



INTERNATIONAL
OLYMPIC
COMMITTEE

OLYMPIC LEGACY

2013



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“Creating sustainable legacies is a fundamental commitment of the Olympic Movement. Every city that hosts the Olympic Games becomes a temporary steward of the Olympic Movement. It is a great responsibility. It is also a great opportunity. Host cities capture worldwide attention. Each has a once-in-a-lifetime chance to showcase the celebration of the human spirit. And each creates a unique set of environmental, social and economic legacies that can change a community, a region, and a nation forever.”

Jacques Rogge, IOC President





WHAT IS OLYMPIC LEGACY?





A LASTING LEGACY

The Olympic Games have the power to deliver lasting benefits which can considerably change a community, its image and its infrastructure. As one of the world's largest sporting events, the Games can be a tremendous catalyst for change in a host city with the potential to create far more than just good memories once the final medals have been awarded.

Each edition of the Olympic Games also provides significant legacies for the Olympic Movement as a whole, helping to spread the Olympic values around the world. Each host city creates exciting new chapters in the history of the Olympic Movement by playing host to unforgettable sporting moments and giving birth to new champions, generating powerful memories that will live on forever.

While different in scope and focus, the Youth Olympic Games – the first edition of which was held in Singapore in 2010, with the first winter edition held in Innsbruck in 2012 – can also create significant legacies, especially in the area of sports, education and the promotion of a healthy lifestyle among the young population of the host city and nation. These Games can trigger a number of benefits for young urban communities.

VISION

To take full advantage of the opportunities that the Games can provide, a potential host city must have a strong vision and clear objectives of what the Games, and even bidding, can do for its citizens, city and country. The International Olympic Committee (IOC) is on hand from the outset to help cities focus on what staging the Games can do and to encourage them to reflect on their goals and objectives at an early stage.





TYPES OF OLYMPIC LEGACY

The Games can leave an array of legacies within a host city, covering not only sport but also social, economic and environmental gains. Some benefits can be experienced well before the Opening Ceremony even takes place while others may not be seen until years after the Games have ended.

Olympic legacies generally fall into five categories – sporting, social, environmental, urban and economic – and can be in tangible or intangible form.

Tangible Olympic legacies can include new sporting or transport infrastructure or urban regeneration and beautification which enhances a city's appeal and improves the living standards of local residents.

Intangible legacies, while not as visible, are no less important. For instance an increased sense of national pride, new and enhanced workforce skills, a "feel good" spirit among the host country's population or the rediscovery of national culture and heritage and an increased environmental awareness and consciousness.





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SPORTING LEGACY



By playing host to one of the world's biggest sporting events, Olympic host cities have the opportunity to provide lasting sporting legacies that help promote and develop sport not only in the host city itself, but also in the host region and host country.

SPORTING VENUES

Permanent venues, built or refurbished for the Games, can be used extensively for sport once the Games have finished, delivering a lasting sporting legacy. Organisers do, however, need to ensure that the venues are functional, sustainable and adequately scoped for legacy use.

For example, the Stockholm Olympic Stadium, which was built for the 1912 Olympic Games, is still in use today and has played host to numerous major events throughout its 100 years history. It was also used to host the equestrian events during the 1956 Olympic Games, when Australia's quarantine regulations meant the events could not be held in Melbourne.

The venues for the Lillehammer 1994 Olympic Winter Games have also provided a long-term legacy for the city. The sports arenas, which are available for public use as well as for elite athletes, have been used for several other major sporting events, as well as concerts and other cultural and commercial meetings. In 2016, the venues will be used for the second edition of the Winter Youth Olympic Games.

In Germany, several venues that were used for the Munich Games in 1972 were part of the city's bid to host the 2018 Winter Games, including the Olympic Stadium, which would have been used for the ceremonies, and the Olympic swimming pool, which would have been adapted into a curling venue.

Previous Olympic venues have also been converted for alternative use once the Games have finished, including the speed skating Oval that was constructed for the Vancouver 2010 Olympic Winter Games, which was





converted into a multi-sport and wellness facility, providing an ongoing recreation legacy for community health and sport development.

