

THEESIS PROJECT

# SYDNEY OLYMPIC PARK

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OLYMPIC LEGACY OR BURDEN

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2007

AN UNDERGRADUATE THESIS SUBMITTED AS A PARTIAL  
REQUIREMENT FOR THE BACHELOR OF PLANNING DEGREE,  
UNIVERSITY OF NEW SOUTH WALES 2007

## **ABSTRACT**

‘The best Olympic Games ever’ are the words that Olympic organising committees around the world want to hear after they have hosted the Olympic Games. This title can only be held by one host city, and the current holder is Sydney. However, like many host cities in the past, infrastructure built for the Games has not had much of a post-games life. Due to this lack of post-games use, the main Olympic site at Homebush is perceived as a burden on Sydney rather than the unambiguous positive legacy envisaged. Sydney Olympic Park has even been described as a ‘white elephant’. This thesis will look at how the site as a whole has functioned since the Games, with particular reference to underutilisation of the two main stadiums. The potential of the 2002 master plan to inject new uses and vitality into the site is considered. The thesis provides a series of best practice guidelines that could be used by future hosts of similar mega-events to ensure that Games-related infrastructure does not become a burden on the host city.

## **ACKNOWLEDGEMENTS**

I would firstly like to thank Peter Williams, who as my thesis advisor provided me with the guidance and assistance that was required for me to complete my thesis.

I secondly would like to thank Ellie for her assistance in the reading and formatting of my thesis, as well as her continued support throughout the thesis project.

I would also like to thank my family and friends who throughout the project were there to lend support as well as providing a wanted distraction when I did not want to be thinking about my thesis.

I finally would like to thank the UNSW staff for either assisting me directly with my thesis or just providing me with the knowledge that was learnt throughout the Planning degree which I then applied to this thesis.

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## GLOSSARY

TERM	DEFINITION
AAFLA	Amateur Athletes Foundation of Los Angeles (now known as LA84 Foundation)
AFL	Australian Football League
ARL	Australian Rugby League
BOC	Barcelona Organising Committee
CAD\$	Canadian Dollars
CBA	Commonwealth Bank of Australia
ESD	Ecologically Sustainable Development
FIFA	Fédération Internationale de Football Association – world body for football (soccer)
FINA	Fédération Internationale de Natation - world body for aquatic sports such as swimming
IOC	International Olympic Committee
IRB	International Rugby Board
LA	Los Angeles
‘legacy’ and ‘legacies’	Refers to ‘legacy’ in general, there is no distinction between positive or negative
Legacy and legacies	Refers to the positive ‘legacies’ that occur
MCG	Melbourne Cricket Ground
NBL	National Basketball League (Australia)
NFL	National Football League (American football or gridiron)
NRL	National Rugby League
NSW	New South Wales

<b>TERM</b>	<b>DEFINITION</b>
OCOG	Organising Committee for the Olympic Games
RAS	Royal Agricultural Society
SCG	Sydney Cricket Ground
SIRIUS	Electronic Database of Journals Held by UNSW
SOCOG	Sydney Organising Committee for the Olympic Games
SOP	Sydney Olympic Park
SOPA	Sydney Olympic Park Authority
SOPMP	Sydney Olympic Park Master Plan
SOPAC	Sydney Olympic Park Aquatic Centre
The Games	The Olympic Games
The Master Plan	2002 Sydney Olympic Park Master Plan
UNSW	University of New South Wales
US\$	American Dollars

# **1. INTRODUCTION**

## **1.1 PROBLEM SETTING**

In today's society the Olympic Games is considered to be the largest public event in the world. Yet until about 1960 the Olympics was a small scale operation which saw very little money invested into the host cities. Since then it has slowly grown into a mode of city improvement and has become in a sense a business, so much so that the bidding processes we see for the Games are becoming more competitive. This is due to the benefits that the Games can bring to a city. These benefits are often referred to as Olympic legacies, though like most things in the world today where there are benefits, there is a good chance that there are associated disadvantages or burdens.

For years it has been recognised that Olympic legacies have often left Olympic cities in a better position than what they were prior to the Games. The issue is that many cities see hosting the Olympics as positive because of the legacies they can leave behind, but they neglect to look at some of the possible burdens that the Games could leave on their city.

The types of 'legacies' (positive and negative/burdens) that a Games leaves behind varies from city to city because every city is different and therefore the Games can have a unique effect on each. Typically the 'legacies' left behind relate to tourism, the economy, infrastructure, sports facilities, the urban environment, the natural environment, socio-cultural aspects and communications (Chappelet, 2003).

It is therefore important for host cities to carefully assess whether hosting the Olympic Games will be a benefit to the city and even the nation or whether it could possibly have a negative effect on the city. The problem arises that many legacies may not be able to be predicted, for example tourist numbers may not increase after the Games for unknown reasons, and these simply have to be looked at as they occur. One issue that has arisen in the past is that planning for the Games has seemed to be geared towards the 15 day Games period and obtaining the title of 'the best Olympic Games ever' as opposed to what will benefit the city into the future.

Doing this has left many cities with an Olympic burden that will or has haunted the city for years after the Games have finished. For example, the 1976 Montreal Games

were a well run Games, yet they will be forever remembered as the Games with a debt of almost CAD \$1.5 billion.

## **1.2 RESEARCH STATEMENT**

Hosting an Olympic Games can leave a wide range of ‘legacies’ on a host city, these legacies can be positive or negative. Due to the Olympic Games essentially being an exhibition of sporting talent, one legacy that faces all host cities is the construction and upgrading of sporting facilities. Throughout the years the experiences of host cities in relation to their sporting facilities has varied, with some being left with well used facilities post games, while others can be left with facilities that are a burden on the city rather than a legacy.

A number of commentators believe this has happened to the Sydney Olympic Park (SOP) site which was the main site for the 2000 Sydney Olympic Games. Since hosting the 2000 Olympic Games, SOP has remained fairly underutilised except for the odd major sporting event (e.g. Rugby World Cup in 2003) and the annual Sydney Royal Easter Show. A repeated criticism relating to the SOP site is that planning for the post games usage of the site was inadequate and that any plans now in place were too slow in being implemented to revitalise the site.

The over arching area that is to be investigated is the post-Games use of SOP. This post-Games period can be summarised into two distinct periods of time. The first period to be investigated is the post-Games period up until 2007. This will look at what has happened on the site since the Games. The second period will look at how the site is to be used into the future. The investigation will solely be based around the 2002 master plan which has been implemented for the site in order to make it function as a venue not solely created for the sport and sports related uses. This part of the investigation will look to analyse the effectiveness of the 2002 master plan to create a livelier precinct.

## **1.3 THESIS OBJECTIVES**

The contents of this thesis will work towards meeting the key objective which is:

- To determine whether Sydney Olympic Park will be an Olympic legacy or an Olympic burden on the city of Sydney.

This thesis will also look to meet a series of sub-objectives that will all assist in obtaining the key object. These sub-objectives are listed below:

- Critically analyse what has happened to Sydney Olympic Park since the Games finished;
- Critically analyse the 2002 master plan in relation to its effectiveness to ‘recreate’ Sydney Olympic Park;
- To develop a set of best practice guidelines that would ensure that legacy (of whatever type) occurs post-event; and
- To develop a set of best practice guidelines that could be used to ensure that future mega-events (Olympics in particular) do not encounter the burden of underutilised sports facilities.

## 1.4 THEORETICAL CONTEXT

The initial concept that has seen this project develop is the term ‘white elephant’. The term ‘white elephant’ essentially is a colloquial term meaning a development that maintenance costs outweigh its usage, which essentially makes it non-viable to run. This term has been thrown about in relation to SOP for many years, in particular by the media (for example Dennis, 2002). This terminology helped promote the thought as to whether all Olympic cities have this issue of sporting facilities becoming a ‘white elephant’ once the Olympics are finished. Utilising the UNSW library SIRIUS database to search the term ‘white elephant’, the term Olympic ‘legacy’ continued to come up in the literature therefore the search widened to include all Olympic ‘legacies’ which in turn looked at the Olympic ‘legacy’ of sporting facilities.

Olympic ‘legacies’ are a very well researched topic, due to the ever increasing competition to host the Olympic Games because of the ‘legacies’ they can leave on a city. One document at the centre of the studies into Olympic ‘legacies’ is *The Legacy of the Olympic Games: 1984 – 2000* (de Moragas et al, 2003). This document is a collection of articles by authors from across the globe that look at Olympic ‘legacies’. The collection looks at ‘legacies’ whether they are as Furrer (2002) suggests positive (legacy) or a negative (burden). The authors in the collection focus on a wide range of examples of the effects of Olympics on cities from Albertville’s 1992 Winter

Olympics (Charmetant, 2003) to a look into the future to Beijing's Games to be held in 2008 (Xu, He & Ping, 2003).

As Furrer (2002) highlights a vital part of an Olympic Games is the sport and therefore the sports facilities are a key component to hosting an Olympic Games. The issue that is highlighted by Furrer (2002) and numerous authors in the Legacy Collection (de Moragas et al, 2003) is that stadiums and other sporting facilities quite often are one of the long term 'legacies' that an Olympics can leave on a city, whether it be a positive or negative impact.

Searle (2002, 2003) is one author who has guided this thesis, as the focus of his work is on the Sydney Olympics Games. For this very reason his work has formed the basis of this study because in his 2002 work, Searle highlights that there is an uncertain 'legacy' for Sydney Olympic stadiums and SOP as a precinct.

The latter part of this thesis is steered by Owen (2001) who suggests that in order for SOP to become more viable, it must contain a mix of facilities. This concept of Owen's (2001) has helped drive the latter part of this thesis to discuss whether the new master plan will 'recreate' or make the site viable for the future.

## **1.5 RESEARCH METHODOLOGY**

The first step in this research project is to undertake a preliminary literature review to look at the views of other authors in relation to the Olympic 'legacy' of sporting venues. The concepts of 'mega-events' and 'Olympic legacy' were also researched during this preliminary literature review. The preliminary literature review also helped to develop a list of case studies of other Olympic cities and their experiences in terms of the 'legacy' of sporting facilities whether it be a negative or positive 'legacy'. The literature review continued throughout the project as new literature became relevant.

Using the list of case studies produced by the literature review, a more detailed investigation into these case studies was undertaken to look at their experiences whether they be positive or negative.

The focus of the research then moves to the key case study: Sydney Olympic Park. This component of the research is to be divided into two smaller studies. The first study involves a desktop study that looks at what has occurred at Olympic Park since

the Olympic Games in 2000. This part of the study looks at the situation right up until 2007, when work related to the implementation of the 2002 master plan became apparent.

