of Legacy and the London 2012 Delivery

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Olympic Legacy

- IOC legacies fall into five categories:
 - Sport
 - Social
 - Environment
 - Sustainability
 - Urban
 - Economic
- IOC definition of legacy encompasses both the tangible and intangible:
 - Tangible: sports venues, capital infrastructure improvements
 - Intangible: feel good spirit and pride in city/country, rediscovery of a national culture/heritage, increased environmental awareness

Legacy: The Strategic Value

- Hosting the Games divides opinion: are the Games a good investment?
- Public opinion dictates a sustainable ROI: Legacy is the ultimate test of “was it worth it”?
- Legacy can no longer be an event “side effect”. It must be a priority for any host destination.
- Where the Olympic Games go... So goes sport.

Olympic Legacy

- IOC processes were formalised to help cities define their legacy and manage their programme:
 - Applicant and Candidate City Questionnaire includes section on legacy
 - Olympic Charter amended in 2010 to add Rule 2, Article 14 to promote Legacy from the Games
 - Host City contract
 - Technical manuals and an Olympic Legacy Guide developed
 - Transfer of Knowledge (TOK) programme implemented

The London 2012 Approach to Legacy

The Bid

- Timeline:
 - May 2003 Government formally supports the Bid
 - May 2004 Shortlisted by IOC to “Candidate City”
 - Feb 2005 Evaluation Commission visit
 - July 2005 IOC Session in Singapore and selection of London as Host City for the 2012 Games (6th July)
- Why London won:
 - Passion
 - Effective leadership and a team attitude
 - Solid plan
 - Left nothing to chance
 - Created a choice: *our USP was Legacy*

The London 2012 Vision: “Games that make a difference”

- Our Bid priorities, as stated in the Candidate City document, were:
 - Putting the needs of the athletes first
 - Harnessing our passion for sport
 - *Creating a legacy to transform sport in the UK*
 - *Regenerating east London communities and their environment*
- London 2012 was the first to “build Legacy in” not “bolt it on” after the Games.

London 2012 Games & Legacy Delivery Plan

BID (1997-2005) → LOCOG (2005-2013) → OPLC/LLDC (2010→)



ODA (Olympic Delivery Authority)
GOE (Government Olympic Executive)

London 2012 Games & Legacy Delivery Plan

- ODA five year build of the Olympic Park
- Transfer park to LOCOG in 2011 for test events and outfitting of IBC/MPC
- *2 – 1 – 30 year plan for Legacy delivery*
 - Two years of planning, promotion and preparation, starting in 2010
 - One year for post-Games infrastructure works: change/remove venues, build bridges/roads, plantings and LOCOG/ODA handover to OPLC/LLDC , with phased reopening plan: 2013 North & 2014 South
 - 10-5-15 year legacy plan of development, community engagement and tangible regeneration
 - £286 million budget for legacy transformation post-Games
 - Long term future “business” plans for all permanent venues

What we delivered.....



Olympic Park – September 2011



Aquatics Centre



Olympic Stadium



Velodrome



Olympic Stadium



London 2012 Games Legacy

Park Visits

- 13 Million Visitors since Park opening, including
 - London Aquatics Centre 2.2 million visits
 - Lee Valley VeloPark 2.0
 - Copper Box Arena 1.2
 - Stadium 1.1
 - Lee Valley Hockey & Tennis 345,000
 - ArcelorMittal Orbit 385,000

London 2012 Games Legacy

Building Future London

- Cultural and Education District --- By 2021
 - £1.3bn investment in a new District
 - 1.5 additional visitors
 - New home to world –renowned institutions: V&A, Sadler's Wells, Smithsonian
 - New home to universities: UCL & UAL
- Benefits
 - 3,000 new jobs
 - 650 new homes
 - £2.8bn return to local economy

London 2012 Games Legacy

Building Future London

- Jobs --- By 2025
 - 40,000 jobs on and around the Park
 - 5,300 at Here East (IPC & MPC venues)
 - 25,000 in new International Quarter London
 - 3,000 at new cultural & education district
 - 4,000 in neighbourhoods
- Benefits
 - 1.2m square ft for business, technology, media, education and data in Here East. Tenants include BT Sport Loughborough University, Studio Wayne McGregor (dance centre).
 - 4m sq ft workspace, 330 new homes & hotel, 50,000 sq ft retail space
 - Over 1,800 local people have worked in construction on the Park
 - Over 200 young apprenticeships delivered

London 2012 Games Legacy

Building Future London

- Housing --- By 2031
 - 55,000 people living on the Park
 - 34,000 homes built in the area
 - 35% of these homes will be “affordable”
- Benefits
 - 5 new neighbourhoods in and around the Park providing affordable, much needed housing 25 minutes from Oxford Street
 - Athletes’ Village re-fitted as apartments for first new neighbourhood: E20