Innsbruck, which hosted the inaugural Winter Youth Olympic Games in 2012, also made use of previous Olympic venues, which were used during the Winter Games in 1964 and 1976, while London's Wembley Arena, which was used during the 1948 Olympic Games, was a key venue during the 2012 Games, playing host to the badminton and rhythmic gymnastics events.

London's newly-built Olympic venues were also designed with legacy in mind, and most will be available for both elite and community sporting events.

The Olympic Stadium will host the World Athletics Championships in 2017, while the Aquatics Centre will reopen with a reduced seating capacity and will be used by local clubs, schools and the general public, as well as elite athletes.

The Copper Box, which hosted the handball competition during London 2012, will now become a multi-use sports centre for the community, as well as a venue for elite training and competition, while Eton Manor, which housed temporary training pools for participants in aquatics events during the Games, will now become a major community sports centre, featuring football pitches, tennis courts and a hockey centre.

The purpose-built Lee Valley Water Centre, meanwhile, was already open to the public ahead of the Games, providing a world-class facility for the local community. It will also continue to host elite competitions, such as the 2015 Canoe Slalom World Championships.

A number of training venues either built or refurbished for the London Games will now greatly benefit local communities.



A BOOST TO SPORT

In addition to new and upgraded venues and facilities, the interest generated by hosting the Olympic Games presents the host city with a unique opportunity to increase the popularity and uptake of sport across the entire host country.

By boosting interest in sport and engaging schools and local sports clubs, hosting the Games can also help implement new training programmes for coaches, as well as providing better facilities and new equipment, all of which can help nurture the next generation of champions.

Statistics from the Olympic Games in Barcelona in 1992 show that the proportion of the population doing some kind of physical or sporting activity at least once a week rose from 36% in 1983 to 51% in 1995.

In the build-up to the Los Angeles 1984 Olympic Games, the Organisers became aware that Californian youngsters faced problems accessing sport, particularly as a result of the lack of suitably qualified coaches and adequate facilities in disadvantaged neighbourhoods. In response to this, funds were raised for sports activities aimed at young people during the Olympic period. Part of the operating profits from the Games were subsequently invested to create a foundation that continues to provide support for associations promoting sport in California. Aimed to help disadvantaged youngsters in particular, the funds go towards training coaches and creating programmes encouraging people to take up sport.

To ensure a legacy from the Salt Lake City 2002 Olympic Winter Games, the Utah Sports Commission was set up to develop both public recreational and elite sport in the state. Since, Utah has hosted over 50 World Cups events or major sports championships. An increase in sports participation from young people was also noted, with sports such as bobsleigh, skeleton, snowboarding and freestyle and mogul skiing all seeing an upsurge in interest.





The London 2012 Olympic Games were also used to help people connect to sport and give young people better access to sport facilities, competition, coaching and sporting events.

As a result of the Games, a new curriculum for UK schools was introduced, requiring every primary school student to participate in a competitive sport, while a new youth sport strategy was also launched, which aimed to invest GBP 1 billion in youth sport in the five years following the Games, as well as creating 6,000 new community sports clubs.

Sport England's GBP 135 million *Places People Play* initiative also funded upgrades for sports venues and invested GBP 20 million in grassroots sports clubs to benefit 377 community sports projects across England, while London 2012's International Inspiration programme also shared the joy of sport with young people all over the world, engaging 12 million young people in 20 countries.



SOCIAL LEGACIES

3





Culture and education have always been an integral part of the Olympic Games. Indeed, the fundamental principles of Olympism embrace education, respect for ethical principles, human dignity, mutual understanding, the spirit of friendship, solidarity and fair play, while rejecting all forms of racial, religious, political and gender discrimination.

The Olympic Games provide a unique opportunity to promote these areas and inspire behavioural and attitudinal changes in the host city and beyond, which can provide lasting cultural, social and political legacies.