The second component of the SOP case study examines the 2002 master plan that has been implemented with the aim of identifying new uses and injecting vitality into the SOP precinct. This component involves a detailed analysis of the 2002 master plan in relation to its ability to recreate the SOP precinct.

The final step in the research is to use the collection of Olympic Games examples and the Sydney case study to help formulate a set of best practice guidelines that could be used for future mega-events (such as the Olympic Games). The guidelines could be used to ensure that the mistakes of the past do not occur again by leaving future host cities with an Olympic burden of underutilised Olympic facilities such as sports stadiums.

As can be seen the use of desktop studies forms the basis of the majority of this research project, with personal analysis forming the remaining components of this thesis.

## **1.6 THESIS STRUCTURE**

Chapter 2 seeks to define why the Olympic Games are classified as a mega-event. The chapter begins by defining the term mega-event as it will be used for this thesis. The chapter then continues by looking at how cities and governments have changed their views of hosting such events to the point where fierce bidding wars have erupted in order to decide who shall host a particular event. This component of the chapter looks at some of the key reasons as to why cities have entered such bidding wars.

Chapter 3 seeks to define the concept of ‘legacy’, which has evolved in recent years as it becomes a more important component of hosting an Olympic Games. Olympic ‘legacy’ can be divided into two distinct types, positive legacy (Olympic legacy) and negative legacy (Olympic burden). The ‘legacies’ that are left behind after a Games can vary from city to city. For this reason, this chapter looks at the most common types of ‘legacies’ witnessed by host cities irrespective of whether they have a positive or negative effect. The inclusion of four case studies will help provide

examples of the types of ‘legacies’ that can be left behind by an Olympic Games. The chapter concludes by briefly discussing some of the issues that can be associated with legacy.

Chapter 4 focuses on the main case study of SOP. The chapter is divided into three main sections with each looking at a different period of the site’s life. The first section looks at the present situation affecting the site as well as looking at the history of the SOP site in becoming a sports precinct. The second section looks at what the situation has been post October 2000 to the present; this also includes some analysis of the reasons why the site is currently underutilised. The third section analyses the potential effectiveness of the new 2002 master plan to inject some life into the site in the future.

Chapter 5 provides a series of best practice guidelines that can be applied when planning for an Olympic Games or any other mega-event. These guidelines are to include ways to ensure positive legacy for sporting facilities and Olympic precincts in general. These guidelines are to be based upon the experiences of past Games as well as a few personal thoughts on how to best plan for an Olympic Games.

Chapter 6 attempts to conclude this thesis by bringing together all the information presented. The chapter will discuss whether SOP has in fact become an Olympic legacy or burden at this stage of its life-cycle and whether the new master plan will help in changing its character as a legacy or burden.

## **2. THE OLYMPIC GAMES AS A MEGA-EVENT**

### **2.1 INTRODUCTION**

The following chapter looks to define why the Olympic Games are classified as a mega-event. The chapter will begin by defining the term mega-event as it will be used for this thesis. The rest of the chapter will look at how cities and governments have changed their views of hosting such events to the point where fierce bidding wars have erupted in order to decide who shall host a particular event. This component of the chapter looks at some of the key reasons why cities have entered such bidding wars.

### **2.2 CONCEPT OF A MEGA-EVENT**

When looking at the Olympics as a mega-event, we are defining a mega-event as a large-scale cultural (including commercial and sporting) event which has a dramatic character, mass popular appeal and international significance. They are typically organised by variable combinations of national governmental and international non-governmental organisations and can be said to be important elements of ‘official’ versions of the public culture (Roche, 2000). Using Roche’s definition, it is quite apparent as to why the Olympic Games are considered to be a mega-event. This comes down mainly to the fact that the Games are the largest scale event on the planet and that the concept of the Games is that of a meeting of all the nations of the world in sporting competition and therefore it has international significance. The term mega-event is used by a great deal of literature such as Lee & Taylor (2005), Fayos-Sola (1998) and Gursoy and Kendall (2006).

Roche (2000) has also developed a hierarchy of public events (Table 1). Using his definition, sees mega-events placed on top of the hierarchy. This hierarchy helps to differentiate between different public events based on their size and essentially elevates events such as the Olympic Games and FIFA World Cup above others because they are in their own league due to their size.

**Table 1 - Public events: types and dimensions**

Type of event	Example of event	Target attendance/market	Type of media interest
<i>Mega-Event</i>	Expos	Global	Global TV
	Olympics		
	World Cup (soccer)		
<i>Special Event</i>	Grand Prix (F1)	World Regional/ National	International/ National TV
	World Regional Sport (e.g. Pan-Am Games)		
<i>Hallmark Event</i>	National sport event (e.g. Australian Games)	National	National TV
	Big City Sport/Festival	Regional	Local TV
<i>Community Event</i>	Rural Town Event	Regional/Local	Local TV
	Local Community Event	Local	Local Press

(Source: Roche, 2000)

On the other hand a number of authors tend to refer to mega-events as hallmark events (Owen (2001) and Furrer (2002)). This can become slightly confusing as every author's definition of a mega-event/hallmark event varies. The issue that I have with the definition used by Owen (2001) is that she includes events such as the America's Cup and Formula One Grand Prix's as hallmark events. However, as such events do not gain the same exposure as the Olympic Games, I believe they should not be grouped under the term hallmark events along side the Olympic Games.

Therefore for the purpose of this thesis, Roche's (2000) definition will be used as it gives greater detail as to what type of events are included under the term mega-event as opposed to some definitions of hallmark or mega-events that group events of varying scale together.

### 2.3 THE RISE OF THE OLYMPICS AS A MEGA-EVENT

Mega-events are not a phenomenon that only began recently. The first events that could be considered to be mega-events were the World Expo's which have been running since 1851. In 1896 the Olympic Games began and in 1900 and 1904 the World Expo's in Paris and St Louis were also the hosts of the Olympic Games (Wilson, 2003). At this stage the Expo's still could be said to be the only mega-event on the planet. Though over the coming years, the Olympics would continue to grow bigger and better each time they were held and in turn the phenomenon of mega-

events continued to grow. As time passed the Olympic Games started to become the premier mega-event with the World Expo's losing ground in the title for biggest mega-event. The point in Olympic history that is believed by many (Wilson, 2003; Burbank, Andranovich and Heying, 2001) to have changed the way that mega-events (in particular the Olympics) were looked at was the 1984 Los Angeles Olympics. The biggest reason for this change in viewpoint was that the 1984 Summer Olympic Games in Los Angeles resulted in a net profit of US\$223 million (Verbruggen, 2003); until then making a profit from the Games was unheard of.

The change in the way the Olympic Games (and mega-events in general) were viewed was almost instantly recognisable. In 1982, when Seoul was selected as the host for the 1988 Games, it had only one other competitor. By 1986, two years after the successful Los Angeles Games, the number of bid cities had risen to six for the Summer Games and seven for the Winter Games (Wilson, 2003). Ever since the 1984 Los Angeles Games there has not been a shortage of bid cities. These days, some countries host an internal bid process just to select a representative that will go up against other countries from around the globe.

Due to the success of the 1984 Games, the bidding process has become a very competitive process and could be said to be the biggest competition associated with the Games. The issue has arisen in recent years that due to the competition becoming fiercer the potential and temptations of bribery could arise (Roche, 2000). This issue reared its ugly head during the bid process for the 2002 Winter Games, where bribes were offered on behalf of the eventual winning bid for Salt Lake City. This clearly displays the desire of some bid teams to host the Games that they would be desperate enough to offer bribes in return for votes for their city.

## **2.4 THE INCREASE IN INTEREST TO HOST THE GAMES**

Within literature on the topic of mega-events, many authors (Tufts, 2004; Essex and Chalkley, 2003a; Truno, 2003) believe that the interest to host the Games has increased due to three main reasons. These reasons are:

- The chance to showcase the city, region or country to the world;
- The economic benefit of hosting the games; and

- That the Games are now seen as a tool for urban and regional development.

Each of these reasons are discussed briefly below.

#### **2.4.1 SHOWING THE CITY TO THE WORLD**

Being the biggest event on the planet, the Olympic Games naturally attracts the biggest audience whether it is live at the events or on TV. Therefore the host city is projected on to the world market. For this very reason hosting the Games has become part of many cities' plans to further develop their city and in some cases obtain global recognition for the host country..

There are two distinct ways in which a city can be projected onto the world stage. The first is simply putting the city's image out in the market. One example of this is how the 2008 Beijing Games are being used to continue the opening of China to the world after years of being 'isolated' (Xu et al, 2003). A further example is the 1992 Barcelona Games which used the Games to get development (e.g. hotels and new airport) to occur, which was necessary for it to become a competitive city in the scenario of today's Europe (Cashman, 2003; Moragas and Botella, 1995).

The second way in which Olympic Games as a mega-event can help promote a city is that it can help show the world that the city has the capabilities to host such events. For example Australia hosted the 2003 Rugby World Cup, for reasons that I believe had to do with Sydney's record of conducting a well-run mega-event: the Olympic Games in 2000.

#### **2.4.2 ECONOMIC BENEFITS**

As mentioned previously the biggest reason for the increased interest in the Games was the profit made from the 1984 Los Angeles Games. This profit showed the world that hosting the Games could be a good financial operation if they were strictly managed (Verbruggen, 2003). The lure of economic benefit from the Games has increased to such a level that it is not uncommon for millions of dollars to be spent on bids just in order to have the chance to possibly host the Games. Economic benefits have now become such a driving force for cities to host the Games that Toronto in Canada actually has hosting the Games as part of the city's economic revitalisation strategies. This has remained the city's focus even after losing bids for the 1996 and 2008 Summer Olympic Games (Tufts, 2004). To me this shows the importance of the

Games, because a city like Toronto has spent millions of dollars on formulating bids several times purely because they see hosting the Games as a key part of revitalising the city. This could be a trap for many cities as the Games are not guaranteed to bring such benefits. For example the 1976 Olympic in Montreal have ended up costing tax payers almost CAD\$1.5 billion over the 30 year period since the Games (Beacon, 2006).

#### **2.4.3 A DRIVER FOR URBAN REDEVELOPMENT**

As Essex and Chalkley (2003b) have highlighted, prior to 1960 both the Summer and Winter Olympic Games were relatively small scale and had small amounts of money invested in infrastructure with the exception of the construction of venues. It was not until 1960 that the Games became a new method of improving cities and had become large scale transformation projects. Essex and Chalkley (2003a) also highlight the fact that the use of the Games as a transformation tool has developed even faster in the past 20 years, in the years since the 1984 Games held in Los Angeles.