London 2012 Games Legacy

Building Future London

- Venues --- By 2031
 - 125 million visitors
 - 5 world class venues
 - Training ground for elite GB sport
 - Host venues for world championships and major concerts
- Benefits
 - Stadium is home to West Ham United FC and the UK Athletics' National Competition Centre
 - Venue programmes aimed at hard to reach and community groups -- 50+ Healthwise, Start Diving Community initiative, GP referral scheme, school children swimming lessons

London 2012 Games Legacy

Building Future London

- Community Sporting Legacy
 - *Active People, Active Park* programme takes sport into the local communities: 170,000 free sporting opportunities reaching 86,000 people since 2014 (4x target)
 - *Motivate East* offers sport to disabled people, with a £1.1m funded programme: 81,000 free opportunities reaching 36,500 people since 2013 (7x target).
 - 80,000 people attended 4 National Paralympic Days
 - 3,400 school children swim at the Aquatic Centre weekly
 - 89% of CBA users are from the Community: sports teams who play at the Copper Box include Waltham Forest Asian Women's Group, Tower Hamlets Youth Sport, Titans Wheelchair Basketball Club, Leyton Netball club
 - All programmes rely heavily on volunteers

London 2012 Games Legacy

Building Future London

- Sustainability and the Park
 - During the initial build, all dirt was washed to remove industrial pollution and canals/rivers dredged to provide a viable eco-system environment for the 45 hectares of biodiverse habitat established
 - QEOP is the first of two European Smart Sustainable Districts, selected by Climate-KIC to trial innovative sustainability solutions
 - Areas of focus: four key themes that can deliver “Factor Four” improvement (twice the environmental impact for half the cost)
 - Resource Efficient Buildings
 - Energy Systems
 - Smart Park/Future Living
 - Data Architecture and Management
 - 47% of the Park’s water demand is met by reclaimed or recycled water
 - 62% CO2 emission reduction on site achieved by Zero carbon homes
 - 95% of visitors arrive by public transport, cycle or by foot
 - All venues have sustainable commercial plans for future use

London 2012 Games Legacy

Building Future London

- People and the Park
 - Upskilling local people: ensuring job creation, apprenticeships and training programmes through contracts and procurement processes and 720 people have moved into paid jobs through career advice.
 - Challenging inequality:
 - 5% of the construction workforce were women (vs industry 2%)
 - 16% of construction apprentices were women
 - 7% of the EFM workforce are disabled
 - 6% of the Park's apprentices were disabled
 - 50% at the LAC & CBA are women



London 2012 Games Legacy

Building Future London

- Education in the Park
 - Trail guides to help visitors better experience the Park
 - London 2012 Trail
 - Children's Trail
 - Art Trail
 - Parkland & Wildlife Trail
 - School programmes “London's newest outdoor classroom”:
20 minute segments with teacher guides using the park to study
 - Physical Education
 - Maths
 - Design & Technology
 - Science
 - Numeracy
 - Literacy
 - Geography

Success Factors of Legacy: Considerations

Success Factors of Legacy: Considerations

- **Start Early:** When the host organisation takes responsibility for the legacy concerns, the post-event transition and legacy success is improved.
- Legacy has become an overused word, so it is important to **link Legacy with benefits, impact and sustainability.**
- Bidding for a major event needs to be strategic and done for the right reasons. The acid test is: **are the benefits meaningful?**
- **Strong communication programmes and branding are essential** to ensure that the public and stakeholders nationally and internationally understand what is being done and where the money is being spent.
- **Engage youth** for real innovation in legacy: engaging today's young people in designing the legacy for the future will provide innovative perspectives.

Success Factors of Legacy: Considerations

- **Robust, realistic and sustainable (business) plans** must be developed for each legacy component and must deliver along the life cycle.
- Metric for success: **on-going measurement of the success factors is essential** to harness all the sporting, environmental, economic and social benefits.
- **Build resiliency** with a diverse group of stakeholders.

Questions?



ENGSO

Friday 09th June



Workshops



6th Floor / Salle du Conseil: **Workshop – Facilities and Environment**

“How the Olympics have been used to create sustainable facilities and to protect the environment”



2nd Floor / Petit Salon: **Workshop – Civil Involvement**

“The encouragement of volunteering, volunteer education, youth participation and civil involvement as an outcome of the Olympics”



1st Floor / Salle de presse:

Workshop – Grassroots Sport “The Olympics as a catalyst for the promotion of participation in grassroots sport and social inclusion”