A PLACE IN THE WORLD

The Olympic Games cultural programme includes the opening and closing ceremonies, medal ceremonies and the Cultural Olympiad. The programme provides visitors with an overview of the host city's culture, its customs and history, and its way of life. This enables the inhabitants to openly celebrate and embrace their culture, promoting national pride, inclusivity and a sense of belonging.

In the 1980s, for instance, the republic of Korea was an emerging nation relatively unknown in international circles. The creation of cultural programmes led to a profound reappraisal of South Korean culture and its integration into the wider world. The interest foreign visitors took in many aspects of their national culture gave the people of South Korea renewed confidence in their dealings with the rest of the world and aroused a desire for more openness through, for example, the organisation of other international events.

Likewise, the Sydney 2000 Olympic Arts Festival, entitled the Harbour of Life, expressed Australia's place in the world as it approached the twenty-first century. Australia's rich indigenous heritage and contemporary Aboriginal and Torres Strait Islander culture was also celebrated, together with the multicultural nature of Australian society. In addition, an important aspect of the cultural programme was a commitment to create long-term benefits for Australian artists and arts companies.





The Organising Committee of the Vancouver 2010 Olympic Winter Games signed formal protocol agreements with the First Nations in whose Traditional Territories the Games were held. The agreements provided the Lil'Wat, Musqueam, Squamish and Tsleil-Waututh First Nations – known collectively as the “Four Host First Nations” – with a formal role in decision-making related to the Games.

The London 2012 Organising Committee created the London 2012 Festival as the finale to its successful four-year Cultural Olympiad. Showcasing Great Britain's vast cultural heritage, the 12-week long Festival was the largest cultural event in the country's history, featuring more than 25,000 artists from 204 countries in 13,000 events and performances at 1,200 venues across the country. In total, participation at London 2012 Festival events topped 19.8 million, with 160 world and UK premieres taking place and a legacy of 176 permanent artworks

EXCELLENCE, FRIENDSHIP AND RESPECT

Education is also an integral part of Olympism and the Games provide the perfect platform from which to teach the Olympic values of excellence, friendship and respect.

In the lead-up to the 2008 Olympic Games in Beijing, the Organising Committee partnered with China's Education Ministry and the Chinese Olympic Committee to launch a joint Olympic education programme, which reached 400 million Chinese children by integrating Olympic education into the existing curriculum of over 400,000 schools.

The London 2012 Organising Committee's education programme, Get Set, saw 85 per cent of schools across the country take part in a host of activities linked to the Olympic Games and being inspired through sport and the Olympic values.

The Olympic Games can also lead to the creation of a new culture of volunteerism – in Beijing over 1.1 million people applied to be volunteers





– and help change perceptions of the disabled and disadvantaged members of the community.

The London 2012 Games also saw over a quarter of a million people apply for one of the 70,000 “Games Makers” volunteer positions – 40 per cent of whom were volunteering for the first time.

INCLUSION AND COOPERATION

Organising the Games can also help promote the emergence of new working approaches founded on participation and cooperation, with numerous governmental, economic and social stakeholders all working together to bring the Games to life.

These new alliances can generate improved ways of decision-making, planning and delivery, and can also generate new products or services, while administrative processes can also be improved.

In Vancouver, Organisers mounted a multi-pronged strategy to ensure that inner-city residents and businesses, as well as other traditionally under-served urban populations such as youth, Aboriginal peoples, women and people with a disability were included in the economic opportunities created by the Games. VANOCs procurement programme engaged businesses and social enterprises based in the inner city to provide goods and services for the Games.

In London, an Employment and Skills programme was put in place in the lead-up to the Games in 2012 which promoted social inclusion, allowing unemployed Londoners to benefit from the Games by helping them into sustained employment. Key outcomes of the three projects on the programme were that 50 per cent of contractors for the Games-time jobs came from the host boroughs of London and more than 30,000 out-of-work Londoners were assisted into jobs through the Games.







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ENVIRONMENTAL LEGACIES





Over the last 20 years, sustainability has become an increasingly important consideration when staging the Olympic Games.