Another reason that the Games have become such a great tool for urban transformation is the fact that city planners may see the Games as an opportunity to fund and bring forward long-term plans that would otherwise remain in the ‘pending file’ for many years (Essex & Chalkley, 2003a). This thinking is also shared by Cashman (2003) and Moragas and Botella (1995), who highlight how Barcelona used the 1992 Games to transform the city’s foreshore areas, which had been planned for years, but was only brought forward by the city winning the bid to host the Games. Similar projects were seen in Athens, where the construction of a new sailing facility prompted the organisers to redevelop the foreshore area.

As mentioned above the two best cases of cities using the Games for urban transformation are Barcelona (1992) and Athens (2004), and in both cases the focus of the transformation was the coastal areas of both cities, used previously for industrial uses. In the case of Barcelona, it was made known in its bid that hosting the Games was being used as a catalyst for transforming the city. As Truno (2003) highlights, two of the priority objectives of the Barcelona Organising Committee (BOC) were:

- To use the Games as a catalyst for developing the city; and
- To open up the city to the sea.

So as it can be seen, the BOC clearly stated up front the Games were to be used as a tool for urban transformation. This was not the case for Athens, where Beritos and Gospodini (2004) highlight that the Athens Organising Committee never explicitly stated that Games were being used as an urban transformation tool. Though as Beritos and Gospodini (2004) continue on to state, 95% of the structures in Athens built for the Games were to remain in Athens post-Games, which suggests that even though it may not have been a key objective of the organising committee, the committee clearly saw the chance to improve the city of Athens through hosting the Games. This fact is reinforced by Pyrgiotis (2003, p 414) who states that, “Committing to the long-term legacy of the Games was a commitment to urban renewal, new infrastructure projects and other city improvements that would make Athens more attractive, better equipped, more functional and friendly to its citizens and visitors”.

So as it can be seen above the Olympic Games have become a key tool to transform cities, even if in some cases it is not the reason why the city decided to bid for the Games. Personally I believe that all bid cities should see the Games as an opportunity to transform their cities, because such an opportunity may only really arise once in a city's history. This is because, in my opinion, a city's chance of hosting the Games a second time is becoming less and less likely due to the number of cities world wide which now have the capabilities to host the Games.

## **2.5 CONCLUSION**

The notion of the Olympic Games as a mega-event has changed over the past 20 years with it now considered the largest mega-event on the planet. This change can be put down to the fact that interest in hosting the Games has increased in the past few decades. This increased interest in hosting the Games is mainly due to the benefits that hosting can bring to a city. These benefits are often referred to as ‘Olympic legacies’ as they are the positive aspects that the Olympic Games leaves behind. The biggest issue with the increase in interest to host the Games is that many cities see the positive legacies but neglect to pay much attention to the negative legacies, otherwise known as ‘Olympic burdens’. The following chapter will look at the concept of legacy and briefly highlight some of the common legacies or burdens that affect Olympic cities.

### **3. CONCEPT OF LEGACY**

#### **3.1 INTRODUCTION**

This chapter will attempt to define the concept of ‘legacy’, which has evolved in recent years as it becomes a more important component of hosting an Olympic Games. Olympic ‘legacy’ can be divided into two distinct types, positive legacy (Olympic legacy) and negative legacy (Olympic burden). The ‘legacies’ that are left behind after a Games can vary from city to city. For this reason, this chapter will look at the most common types of ‘legacies’ witnessed by host cities irrespective of whether they have a positive or negative effect. The inclusion of four case studies will help provide examples of the types of ‘legacies’ that can be left behind by an Olympic Games. The chapter will conclude by briefly discussing some of the issues that can be associated with legacy.

#### **3.2 WHAT IS ‘LEGACY’?**

The definition of the term ‘legacy’ at its simplest level can be said to be “something that exists as a result of a previous event or time” (Collins Pocket Dictionary, 1995). The above definition forms the basis of the term ‘legacy’ when referring to the Olympic Games as Olympic ‘legacy’ refers to anything that has been left behind (e.g. sports facilities) or come out of hosting the Games (e.g. increase in tourist number after the Games). This definition may seem simple enough, though in the field of Olympic ‘legacy’ there is debate as to what the precise definition of Olympic ‘legacy’ is.

The biggest reason why the term ‘legacy’ is coming under question in Olympic circles is, as Chapple (2003) suggests, the term ‘legacy’ does have positive sound to it. This means that people assume that when the legacy of the Games is discussed, the inference is that this is positive and therefore a benefit. Yet the issue is that every Games is going to have some negative aspect that will arise from hosting the Games, so there is no reason to use the term ‘legacy’ as it creates the idea that only benefits will come out of the Games.

### 3.3 POSITIVE AND NEGATIVE LEGACY

One way to get around the issue of ‘legacy’ having a positive connotation is to divide ‘legacies’ into negative types and positive types. One author who has distinguished between positive and negative ‘legacies’ of hosting the Games, as opposed to simply calling them all ‘legacies’, is Furrer (2002). Furrer (2002) uses the positive nature of the term ‘legacy’ to classify the positive aspects that can be obtained from hosting the Games and refers to these aspects as Olympic legacies. In order to differentiate between the positive and negative aspects that the Games can leave behind, Furrer (2002) uses the term Olympic burden to describe the negative aspects.

The one issue with Furrer’s (2002) differentiation between legacies and burdens is that he has created a list of aspects that are considered to be legacies and a list that is considered to be burdens (Table 2). As Table 2 suggests, Furrer (2002) believes that the positives of hosting the Games far out-weigh the negatives. This list of ‘legacies’ could somewhat impede his way of differentiating between legacies and burdens as many of the aspects listed under Olympic legacy could in fact also be burdens. The prime example of a ‘legacy’ that could be positive or negative are economic benefits, as many Olympic cities have not received any economic benefits from hosting the Games because they in fact ran at a loss or were faced with post-Games debt. This fact is mentioned by Cashman and Hughes (1999), who say that the ‘legacy’ of the Games varies from city to city as every city is different.

**Table 2 - Olympic legacies**

<i>Olympic Legacy (Positive)</i>	<i>Olympic Burden (Negative)</i>
Economic benefits	Unequal distribution of the Games benefits
Social benefits	Games of city entrepreneurs
Psychological benefits	White elephants
Environmental benefits	
Political benefits	
Construction of transport systems and other infrastructure (e.g. water treatment)	
Construction of new sports/multi-functional venues	
Urban renewal / redevelopment	

(Source: Summary of Furrer, 2002)

Therefore, for the purpose of this thesis, the terms Olympic legacy and burden will be used as they help divide the positive and negative ‘legacies’.

### **3.4 TYPES OF ‘LEGACY’**

‘Legacy’ can be divided into two extremely broad categories, hard ‘legacies’ and soft ‘legacies’. These two categories are separated by the ease at which they are measurable. Hard ‘legacies’ are easily measurable and can be directly related to the Olympics. An example of a hard ‘legacy’ is the use of a stadium after the Games have finished. This is classified a hard ‘legacy’ because the stadium can be directly linked to the Olympics as it was built for the Games. This is compared to soft ‘legacies’, which are slightly more difficult to measure, as in many cases they may have changed due to outside factors. An example of soft legacy’ is that of the Olympics increasing tourism to a host city, though some may say that this is easily measurable due to tourism data being relatively easy to obtain. The issue is that there is no way to say that a particular tourist is visiting the city as a result of the city hosting the Olympic Games.

‘Legacy’ can also be divided into the type of legacy they bring. Cashman (2003) has attempted to divide all the different types of ‘legacies’ into six broad categories. These categories are briefly described below:

- *Economic ‘legacy’* – looks at how the Games can financially benefit the host city. This type of ‘legacy’ is the most discussed among OCOG’s and within literature on ‘legacy’ due to its nature of being easily measurable;
- *‘Legacy’ of the built environment and physical environment* – looks at what happens with Olympic venues and precincts post-Games. It also includes infrastructure improvements and urban transformation projects that are undertaken for the Games;
- *Information and education ‘legacy’* – is the ‘legacy’ of how information is transferred between host cities, on how to plan and run an Olympics;
- *‘Legacy’ of public life, politics and culture* – refers to how the city changes the way it undertakes its day to day life after the Games. This for example,

occurred in Barcelona where the city learnt that public-private partnerships were a way to help redevelop the city;

- '*Legacy' of sport* – Considering that sport is the first strand of Olympism, the legacy of sport goes relatively unnoticed in literature. Sports 'legacy' refers to the way in which the Games alters sports delivery and the sporting culture of the host city; and
- '*Legacy' of symbols, memory and history* – refers to the way in which the city remembers its connection to the Olympics. This form of 'legacy' is rarely discussed, though Cashman (2003) suggests it should be looked at more as it is important for cities to mark hosting the Games in their history.

### **3.5 EXAMPLES OF LEGACY**

This section looks at a few of the types of legacy that have occurred in past host cities. For the purpose of this thesis, examples focus upon the legacy of sports facilities and sport in general, though each example also looks at other types of legacy that have occurred from hosting the Games.

#### **3.5.1 1992 BARCELONA SUMMER OLYMPIC GAMES**

The Barcelona Olympic Games are the Games that are widely considered to have left the biggest legacy behind in the host city. Barcelona was witness to a wide range of legacies that were left behind though a few of these legacies are the reasons why the Games were so successful in ensuring a positive legacy. Some of the key legacies that the city of Barcelona received from hosting the Games are (McIntosh, 2003):

- New world class facilities which to this day are continuing to be utilised. These facilities have also led to Barcelona being host to other large world class events such as the World Swimming Championships in 2003;
- New housing that was developed through the Olympic Village, temporary hotel accommodation and public projects that arose through the placement of stadiums and venues;
- The Games showed the city that public and private sectors could work together; this has led to further development in the city, which prior to the Games would have been difficult to achieve; and

- The biggest legacy that the Games left behind is that which led to the city being revitalised and improved, to the point that Barcelona is now viewed very highly within the European context.

The last point above was so important to the Games organisers, that three of their priority objectives directly related to the revitalisation of the city. The most important objective was to prepare the city for the future and not just for the 15 day Games period. This has since become apparent as the city continues to develop, especially in its coastal areas.

This is the precise reason why Barcelona is viewed as a good example of legacy as it continued to use the lessons learnt from hosting the Games such as public/private partnerships to further improve the city.

### **3.5.2 1988 CALGARY WINTER OLYMPIC GAMES**

The Winter Olympic Games, much like its larger summer counterpart requires large amounts of investment into the host city or town. The issue that inhibits Winter Games host cities in ensuring that legacy occurs is, as Essex and Chalkley (2003) highlight, the average size of a Winter Olympic host city or town is 12 times smaller than that of a Summer Olympic city. This creates an issue as the amount of investment required for a Winter Games is massive yet, post-Games these small towns in some cases do not have the demand for the investments put in place for the Games. For this very reason research into Winter Games is very common due to the possibility of Olympic burdens in particular occurring more often when considered in relation to the facilities put in to the city for the Games.

