# The Concept of Legacy and the London 2012 Delivery

Liz McMahon

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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 (6<sup>th</sup> 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



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.....



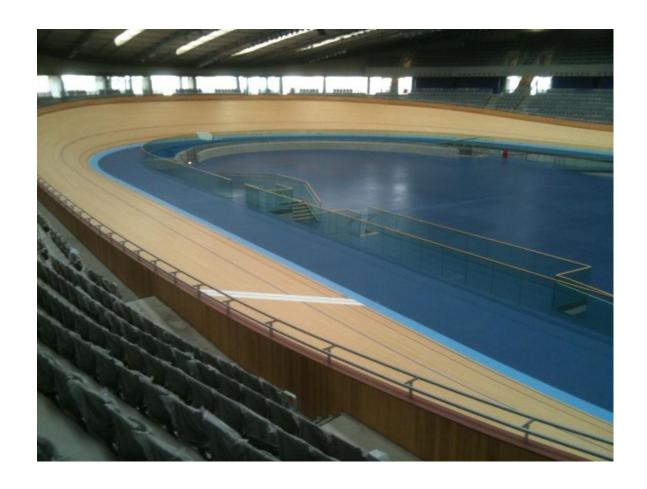
Olympic Park – September 2011



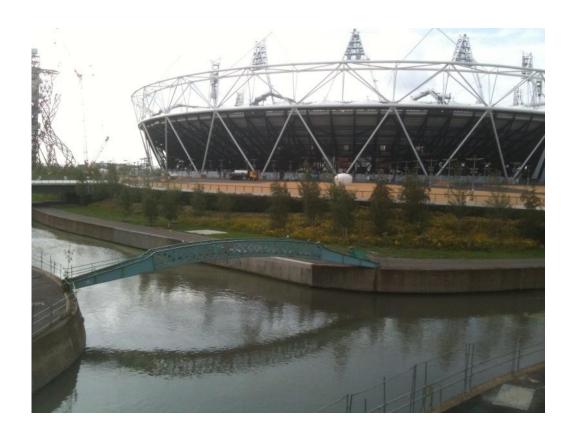
**Aquatics Centre** 



**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

- 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

- 3,000 new jobs
- 650 new homes
- £2.8bn return to local economy

- 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

- 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

- Housing --- By 2031
  - 55,000 people living on the Park
  - 34,000 homes built in the area
  - 35% of these homes will be "affordable"

- 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

- Venues --- By 2031
  - 125 million visitors
  - 5 world class venues
  - Training ground for elite GB sport
  - Host venues for world championships and major concerts

- 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

- 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

#### 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

#### 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

- 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

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- **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?



### 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"

2<sup>nd</sup> 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"