In 1994, the IOC adopted the environment as the third pillar of the Olympic Movement and created a Sport and Environment Commission to advise the IOC Executive Board on policy positions regarding environmental protection and sustainable development.

The IOC and the United Nations Environment Programme (UNEP) hosted the first biennial World Conference on Sport and the Environment in 1995 in Lausanne, and in 1999 the IOC developed Agenda 21 for Sport and the Environment in collaboration with UNEP.

The Olympic Movement's Agenda 21 aims to encourage members of the Olympic Family to play an active part in the sustainable development of the planet. It sets out the basic concepts and general actions needed to ensure that this objective is met.

As the Olympic Movement's most significant event, it is important that the Olympic Games follow these principles. Through proper planning and management, the environmental impacts of the Games can be minimised and organisers can work closely with public authorities to use the Games as an opportunity to enhance areas of the host city and introduce new sustainability programmes, which can create a lasting environmental legacy once the Games have finished.

In the short term, these initiatives help provide the best possible environment for the athletes to compete in, while the long-term benefits will be felt by the inhabitants of the host city and region.

URBAN REVITALISATION

Some of the most tangible legacies of this nature are the regenerated and enhanced sites within the host city. In a number of cases, abandoned or derelict urban areas are reclaimed and rehabilitated to provide land for the development of Olympic venues. Often these sites are revitalised





with the creation of public parks and green spaces around the venues for community enjoyment.

The Olympic Games in Sydney in 2000, for instance, led to the restoration of approximately 160 hectares of badly degraded land and the creation of one of the largest urban parklands in Australia. This included the enhancement of wetlands and forest and the conservation of native flora and fauna.

In Atlanta, the 1996 Olympic Games saw nearly 2,000 trees planted in the city's downtown area alone, while Centennial Olympic Park and several other urban parks in the metropolitan area were also redeveloped.

The London 2012 Games, meanwhile, set new standards for sustainable construction and development practices by integrating sustainability goals into all aspects of Games preparations. The Olympic Park was planned from the start to serve as a blueprint for sustainable living after the Games.

For the first time, an independent commission was established to monitor and publicly evaluate sustainability efforts. The Commission for a Sustainable London 2012 rated the overall effort "a great success", with London also using the 2012 Olympic Games as an opportunity to transform a former industrial landsite into 100 hectares of parklands to create the largest new urban park in Europe for more than a century.

The Olympic Park is now providing new habitats for wildlife, including wetland areas, open riverbanks and grasslands. The design of the Park incorporated all habitat and wildlife features listed within the Biodiversity Action Plan and built ecology into an accessible and usable space for the community.

NEW ENERGY SOURCES

Hosting the Games can also lead public authorities to introduce more environmentally friendly public transport systems and increase the use of renewable energy sources.



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For the Olympic Games in Beijing in 2008, the authorities invested USD 22 billion in air quality improvements alone, with 60,000 coal-burning boilers being upgraded to reduce emissions and more than 4,000 public buses being converted to run on natural gas – more than any other city in the world.

Sustainability is also a key consideration during the design and construction of new venues for the Games. Renewable energy sources and recycled or reclaimed materials can be used to help make facilities as energy-efficient as possible.

In Sydney, the Olympic venues were designed with a strong focus on energy and water conservation, pollution control and waste management, and were built using sustainable materials. Renewable energy was also used extensively across Sydney Olympic Park, which has since developed environmental education, interpretation and research programmes.

The solar energy projects that were launched for the Olympic Games in Sydney included the installation of solar panels on 665 roofs in the Olympic Village, as well as on the Sydney Super Dome, the water pumping station in the Millennium Parklands and on 19 lighting towers along the Olympic Boulevard. Through the opportunity provided by the Olympic Games, energy innovation is showcased and implemented by the Host City, which has, in part, enabled many of these initiatives to become mainstream practices.

The Vancouver 2010 Olympic Winter Games were also a catalyst for the broader introduction of sustainable construction practices, with the two Olympic Villages – in Vancouver and Whistler – both using renewable energy created by heat recapture from nearby sewage and water treatment facilities.