As Essex and Chalkley (2003) and Chappelet (2003) make known, many of the facilities built for a Winter Olympic Games (ski jumps, bobsleigh and luge runs and speed skating rings) have a very limited use post-Games as they are generally only practiced by high performance or elite athletes. This makes the ensuing legacy for these facilities all the more important as careful thought should be given as to whether they should be built in the first place.

The biggest contributing factor to legacy for Winter Olympic Facilities is that many of the facilities can only run during the winter months. This causes massive issues as venues remain unused for approximately half the year, meaning they are not making

money, yet they still require maintenance. For this reason alternate uses need to be found for venues to ensure that they do not become a burden on the host city especially during the winter months.

The 1988 Calgary Winter Olympics is a good example of the legacy of sporting facilities, because each of the facilities and venues developed for the Games are still being used today, largely for sporting purposes (Warren and West, 2003). As Warren and West highlight this feat is unusual in the annals of the Olympic Movement, which has rarely seen all facilities and venues continued to be used post-Games.

Table 3 below outlines how the Calgary venues have been used since the Games finished. Calgary can be considered to be a leader in post-Games usage of facilities, especially since many of the venues (ski jumps and bobsleigh/luge track) still in use in Calgary have failed at past Games, such as the ski jump for the 1968 Grenoble Games that now lies derelict due to poor location and high maintenance costs.

The main reason behind the success of the facilities is that, as Warren and West (2003) highlight, the commitment to legacy of the 1988 Calgary Winter Olympic Games was to assist in the development of future Canadian Winter Olympic athletes. This was met through funds being provided to the facilities from the profit made from the Games.

Unlike many Games before, whether it is a Summer or Winter Games, Calgary also succeeded in releasing many facilities for use by the public. The best example of this is the public use of the bobsleigh run, which makes the track viable as members of the public can experience the feeling of hurtling down the track all year round. This is compared to many Olympic venues (both at Summer and Winter Games) where venues and facilities are reserved for the use of high performance athletes, which in the end limits their use and in turn can lead to the facilities becoming a burden on the city.

Calgary is also a good case study to look at in terms of Olympic Parks as the site has remained predominantly a sports precinct, compared to many Olympic Park precincts (e.g. Sydney) that have had to look at new ways to make their sites viable.

**Table 3 - Calgary's Olympic venues**

Venue	Games use	Post-Games use
Canmore Nordic Centre	Cross country skiing and biathlon	<ul style="list-style-type: none"> <li>• Training centre for Nordic Sports</li> <li>• Hosts world class Events</li> </ul>
Nakiska	Alpine events (skiing)	<ul style="list-style-type: none"> <li>• Public Ski Field (140,000 visitors per year)</li> <li>• Small amount of high level training</li> </ul>
Calgary Olympic Park	Bobsleigh and luge track	<ul style="list-style-type: none"> <li>• Hosts world class events</li> <li>• High level training</li> <li>• Public can experience the run both in summer and winter</li> </ul>
	Ski Jumping	<ul style="list-style-type: none"> <li>• Training facilities for novice and high performance athletes (100,000 jumps over the summer and winter)</li> <li>• Same as above</li> </ul>
	Freestyle skiing (aerials)	<ul style="list-style-type: none"> <li>• Public Slope (250,000+ visitors, makes it the 3<sup>rd</sup> largest ski area in the province)</li> <li>• Mountain biking tracks during the summer</li> </ul>
	Ski slope for exhibition of alpine skiing for the disabled	<ul style="list-style-type: none"> <li>• Home of the Canadian national speed skating team</li> <li>• Hosts world class events</li> <li>• Is iced all year round making it popular with international athletes</li> <li>• University use</li> <li>• Community use</li> </ul>
Olympic Oval	Speed Skating	<ul style="list-style-type: none"> <li>• Handover to professional sport (NHL team)</li> <li>• Concerts</li> </ul>
Saddledome	Ice Hockey	

(Source: based on Warren and West, 2003)

### 3.5.3 1984 LOS ANGELES SUMMER OLYMPIC GAMES

The most documented (e.g. Wilson, 2003; Verbruggen, 2003) ‘legacy’ to come out of the 1984 Los Angeles (LA) Olympic Games was the surplus of money that remained after the completion of the Games. The reason for this being so significant is that up until the 1984 Games, running the Games at a profit was unheard of. So when a

US\$250 million (Wilson, 2003) post-Games surplus was announced this signified the beginning of the largest ‘legacy’ to come out of the Games.

This legacy that the 1984 LA Games produced did not have any effect on the city itself; it was more the way that it changed the image of the Olympic Games. Prior to the 1984 Games, hosting the Games inevitably resulted in a loss, though benefits of hosting would come through in the post-Games period, for example increased tourists to the city. These benefits made hosting the Games worth while even if initially it meant being in debt. What the 1984 Games did was change the way that politicians, corporate leaders and the general public viewed the Games (Wilson, 2003), as they could now be run at a profit which is more appealing than running the risk of being in debt after the Games. This led to an immediate increase in the number of bid cities, to the point today where we can see up to ten cities bidding to host the Games. So the largest ‘legacy’ that the 1984 LA Games produced was in fact one that benefited the Olympic movement, as it helped create a positive image of the Games, compared with the negative image that had been developed over previous years, that hosting an Olympic Games would put the city into debt.

One way that the massive surplus did become an Olympic legacy for the city of LA is that it helped to develop the Amateur Athletic Foundation of Los Angeles (AAFLA) or as it is also known, the LA84 Foundation. This foundation was developed “to serve youth through sport and to increase knowledge of sport and its impact on people’s lives” (LA84 Foundation, 2007). This foundation is an example of the ‘legacy’ of sport as it looks to bring sport to the less privileged. This foundation’s work has not just stopped at LA, as the programs it runs are being replicated across the United States.

The 1984 Games for the purpose of this thesis is a good example of how to ensure that legacy occurs in terms of sports facilities. The 1984 Games looked to utilise existing facilities where possible, which in hindsight could be a reason for the profit that it made. These Games showed the world that refurbishing existing venues would in the long run benefit the city because the venues already had a track record of working and so there was no reason to risk building new facilities that had the possibility of becoming a burden.

Another ‘legacy’ that the 1984 Games provided LA with, was that it showed the world that LA was capable of running large scale events. This has seen LA host both the men’s and women’s FIFA World Cups as well as two NFL Super Bowls (though a Super Bowl is not a mega-event, within American sports culture to host a Super Bowl is a very large achievement). Therefore hosting the Games has provided the city with additional benefits (mainly economic) because it has developed LA’s profile in the field of hosting major sporting events.

### **3.5.4 1976 MONTRÉAL SUMMER OLYMPIC GAMES**

The 1976 Montréal Olympics will be forever remembered for the CAD\$1.5 billion debt (Beacon, 2006) that the Games left behind. This debt took over 30 years to be paid back, meaning that “several generations of Canadian taxpayers have had to pay for this yawning chasm” (Verbruggen, 2003). The reason behind such a tremendous amount of debt can be placed upon Jean Drapeau’s (Mayor of Montréal at the time) grand plans for the Games and in particular the Olympic Park precinct. The problem began when forecast costs to build the venues blew out and the problem only got worse after the Games when maintenance costs soared (in particular the Olympic Stadium). The issue of this debt was only compounded by a statement of Drapeau’s prior to the Games that “The Montréal Olympics can no more have a deficit, than a man can have a baby” (CBC News, 2007). He was essentially saying that the Games would have no debt. This statement later came back to haunt him, as the Games is forever going to be remembered for its huge debt and not the way in which the Games was run. This cost overrun is a prime example of how hosting an Olympics can become an Olympic burden.

The main reason for the debt explained above, was the Olympic Stadium (Figure 1) which was the centrepiece for the Games. The stadium has had, and continues to have, two main reasons for its continuing burden on the city of Montréal. Firstly, overruns on construction costs, as well as high maintenance costs (which include one roof replacement) have played a major role in the stadium’s role in the cities huge debt. Even in 2006, when the debt was repaid, this did not include the planned replacement of the current roof which is considered to be unstable, hence why the stadium is closed during the winter months due to fear of the weight of snow causing another collapse. Secondly, the stadium has not had a major tenant since 2004 when the local

Major League Baseball team relocated to Washington DC in the United States. This has left the stadium with no guaranteed usage, as tradeshows, concerts and other events are currently making only occasional use of the stadium. So it can be seen that unless a more permanent tenant is found the stadium will continue to be a burden on the city.



**Figure 1 - Montreal Olympic Stadium**  
(Source: Parc Olympique Quebec, 2004)



**Figure 2 - Biodome de Montreal**  
(Source: Montreal Biodome, 2007)

The main stadium was not the only venue that started to become a burden on the city. The velodrome was also costing the city a lot of money to run and maintain. It was eventually turned into a biodome (Figure 2), showcasing some of the most beautiful ecosystems from the Americas. This is a good example of adaptive re-use, even though it was not originally planned to occur.

The above helps paint a picture that the 1976 Montréal Games were simply a burden on the city. This was not the case as one example of how the Games was an Olympic legacy, was the Games helped promote sport participation within the city as well as promoting the city as a place to host sport. As Kidd (2003) says the Games helped develop Montréal into the most advanced city for sports development in Canada whether it is from the grass roots level or the high performance level. Hosting the Games has also helped show the city's capabilities to host large sporting events, as can be seen by the fact that Montréal plays host to approximately 80 national and international championships a year (Kidd, 2003).

The example of Montréal demonstrates how legacy can go wrong if it is not carefully managed. Focus is often centred on the negative aspects of the Montréal Games, rather than the positives that have come out of the Games.

## **3.6 ISSUES WITH LEGACY**

As ‘legacy’ has become a more important component of the Olympic Games, many issues have arisen with the whole concept. These issues are appearing at all stages of creating a ‘legacy’ from the planning to the implementation stages. A few of these issues are discussed below.

### **3.6.1 LOOKING AT THE POSITIVE AND NOT NEGATIVE**

As mentioned in the previous chapter, the bidding process for the Games has increased dramatically mainly due to the way in which the Games can provide legacies that will benefit the host city into the future. The problem with this mindset, as Essex and Chalkley (2003) suggest, is that many organising committees and public relations officials may be tempted to focus on the positives that could come out of hosting the Games and in fact ignore or downplay the negatives. This can be seen in many cities where officials stated world class sporting facilities were being provided with the intention of them becoming an Olympic legacy for the host city, though in truth these stadiums were so large and purpose built for the elite sportspeople, that they have in fact become a burden on the city as opposed to the legacy they were planned to be (e.g. Stadium Australia at the Sydney 2000 Games). This mindset must be changed as almost every Olympic Games ends up with some sort of burden and therefore, organising committees must look at potential burdens in order to prevent them from occurring.