In addition, so-called “green roofs”, which are partially or completely covered with vegetation, accounted for 50% of the total building footprint of the Vancouver 2010 Olympic Village, providing natural insulation and reducing storm-water run-off, as well as creating a natural habitat for wildlife and opportunities for rooftop gardening once the Games were over.





In London, the state-of-the-art Energy Centre provided an efficient low-carbon heating and cooling system for venues across the Olympic Park during the 2012 Olympic Games.

Having been operational since October 2010, the facility provided an early legacy of sustainable energy across the site, helping to reduce the carbon emissions of the Olympic Park well before the Games.

The project was the largest energy centre scheme to be built in the UK and features a gas-fired Combined Cooling Heat & Power (CCHP) plant to capture the heat generated by electricity production. It also includes biomass-fired boilers that use sustainable biomass fuels (such as woodchip) to generate heat and deliver low-carbon energy.

It now supports the new buildings and communities that are developing in the area.

By showcasing these and other sustainable practices, the Games can increase public awareness of the environment and lead to the introduction of greater environmental policies in the long-term.





THE REST IS SILENCE

SHIPS THAT PASS IN THE NIGHT



URBAN LEGACIES

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The Olympic Games is the biggest event that a city is ever likely to stage and host cities therefore require significant infrastructure in order to successfully manage the large influx of visitors that the Games attract, with transport, accommodation and the overall look of the city among the priorities for organisers and public authorities.

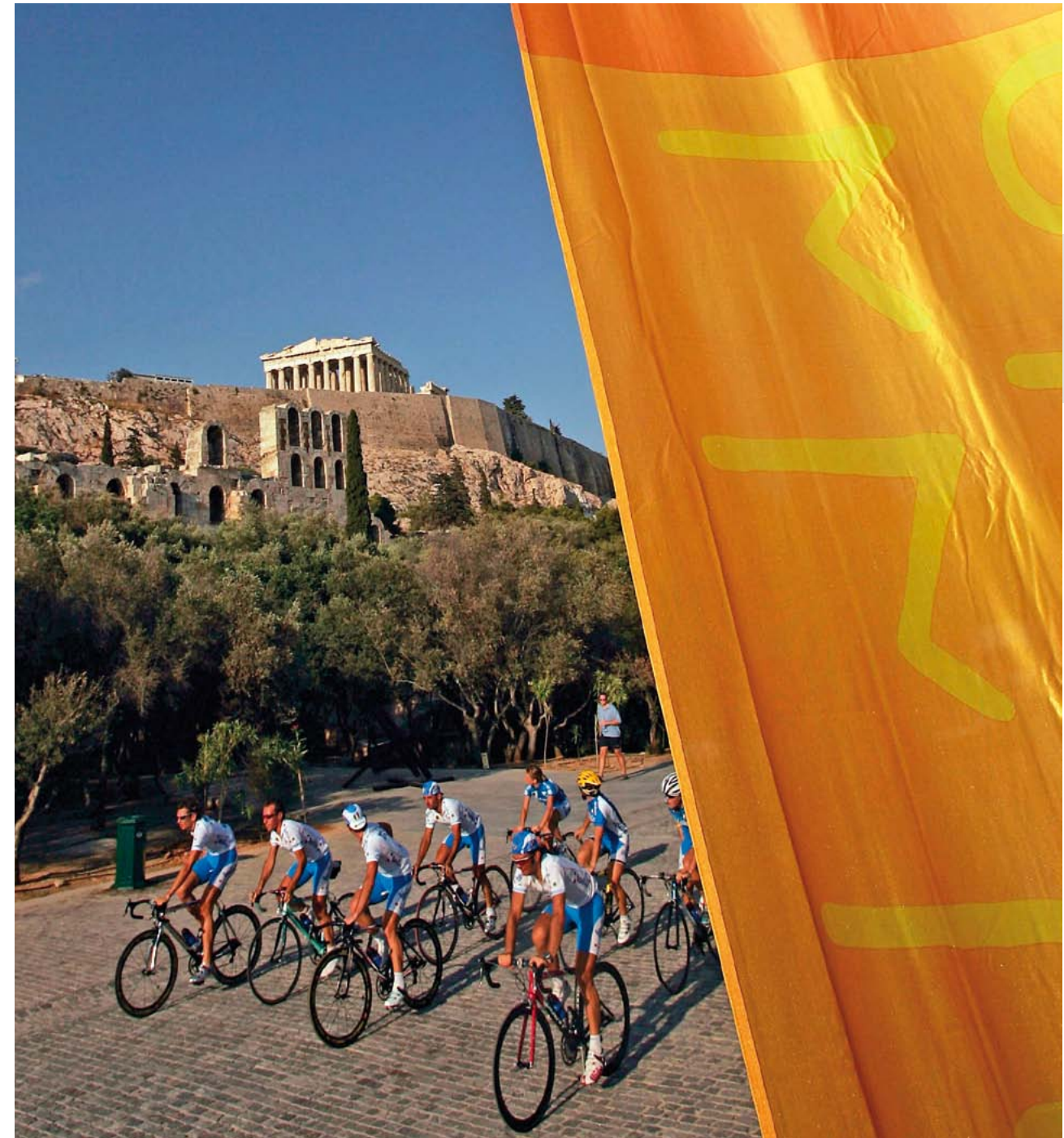
As a result, host cities often decide to invest in infrastructure prior to staging the Games, sometimes by fast-tracking pre-existing development plans. By making the host city a more attractive place to live in and to visit, the Games can help cities achieve long-term goals to create a higher quality of life for residents and increase the city's appeal.

A NEW LOOK

One example of this is the renewal and beautification of urban areas that often results from a city staging the Games. As well as regenerating existing urban areas, the Games can provide the catalyst for the construction of new urban areas on industrial wasteland, disused docks or derelict railway yards.

For instance, an organisation called "New Look for Athens" was established prior to the 2004 Olympic Games with the aim of beautifying the city by overseeing the refurbishment of decaying building facades and the construction of pedestrian walkways linking many of the city's ancient sites, such as the Acropolis and the Plaka.

In Vancouver, the Olympic Village was built on the last remaining piece of undeveloped waterfront in the city. The redevelopment of this former industrial site ensured the preservation of the waterfront for public use and restored historical buildings. The project also led to the decontamination of the site and the ecological restoration of the shoreline, resulting in the reintroduction of marine habitat and indigenous vegetation. This much anticipated redevelopment followed years of public consultation and planning and also featured completion of the only missing piece of a seawall walk for pedestrians, runners and cyclists that navigates over





30 kilometres of the Vancouver shoreline, connecting parks, neighbourhoods and the downtown core.

The city of Vancouver also invested heavily in social housing initiatives in the years leading up to the Games in order to address homelessness in the city, and initiated a multi-pronged strategy to ensure that inner-city residents and businesses, as well as other traditionally under-served urban populations, were included in the economic opportunities created by the Games.

In Barcelona, more than 100 hectares of what had been industrial land was redeveloped to incorporate residential housing (the former Olympic Village) and public facilities. As part of the city's long-term vision, the seafront was cleaned up and major ring roads and other transport infrastructure were also developed for the Games.

Meanwhile in London, preparations for the 2012 Olympic Games led to the largest urban regeneration project in Europe, with the Olympic Park being constructed in what was previously one of the most deprived areas of the city. After the Games, the newly constructed sports facilities were adapted for use by sports clubs, the local community, and elite athletes, while playing fields located alongside the facilities were adapted for community use. The Olympic Village has been converted to provide approximately 2,800 new homes – while transport improvements now link the area to other parts of the city. In addition, riverside housing, shops, restaurants and cafes provide new amenities for the local community.



ON THE MOVE

Transport infrastructure is one of the key considerations for a host city, as the Games require reliable, rapid and safe transport networks, capable of dealing with the large numbers of people attending the Games. Staging the Games can therefore act as a catalyst for the development of new transport infrastructure, with support from public authorities providing much-needed new networks.