### **3.6.2 ‘LEGACY’ COMES SECOND**

The first strand of Olympism and core business of the Olympic festival, is sport. Therefore the first priority of OCOG’s is to host the Olympic Games and to try and make their Games successful; or ultimately the ‘best ever’. The issue that has arisen for many OCOG’s is that ‘legacy’ is, as Cashman (2003) states, ‘an after-thought’ as it is forgotten during the planning process because most of the plans are simply guided towards the running of the Games themselves and not what will happen beyond the Games finishing. This is the key challenge for organising committees as there is a balance that needs to be found between planning for the Games and planning for after the Games.

### **3.6.3 PLANNING FOR ‘LEGACY’: THE LARGEST OLYMPIC BURDEN**

When talking about ensuring that Olympic legacy occurs, OCOG’s are generally required to fund these plans to ensure that legacy does in fact occur. To some authors, many of them Olympic critics, Olympic legacy is actually a form of Olympic burden. The question has been brought up by many authors (e.g. Cashman, 2003) as to why host cities should be expected to invest money post-Games when they are in the end only bidding to host the Olympic Games. Winning, hosting and the post-Games period are all part of a package that the host cities agree to when entering the race to host the Games. Hence, Jacques Rogge’s (2003) comments “that the IOC is dedicated and committed to ensuring that its (the Olympic Games) legacy is the best possible one” are showing that the IOC is seeing legacy as an important part of hosting the Games. This will hopefully mean that the IOC will start to really enforce bids to include post-Games use of Olympic related infrastructure otherwise they will not be considered.

### **3.6.4 HANDOVER OF CONTROL**

One issue that often does not allow for Olympic legacy to eventuate is that of the handover of control of the facilities and sites to a new body. For all Olympic Games the planning and organising of the Games is under the control of an OCOG. Upon the completion of the Games, the OCOG is disbanded and a new group of people are put in control of the site. Sometimes this may just be a renaming of the group, though in some cases the group may be completely new. The issue here is that, as Cashman (2003) highlights, an OCOG plays a key role in the planning for legacy yet when legacy becomes important after the Games are complete, the committee disbands. Control is then given to successor groups who in the pre-event planning did not have a very large role. This can create issues because each group may have different visions of what the legacy of the site should be and therefore the site may in the end become a burden on the host city.

### **3.6.5 ASSESSING ‘LEGACY’**

As ‘legacy’ is a by-product of an Olympic Games, definitive assessment of it can only occur post Games. In saying this however, some assessment of ‘legacy’ can occur prior to the Games, though the focus of this assessment is on how plans for ‘legacy’ are progressing. The biggest issue with assessing ‘legacy’ is that many ‘legacies’ do

not appear until years after the Games have finished. Therefore much of the assessment of ‘legacy’ must occur up to 10 years after the Games to accurately assess whether the Olympics had a positive or negative affect on the host city. However one issue that arises from this delay in assessment as Chapplelet (2003) highlights is that the longer one waits to assess the ‘legacy’ the bigger chance there is of outside factors altering the ‘legacy’. Therefore when it might otherwise be the appropriate time to assess ‘legacy’, the resultant ‘legacies’ left by the Games may not directly be because of the Games. For this reason assessment must occur over many years, while taking into account any possible outside factors that could potentially alter the ‘legacy’ left behind by the Games.

### **3.6.6 EXPECTED ‘LEGACY’ DOES NOT ALWAYS HAPPEN**

As mentioned in Chapter 2, the legacies that a Games can provide to a city is one of the reasons why cities have decided to bid to host the Games. The problem is that planning for legacy can be very difficult because legacy is very unpredictable. Therefore Olympic legacies do not always occur in Olympic cities (Kidd, 2003); this sometimes can be because of poor planning, while at other times it may be because of something that is out of the control of organisers. For example a terrorist attack somewhere may put doubt into the minds of tourists who were predicted to visit an Olympic city in the years after the Games (e.g. 9/11 Attacks possibly reducing tourist numbers to Australia in the year after the Games). Because of the uncertain nature of ‘legacy’ organisers must look at positives and negatives when planning for legacy. For example, an organising committee must not bid for the Games with the mindset that they will make money, because like many in the past, the Games could be run at a loss. It is very important that organising committees take into account the best and worst possible outcomes and not just the positive as it is not guaranteed to occur.

### **3.6.7 PLANNING FOR THE FUTURE AND ‘LEGACY’**

The big issue related to running an Olympic Games is that original plans included in the bid documents are made for something that is going to be realised some six or seven years later. This issue of time also plays greatly on ‘legacy’, as it is extremely difficult to predict the future and therefore makes it difficult to plan for legacy, as one does not know what type of environment is being planned for. An example of this is the 1976 Montreal Games, which is notorious for being one of the most costly Games

ever. One factor that caused this blow out in costs was the terrorist attack that occurred during the 1972 Munich Olympics. The reason for this being an issue was that the 1976 Games was required to increase security (at a cost) due to what had happened at the previous Games in 1972. So it can be seen that there was no way that the Montreal committee could have foreseen this event and therefore incorporated it into their bid. Such an example helps to display how difficult it can be to plan for ‘legacy’ as the time between winning the rights to host and hosting is such a long timeframe, that outside factors may alter the plans of the Games and hence alter the ‘legacy’ which that particular Games has on the host city.

### **3.7 CONCLUSION**

As the chapter has outlined, Olympic ‘legacies’ may be positive (Olympic legacy) or negative (Olympic burden). Legacies may vary in type, but they are going to always occur. For this reason, studies into Olympic ‘legacy’ are becoming more abundant as a way to hopefully minimise and/or prevent Olympic burdens from occurring in Olympic cities. This can be done by looking at past Games such as the ones provided in this chapter, as cities can learn how to better manage the Olympic ‘legacy’ by learning from the mistakes of past cities and by also looking at what past cities did right.

This chapter has also helped highlight the many different types of ‘legacy’ that cities can face through the use of four case studies. For the purpose of this thesis, the ‘legacy’ of sports facilities and Olympic Parks is the focus. The following chapter will look at Sydney Olympic Park and whether it should be considered an Olympic legacy or burden.

## **4. SYDNEY OLYMPIC PARK**

### **4.1 INTRODUCTION**

Chapter 4 focuses on the main case study of SOP. The chapter is divided into three main sections with each looking at a different period of the site's life. The first section looks at the situation that is located on the site today as well as looking at the history of the SOP site becoming a sports precinct. The second section looks at what the situation has been post October 2000 to the present; this will also include some analysis of the reasons for why the site is currently underutilised. The third section analyses the potential effectiveness of the new 2002 master plan to inject some life into the site in the future.

### **4.2 THE SITE**

Located in the Sydney suburb of Homebush Bay, SOP (Figure 11) was the key focus of the 2000 Sydney Olympic Games. The site is located approximately 14 kilometres west of the city centre in what is considered by many to be the demographic heart of Sydney (Charkos et al, 2000). The site covers an area of approximately 760 hectares (Charkos et al, 2000). During the Olympic Games the site played host to 15 of the 28 sports that were on show at the 2000 Games. SOP was also the location of the Olympic Athletes Village which is located to the north east of the site. The site as it stands today remains predominantly a sports precinct, with a few other uses scattered throughout the site. Below is a summary of the key aspects that are present on the site today. Each component of the park is marked on Figure 11 with the corresponding number.

#### **4.2.1 TELSTRA STADIUM (STADIUM AUSTRALIA)**

Telstra Stadium was opened in 1999 and was the showpiece for the 2000 Games. Like at many Games before it hosted the opening and closing ceremonies as well as the athletics events and football finals. During the Games, the stadium (Figure 3) had a capacity of 110,000 which made it the largest Olympic Stadium in the Olympics history (Liu, 2000). After the Olympics finished the two end stands of the stadium were removed (Figure 4), which reduced the capacity post-Games to 83,500 people

(Austadiums, 2007). The stadium is currently used for a wide range of sports which will be discussed in Section 4.4.5.



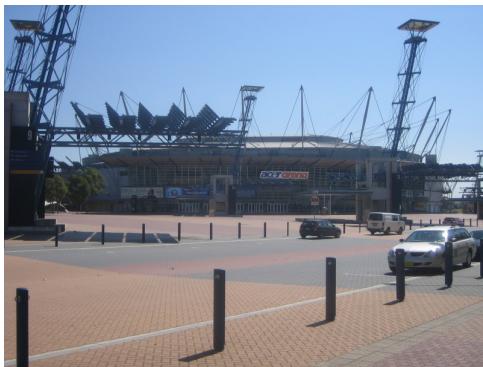
**Figure 3 - Telstra Stadium in Olympics mode**  
(Source: World Stadiums, 2007)



**Figure 4 - Telstra Stadium post-Games**  
(Source: World Stadiums, 2007)

#### **4.2.2 ACER ARENA (SYDNEY SUPERDOME)**

Acer Arena was opened in 1999 and during the 2000 Sydney Olympics was the venue for the gymnastics, trampoline competition and basketball finals. The venue's capacity is approximately 21,000 seats (Acer Arena, 2007), though capacity can vary depending on the event being hosted. Acer Arena also contains an adjoining car park (Figure 6) which was included in the plans as a way of ensuring post-Games use of the venue.



**Figure 5 - Acer Arena**  
(Source: James, 2007)



**Figure 6 - Acer Arena car park**  
(Source: James, 2007)

#### **4.2.3 SYDNEY OLYMPIC PARK AQUATIC CENTRE (SOPAC)**

SOPAC was opened in 1994. It was constructed to form part of the bid for the 2000 Games. In the event of an unsuccessful bid, the pool was to provide western Sydney with the aquatic facilities it needed. The centre contains multiple leisure pools, a competition pool, a training pool and a utility pool (diving). The centre was host to

swimming, synchronised swimming, water polo, diving and modern pentathlon events during the Olympic Games. During the Olympics the centre had a capacity of 17,000, though since the completion of the Games the capacity has been reduced to 10,000 (SOPAC, 2007).



**Figure 7 - SOPAC**  
(Source: James, 2007)



**Figure 8 - Inside SOPAC**  
(Source: World Stadiums, 2007)

#### 4.2.4 SYDNEY SHOWGROUNDS

The Sydney Showgrounds are the location of the annual Sydney Royal Easter Show which attracts approximately 1 million visitors each year. The site is spread out across 30 hectares with a total of 20 different venues located on the site. The main focus of the Showgrounds is the Main Arena (Figure 9) which is a 15,000 seat stadium that hosts concerts and the occasional sporting event. The Showgrounds was also the main venue for baseball during the Sydney Olympics.