In Vancouver, for example, both the regional and national government provided financial support for the construction of a new light rail link between downtown Vancouver and the airport, which has proved extremely popular since its inception.

In Beijing in 2008, authorities invested heavily in the city's transport system enabling several significant projects to be initiated, such as the construction of a new terminal and runway at the city's international airport.

The investment also led to a complete expansion of the Beijing main road network and a massive extension and renovation of the Beijing metro, with the addition of several new lines.

In preparation for the 2012 Olympic Games, Transport for London invested GBP 6.5 billion in transport infrastructure across the city, with ten railway lines and 30 new bridges continuing to connect London communities after the Games.

At least 60 Games-related projects also promoted greener travel, including a GBP 10 million investment to upgrade pedestrian and cycling routes across London.

A fleet of 200 electric vehicles also transported Olympians and members of the Olympic family during the Games, supported by 120 charging stations that created the UK's largest network of recharging points. The charging stations now provide a legacy of emission-free travel.







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ECONOMIC LEGACIES





With a potential global audience of billions, the Olympic Games are one of the biggest events in the world and, as they have grown in popularity and expanded in reach, the Games' economic importance has increased too.

INCREASED ECONOMIC ACTIVITY

One of the most significant economic impacts of staging the Olympic Games is the increased level of economic activity and production, or the increase in GDP (Gross Domestic Product), that host cities have witnessed. In the case of Sydney, the 2000 Olympic Games were estimated to have brought about a GDP uplift of between AUS 6-7 billion (USD 6.2-7.2 billion), creating over 100,000 new jobs and boosting the number of tourists by approximately 1.6 million per year.

Atlanta, which hosted the 1996 Olympic Games, also reported a USD 5 billion economic impact as a result of the Games, while an Oxford Economics study commissioned by the Lloyds banking group estimates that the London 2012 Games will generate GBP 16.5 billion for the British economy from 2005 to 2017, factoring in pre-Games construction and other early Games-related economic activity.

There are many ways that staging the Games can, indirectly or directly, increase the level of economic activity in a host city, region and country, and many different types of businesses can benefit, including contractors, suppliers, service providers and licensees, as well as local and regional businesses who may enjoy a "ripple" effect when the Games are held.

For the London 2012 Games, for instance, thousands of businesses from all across the UK contributed to the construction of the city's Olympic Park, with around 240 companies involved in the construction of the Olympic Stadium alone.

About 98 per cent of the GBP 7 billion worth of Games-related contracts went to UK-based companies, two-thirds of which were small or





medium-sized businesses, with about 94 per cent of the London 2012 Organising Committee's GBP 1 billion worth of contracts going to UK businesses.

The Games can also generate new job opportunities – both directly, through Games planning and operations, and indirectly, through increased economic activity before, during and after the Games.

For example, the 1994 Winter Games in Lillehammer created work for 600-1,900 people over a four-year period, which was an important economic boost for an inland area that was struggling to keep pace with the resource-rich coastal areas of Norway.

In London, independent experts have revealed that preparations for the 2012 Games were a major factor behind a 1.2 per cent reduction in the city's unemployment rate in early 2012, while the Games are also expected to create 17,900 additional jobs per year between 2012 and 2015.

There can also be significant economic benefits with regards to infrastructure. Major construction projects, lead to increased economic activity and the creation of jobs, while urban rehabilitation projects can provide new areas for economic activity.

Construction of London's Olympic Park saw approximately 46,000 workers employed in total, with around 10 per cent of these in unemployment prior to working on the Olympic site. The transformation of the city's East End is also expected to become a key economic catalyst for the wider area, with the potential to provide thousands of new jobs. The buildings will be converted for office and commercial use, bringing opportunities to the local community and providing more than 80,000 square metres of employment space.

By staging the Olympic Games, a city can also demonstrate its ability to hold other major events, leading to further opportunities and increased investment in the future, while host cities are also widely promoted around the world. The Games can also provide economic legacies with regards to the development of new skills through training programmes



and the accumulation of event experience that staging the Games requires.

The “showcasing” of a city can also lead to significant growth in the tourism sector, with visitor numbers increasing as a result of staging the Games – before, during and after the event.

Turin, for example, used the 2006 Winter Games to shed its industrial image and promote itself as a new tourist and business destination by showcasing its rich history, culture and high-tech industry to the world. The city witnessed a considerable upturn in visitor numbers after it hosted the Games, with an estimated increase of between 100,000 and 150,000 visitors in the year after the Games. The venues used for the Games have also allowed the region to play host to several other large-scale events.

By maximising the exposure that the Games provide, a host city can effectively put itself “on the map” and initiate long-term plans for tourism growth through promotional campaigns and investment in tourist infrastructure, such as hotels and attractions.

Around 6,000 new hotel rooms were added to Atlanta’s hotel stock when it hosted the Games in 1996, increasing capacity by 9.3%, while the city also saw more than USD 1.8 billion worth of hotels, office premises, residential buildings and entertainment venues constructed in the 10 years after it hosted the Games.

Similarly, hotel space in Barcelona grew by 38% between 1990 and 1992 as a result of hosting the 1992 Olympic Games, with the city’s regeneration projects also enabling it to broaden its appeal to potential overseas visitors, leading to a substantial increase in tourism and significant economic gains.

Notably, just ten months after the Vancouver 2010 Winter Olympic Games, Canada was named the world’s number one country brand in the FutureBrand 2010 Country Brand Index (CBI), thanks in large part to the 2010 Winter Games – proving beyond doubt the benefits of hosting a major international sporting event such as the Games. The accolade





was the culmination of an ambitious and far-reaching tourism strategy that was launched to coincide with the Games, and which set out to refresh Canada's tourism brand in anticipation of the country having a prominent presence on the world stage in 2010. The Canadian Tourism Commission (CTC) recognised that an enduring legacy of the Games would be to provide more interest in Canada as a travel destination, and ultimately attract more visitors, and seized the once-in-a-generation opportunity provided by the Games to showcase Canada's tourism brand internationally.

As a result of the London 2012 Games, meanwhile, the UK is expected to welcome four million additional visitors by 2015, creating as many as 14,000 new tourism jobs.

International visitors are expected to spend GBP 2.7 billion in the three-year period following the 2012 Games, resulting in a GBP 1.4 billion increase in economic output, on average, each year.



CONCLUSION



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Staging the Olympic Games can be a defining moment in a city's history, providing a unique opportunity to initiate long-lasting, positive changes.

Bid cities are placing increasing emphasis on the legacies that hosting the Games can leave for their cities and the IOC is committed to supporting these efforts and promoting the positive legacies that the Games can provide.

However positive legacy does not simply happen by itself. It needs to be carefully planned and embedded in the host city's vision from the earliest possible stage and integrated within the project at every step. Delivering legacy also requires strong partnerships between city leaders, the Games organisers, regional and national authorities, local communities, commercial partners and, of course, all members of the Olympic Family: the IOC, National Olympic Committees and International Sports Federations.

The IOC works hard to help Games organisers, as well as applicant and bid cities, identify what the Games can bring to their communities. As every city is different, the IOC encourages each one to reflect on its own goals from the beginning of the bid process and to look at how the Games can be a catalyst for development. The IOC also aids host cities by providing access to the vast amounts of information and expertise that is available from previous editions of the Games, ensuring that cities can draw on the lessons learned and adapt them to their own specific needs.

The numerous examples of positive legacies that host cities have been able to gain by staging the Olympic Games is testament to the power of the Games – both as a sporting event and as a catalyst for development – and demonstrates what is possible when the right plans are put in place.





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“The Games are more than just an important sporting event.

Aside from the dreams and achievements of young athletes, the Games provide a setting for champions to sow the seeds for future generations. They also enshrine the social responsibility of ensuring that the host cities bequeath a positive legacy.

The IOC is firmly committed to guaranteeing that this legacy is as positive as it can possibly be.”

Jacques Rogge, IOC President

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