**Figure 9 - Main area at the Sydney Showgrounds**  
(Source: Sydney Showgrounds, 2007)



**Figure 10 - Olympic Park train station**  
(Source: James, 2007)

#### **4.2.5 OLYMPIC PARK RAILWAY STATION**

The Olympic Park Railway Station (Figure 10) is a branch line that was built purely to service Sydney Olympic Park that was opened in March 1998. The line consists of two railway tracks, one for trains heading west (Strathfield station and beyond) and one for trains heading east (to Central Station). The station is in use all week, though service frequency varies from weekdays to weekends. Train frequency also increases on days when special events (such as sporting matches or the Easter Show) are being held at Sydney Olympic Park.

#### **4.2.6 AUSTRALIA CENTRE**

Australia Centre is a small business park located at Homebush Bay. This component of Olympic Park helps show the connection to past plans that saw the site as a business park. The aim of Australia Centre was to provide the Sydney Olympic Park with some economic viability (Charkos, 2000).

#### **4.2.7 NEWINGTON (OLYMPIC VILLAGE)**

The suburb of Newington is located on the western edge of the Olympic Park site. It was the site for the Athlete's Village during the Olympic Games. The suburb was heralded as the largest ecologically sustainable suburb on the planet at the time, with aspects such as solar-powered street lights. The village upon completion was released to the public and has since become a suburb of privately owned homes. Newington is one aspect of the original master plan in 1996 that is no longer contained under the new 2002 master plan.

#### **4.2.8 OTHER VENUES AND FACILITIES**

The following is a list of the other venues and key facilities that are located within the Sydney Olympic Park precinct:

- Bicentennial Park (8);
- Sports Halls (9);
- Sydney Olympic Park Hockey Centre (10);
- Sydney Olympic Park Sports Centre (11);
- Sydney Olympic Park Tennis Centre (12);
- Sydney Olympic Park Athletic Centre (13);

- Sydney Olympic Park Archery Centre (14);
- Golf Centre (15); and
- Novotel and Ibis Hotels (16).



**Figure 11 - Sydney Olympic Park**  
 (Source: base map from whereis.com, 2007)

### 4.3 HISTORY OF THE SITE AS A SPORTS PRECINCT

Over the years the Homebush Bay site has seen many schemes and master plans applied to the site. These schemes and master plans are briefly described in Table 4. As Table 4 shows the concept of Sydney Olympic Park being the location for a world class sports precinct has existed ever since the site was highlighted to be developed. Original plans always included sports facilities, though the winning of the Games was the catalyst to the site being the major sports precinct it is today. The issue that many of the earlier plans looked at is what would happen to the site if the bid to host the Games was unsuccessful. These plans included a mixture of sporting facilities and business uses which are now beginning to reappear through the 2002 master plan. This master plan is to be discussed and analysed in Section 4.5.

**Table 4 - Sydney Olympic Park schemes and plans**

<i>Scheme/Master plan</i>	<i>Year</i>	<i>Description</i>
Bunning Scheme	1973	19 sites reviewed as potential locations for international standard sporting facilities. This report proposed development in Nth Newington & Bicentennial Park areas.
McLachlan Studies	1982	Continued use of Silverwater prison site under review. Also involved a proposed waste transfer station. Looked at development of surplus lands of the Homebush Bay abattoir.
Premiers Department Scheme	1988	Developed for the 1996 Olympic bid. Introducing housing around the Brickpit.
Homebush Bay Development Strategy	1989	Implemented following the unsuccessful 1996 bid campaign. Focused on Homebush Bay as the principal site for accommodation and sporting facilities
Master plan	1990	Focused on improving the quality of the environment by rehabilitating this former industrial site. Involved providing sporting facilities and the relocation of the Royal Agricultural Society (RAS)
Master plan 1992 MSJ Keys Young	1992	This master plan incorporated the bid for the 2000 Games. Was developed to be flexible so the plan would work even without the Olympic Games. Also focused on ecologically sustainable development.
Structure Plan and Master plan synopsis	1994	Followed successful bid for the 2000 Olympics, built on previous studies covering issues such as land use, transport, and environment. It entailed a review and validation of land use patterns and infrastructure. Recommendations were made to the Government including alternative land use opportunities. Ideas were incorporated into a new document called Master plan Synopsis.
Homebush Bay Master plan	1996	Sets out the mixed uses of the site and the relationships and uses of the various precincts within it.
2002 Sydney Olympic Park Master plan	2002	Further expands on the 1995 plan to highlight key development sites within SOP. Aim of the plan is to make the site more vibrant and viable.

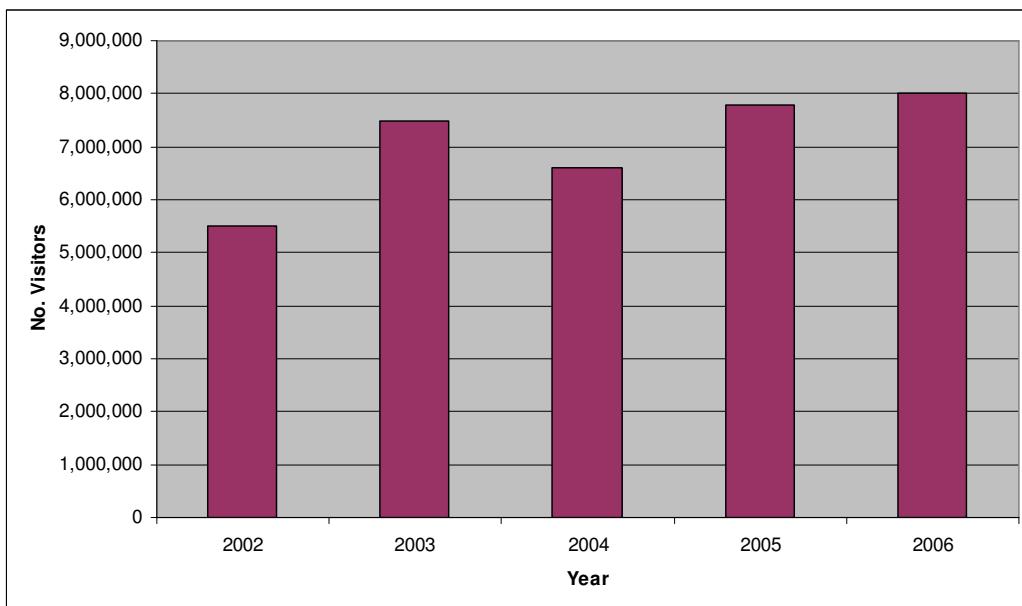
(Source: Charkos et al, 2000 and updated by author)

## **4.4 SYDNEY OLYMPIC PARK 2000 – MID 2007**

### **4.4.1 OVERVIEW**

In the years since the 2000 Sydney Olympics, SOP has slowly been developing itself into a key urban precinct within Sydney's west as well as in Sydney as a whole. For many years after the Games, SOP has continued to operate in the function that it was originally designed for, as a sports precinct. However as the years have passed the diversity of the site has continued to increase which in turn has seen the number of visitors increase.

As Figure 12 shows, the number of visitors to the site has increased steadily since 2002, though there was a spike in the site's visitation in 2003 due to Telstra Stadium being the main host venue for the IRB Rugby World Cup, which saw an additional 700,000 visitors come to SOP. Though the increase of visitors between 2005 and 2006 was relatively low these numbers are expected to increase every year till 2010, when visitation is expected to reach approximately 10 million (SOPA, 2007).

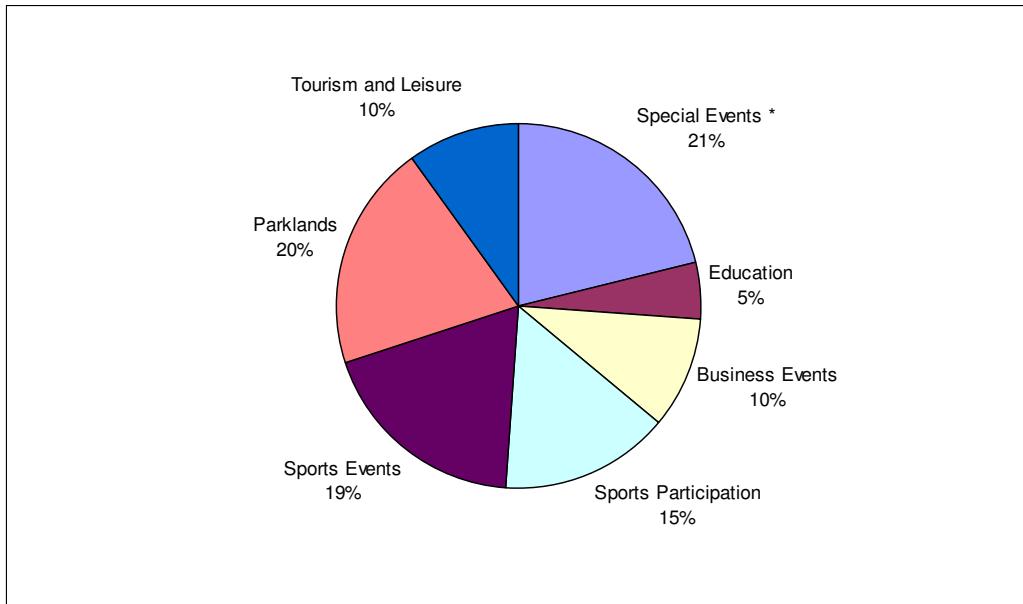


**Figure 12 - Total visitation 2002 – 2006**

(Source: SOPA, 2007)

Early on, SOP was considered to be mainly a sports precinct and therefore many of the visitors to the site were there for sporting reasons. In the past few years as the number of facilities and activities on the site have increased, so has the number of

people coming to the site. As Figure 13 shows the reasons why people visited the site in 2006 were fairly diverse with no real dominant reason, though when looking at sport as a whole this accounts for 34% of all visits. This figure should be expected considering that the majority of the site is dedicated to sports facilities, though on the other hand, it could be considered to be somewhat low for a site that is considered a sports precinct.



**Figure 13 - Purpose of visit 2006**

(Source: SOPA, 2007)

\* Special events include the Royal Easter Show, entertainment events in the public domain (e.g. Music by Moonlight) and music concerts at Acer Arena or other onsite venues

The above statistics for visitation can be read to say that the site is regularly being used throughout the year. The issue that is not highlighted by the above statistics is that much of this visitation occurs in large groups. For example approximately 1/8 of the visitation in 2006 occurred during the 2 week Sydney Royal Easter Show and 10 events held at Telstra Stadium during 2006 saw crowds of over 55,000 (Telstra Stadium, 2007), meaning that large numbers of people were only on the site for events such as these. This has left SOP a very quiet and empty place when major events are not on, especially during the week (Figure 14 and Figure 15).

This issue has been highlighted by Cashman (2003) who says, “Homebush Bay (SOP) can be a lonely and desolate place...it’s a wonderful site to visit when it’s full...it’s atmospheric...”. These comments by Cashman (2003) are very true of SOP because it

was designed to host major events that attract thousands of people. Therefore it was designed to have large open areas that could move vast numbers of people when an event is on. The problem with this mindset is that when the site is empty, it tends to look more like a ghost town than a sports precinct at times. For this very reason, the 2002 master plan (to be discussed in Section 4.5) was developed in an effort to hopefully inject some life into the site especially during weekdays when SOP is generally a lot quieter.



**Figure 14 - Sydney Olympic Park mid-week no.1**  
(Source: James, 2007)



**Figure 15 - Sydney Olympic Park mid-week no.2**  
(Source: James, 2007)

#### **4.4.2 COMMERCIAL**

In 2006, over 80 organisations were located within SOP, these organisations included both international brands such as Samsung and Acer Computer and local companies such as Dairy Farmers and NSW Lotteries (SOPA, 2007). In total there were 6,000 workers (SOPA, 2007) located within SOP, with the majority of these workers located within the business park (Australia Centre) located on the site.

The 2002 master plan aims to increase the number of workers located within SOP. This process can be seen already as Commonwealth Bank (CBA) has begun relocating approximately 5,000 workers in a series of purpose built buildings located to the south of Olympic Park railway station.

#### **4.4.3 RETAIL**

Currently the site only contains limited retail opportunities that are located in and around the Novotel/Ibis hotels (Figure 16). The retailing that is present on the site simply consists of a few food and beverage outlets, as well as a pub. These retail

facilities currently service the 6,000 workers (SOPA, 2007) and visitors to the site. The issue of limited retail is that during large events at the site in particular sporting events, there are not enough food outlets to cater for the large crowds. For this reason temporary food outlets (seen on the left hand side of Figure 17) are set-up along Olympic Boulevard in order to help avoid large queues at the permanent outlets located under the hotel complex. This issue of lack of dining facilities is believed to be playing a role in why events are not coming to the two main stadiums located on the site. The reason for this is that other venues such as Aussie Stadium and the SCG at Moore Park are located close to the Entertainment Quarter (formerly Fox Studios) which provides visitors somewhere to visit before and after the Games for food or simply a drink. This may not seem to be a huge issue but some visitors to the site may actually wish to make a day of a trip to the match as opposed to just turning up to watch the game and go home. Currently this simply cannot be done due to the lack of dining and bar facilities located at SOP. Therefore as Searle (2003) suggests, SOP will not be able to compete with rival venues as it does not provide a vibrant, fine-grained neighbourhood that attracts patrons to these rival venues.



**Figure 16 - Location of food outlets**  
(Source: James, 2007)



**Figure 17 - Temporary food outlets during event**  
(Source: James, 2007)

#### 4.4.4 PARKLAND

In 2006, 1.8 million people visited the parklands located within SOP, of these 1.8 million visitors almost 500,000 were cyclists (SOPA, 2007). The parklands within SOP are generally located on the peripheries of the site and therefore do not play a huge role in providing the centre of SOP with usage. The only park that is located within the core of the precinct is the Overflow Park, and this park is more of a park in

which workers and visitors can use to sit and rest. This contrasts with Bicentennial Park which provides visitors with picnic areas, walking tracks and bike tracks.

#### **4.4.5 VENUES**

As SOP was designed as a sporting precinct to host the Olympic Games many of the facilities on the site are used for sport. A majority of the sites are used by the sports for which they were designed. Below is a brief look at a few of the key venues at SOP and what has come of them since the completion of the Games.

##### ***TELSTRA STADIUM (STADIUM AUSTRALIA)***

Telstra Stadium or Stadium Australia as it was known during the Games, is considered by many (e.g. Searle, 2003; Masterman, 2003) to be one of the key aspects of SOP that could cause the entire site to become a burden. The reason behind this is that Telstra Stadium is not seeing the usage that was planned prior to the Games. In 2006, 1.2 million people (SOPA, 2007) attended 43 events at Telstra Stadium. SOPA (in SOPA, 2007) stated that this figure of 1.2 million people attending events at Telstra Stadium made Telstra Stadium one of Australia's most successful stadiums. This is debatable for two main reasons which are discussed below.

The first is that for a stadium that holds in the vicinity of 80,000 people, the average crowds for the events at the stadium are very low. As shown in Table 5, the average crowd for an event in 2007 was only 26,000 which means that, on average, just over 30% of the stadium's capacity was used per event. This number further decreases to below 20,000 or 25% of capacity when you look at only NRL matches which formed 71% of all events held at the stadium. So as it can be seen these figures do not promote the stadium's use for large scale events. This is because the current tenants of the stadium simply can not provide the crowd numbers needed to help the stadium survive.

**Table 5 - Stadium usage in 2007**

	<i>Number of Events</i>	<i>Average Crowd</i>
All events	39*	26,293
NRL Home and Away Games	26	16,351
All NRL Games	28	19,898

(Source: TELSTRA STADIUM, 2007)

\* Does not factor in the one event left on the stadium's 2007 calendar

The second reason why Telstra's attendance figures are not as good as they seem is that when compared against venues from around Australia, they quickly become very insignificant. As Table 6 shows there are many stadiums around Australia that are seeing a lot more people attending events, especially in the case of Subiaco Oval which has a capacity of only 43,000, which is almost half that of Telstra Stadium, yet it saw 200,000 more people attending events than at Telstra Stadium.

**Table 6 - Attendance at Australian stadiums**

<i>Stadium, Location</i>	<i>Capacity</i> <sup>1</sup>	<i>Attendance figures</i>
MCG, Melbourne	100,000	In 2007 over 2.5 million people attended just AFL Games at the venue (this does not include cricket, rugby union and football/soccer matches played at the venue) <sup>2</sup>
Telstra Dome, Melbourne	56,000	In 2007 over 1 million people attended AFL matches at the venue (this does not include rugby league, football/soccer matches at the venue, including matches that are yet to occur) <sup>3</sup>
Suncorp Stadium, Brisbane	52,500	During the 2005/2006 financial year 932,000 people attended events at the stadium. Though less than Telstra Stadium, this venue is only suitable for sports played on rectangular fields. <sup>4</sup>
Subiaco Oval, Perth	43,000	In 2006 approximately 1.4 million people attended events at Subiaco. <sup>5</sup>
Telstra Stadium, Sydney	80,000	In 2006 1.2 million people attended events at Telstra Stadium. <sup>6</sup>

(Sources: 1. all capacities from Austadiums, 2007 2. MCG, 2007 3. Telstra Dome, 2007 4. Suncorp Stadium, 2007 5. Subiaco Oval, 2007 6. SOPA, 2007)

There are two main reasons that are given for the lack of use of Telstra Stadium. The first reason for the decline of Telstra Stadium is that it is competing with two State Government run facilities; the SCG and Aussie Stadium, that are located closer to the city. Therefore they are more accessible from all areas of Sydney as most train lines travel through the city. However the main reason the stadium is losing out to these venues is that their capacity is approximately 40,000. Original planning saw Telstra Stadium being used for events requiring crowds larger than 45,000, and the issue is that since the Games very few events requiring such a capacity have occurred.

Therefore promoters prefer the smaller (yet large enough) stadiums as venues for fear of hosting an event at a half full Telstra Stadium.

The second reason that has badly affected Telstra Stadium's use is that many of the events forecast for the stadium have in fact not occurred or have simply been moved to other cities instead. Table 7 is a summary of events that Charkos and Stuart (2000) listed as possible events to help make the Stadium viable post-Games. As it can be seen from Table 7, many of the events thought to help make the stadium viable have not occurred or in some case have become more infrequent.

**Table 7 - Possible events for stadium**

<i>Event</i>	<i>What has occurred?</i>
Rugby World Cup	The site hosted the 2003 Rugby World Cup, though much like the Olympics, the rugby world cup only occurs every 4 years and the chances of it returning to Sydney in the near future is unlikely.
AFL Grand Final	Plans to lure the AFL Grand Final to Sydney will most likely not occur in the near future due to the tradition of host the final at the 'home of footy' the MCG.
World Cup Football Qualifiers	Hosted one qualifier in 2005, move to Asian region may see more games. The ever increasing standing of Australian football may provide more international friendlies. Though competition to host will be high especially from Melbourne where national competition witnesses much larger crowds compared to Sydney.
Rugby Union Tests	In recent years Sydney has lost many big matches in particular the Bledesloe Cup to other cities such as Brisbane and even Melbourne (a non rugby union state).
Cricket	Cricket seems to be staying at the SCG, besides a few national competition one-dayers which do not draw huge crowds.
AFL	3 of the largest games of the season are played at the stadium along with any finals that the Sydney Swans qualify for. At this stage it seems unlikely for a full time move to the Stadium for AFL.
NRL/ARL	The stadium is home to 2 regular tenants with other clubs opting to play large Games at the venue. Was home to test matches early on, though they have since been played at Aussie Stadium or outside of Sydney.
Concerts	Stadium has held various concerts, though capacity of 80,000 is not required by many artists, therefore they look for smaller venues.

**(Source: Based on Charkos and Stuart, 2000 and updated by author)**

### *ACER ARENA (SYDNEY SUPERDOME)*

Acer Arena, like its much larger counterpart was built with the thought that no current indoor venue in Sydney could seat more than 10,000 (Searle, 2003) and therefore it would corner the market and provide Sydney with a multi-use venue with a capacity of 21,000. Since the games, Acer Arena has been used for many uses including concerts and at one stage it was the home court of the Sydney Kings in the NBL. But much like Telstra Stadium, Acer Arena is facing having to compete with smaller venues that are located closer to Sydney. Acer Arena's main competitor is the State Government run Sydney Entertainment Centre which, by the end of 2007, is planned to be used for events for 98 days of the year, compared to the 66 days in which Acer Arena is planned to be used. The main reason for Sydney Entertainment Centre and the even smaller Hordern Pavilion being favoured venues especially for concerts is that they provide a more intimate location that only sees approximately 10,000 people at a single event, which for many promoters and artists is better than hosting events in larger stadiums.

Acer Arena may be affected by the same issue as Telstra Stadium in the sense that visitors do not really have the option to make a night of going to a concert or events due to the lack of surrounding dining and drinking opportunities. This is compared with the Sydney Entertainment Centre which is located in the city with many dining opportunities nearby, especially China Town, and the Hordern Pavilion which is located near the Entertainment Quarter at Moore Park.

### *SYDNEY OLYMPIC PARK AQUATIC CENTRE (SOPAC)*

SOPAC is considered to be the most successful of the venues from the 2000 Olympics. In 2006, over 1.1 million (SOPA, 2007) people visited the centre whether to be as a participant or a spectator. As Cashman (2003) highlights the SOPAC was constructed both as a venue for elite athletes and a leisure centre for the public and this gave the venue a post-Games life.

The site has continued to host many International events such as the upcoming FINA World Cup Swimming Championships which is a series of events that form a circuit around the world. Despite still hosting such events, the centre's credentials were questioned in 2007 when Melbourne won the rights to host the 2007 FINA World

Swimming Championships which is the pinnacle of the swimming world and is held every two years.

#### *SYDNEY SHOWGROUNDS*

The Sydney Showgrounds are another venue at SOP that is facing a lack of usage.

Apart from the annual Easter Show, the Sydney Showgrounds remain empty during the majority of the year with only a few small sections of the site being used throughout the year.

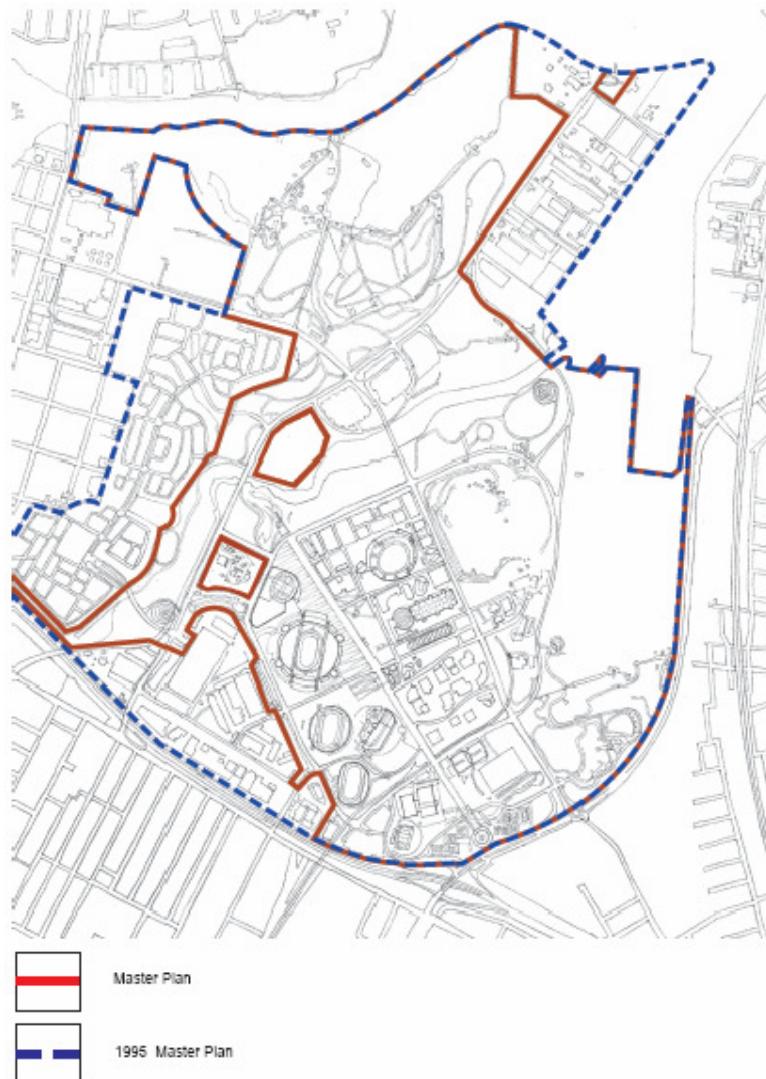
#### **4.4.6 CONCLUSION**

Overall since the 2000 Olympic Games, SOP has encountered the problem of lack of usage, though in recent years this usage has increased. As seen in Figure 12, this continuing increase in usage is a positive sign, especially since the new master plan to be discussed in the following section is aimed to help make the site viable. The following section will look to analyse the effectiveness of the 2002 master plan in making the site more viable.

### **4.5 2002 SYDNEY OLYMPIC PARK MASTER PLAN**

#### **4.5.1 OVERVIEW**

The 2002 Sydney Olympic Park master plan (SOPMP) is the newest of a series of plans that have been applied to the site in order to guide its development into the future. As Figure 18 shows, the 2002 SOPMP (in red) has a smaller coverage than its predecessor, the 1995 SOPMP. This is because the areas not included in the 2002 SOPMP (e.g. Newington and the Carter Street Precinct) have been handed over to other authorities since the Games. The 2002 SOPMP therefore consists of two broad precincts, the urban precinct located predominantly in the southern half of the site and the parkland precinct located predominantly the north.



**Figure 18 - Area Covered by Master Plan**  
 (Source: SOPA, 2002a)

In 1993 Sydney successfully won the bid to host the 2000 Olympic Games, therefore the planning for SOP was centred on creating a sports precinct that would successfully host the Games. The site successfully achieved this with the 2000 Sydney Olympic Games being declared ‘the best ever’.

The overarching reason for the development of the 2002 SOPMP is to “look to the future and redefine the objectives, role and function for Sydney Olympic Park for the next 10 to 15 years” (SOPA, 2002a). The 2002 SOPMP’s vision for the future of SOP is to: (SOPA, 2002a, p.53)

- Be Sydney's premier destination for entertainment, leisure, business tourism, sport and lifestyle orientated commercial and residential communities;
- Be a highly sought after location of a variety of employment generating uses and activities, housing, recreation and other entertainment facilities, enhancing the vitality and viability of the Greater Homebush Area;
- Be an outstanding example of sustainable urban development and natural asset management; and
- Be an icon in the hearts and minds of all Sydneysiders and the people of NSW.

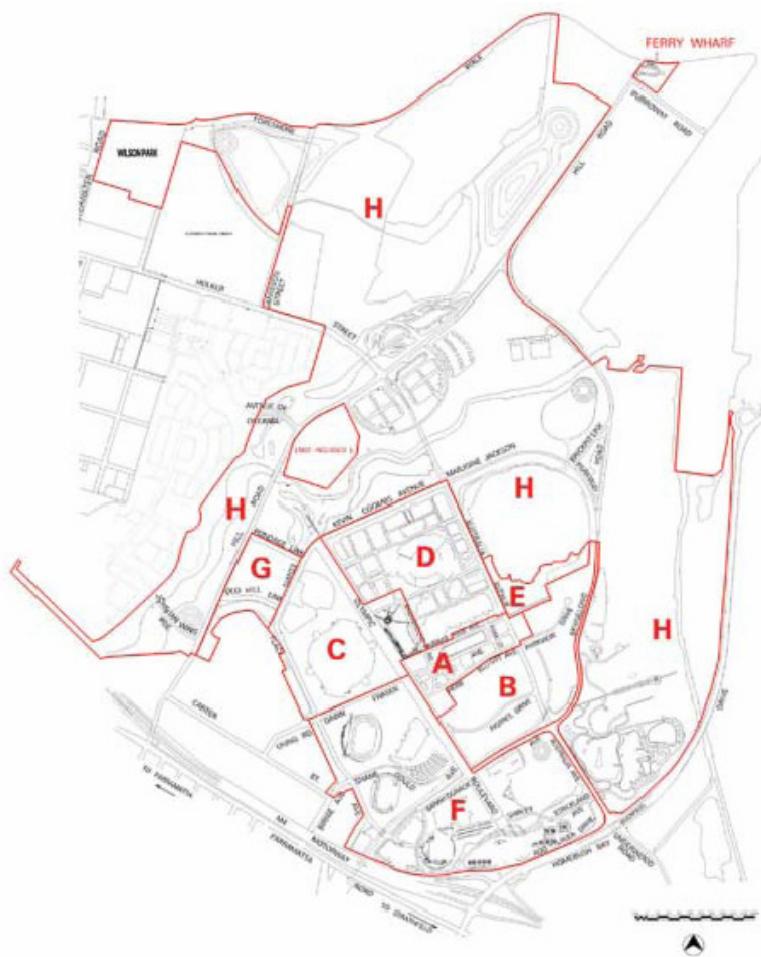
In order to ensure that this vision is achieved, a series of development objectives have been created. These objectives as stated by the 2002 SOPMP (SOPA, 2002a p.53) are to:

- Encourage a broad range of commercial, residential, recreational, leisure and public uses that maximise use of available facilities and infrastructure and add to the unique qualities of the precinct;
- Encourage innovative and high quality urban form that positively contributes to the public domain;
- Focus development around the Olympic Park Railway Station;
- Create a precinct that encourages repeat visitation and provides a unique and enjoyable experience for visitors;
- Establish workforce and residential populations that add to the vibrancy of the precinct and help sustain the viability of Sydney Olympic Park;
- Continue to be an outstanding example of sustainable urban design by implementing ESD principles in all development;
- Enhance and protect the historic, cultural and environmental significance of Sydney Olympic Park and maintain its present functions;
- Provide development that will help relieve reliance on continued government funding;

- Encourage opportunities to reinforce Sydney Olympic Park's major sporting, entertainment and leisure focus; and
- Integrate Sydney Olympic Park with surrounding local communities through cultural, physical, social and economic interaction.

#### **4.5.2 SYDNEY OLYMPIC PARK MASTER PLAN PRECINCTS**

The master plan is divided into eight precincts (Figure 19) which have been developed so that each precinct has a distinct character and feel that is appropriate to the precinct.



**Figure 19 - Sydney Olympic Park Precinct Map**  
(Source: SOPA, 2002a)

The eight precincts identified within the 2002 SOPMP are:

- A – Town Centre

- B – Australia Centre
- C – Northern Events
- D – Sydney Showground
- E – Brickpit Edge
- F – Southern Events
- G – Waste Service NSW
- H – Parklands and Ferry Wharf

Each of these precincts are briefly described in Table 8 as they appear in the master plan as well as including any developments that have since been made. This has occurred as in the master plan a total of 8 sites contained detailed plans. The rest of the sites were not highlighted and therefore did not have any detailed plans. The new developments were therefore planned using the vision for each of the precincts in which each site is located. A map of currently released land is located in Appendix A.

**Table 8 - Plans for Sydney Olympic Park precincts**

Precinct	Development to Occur
A – Town Centre	A mixture of commercial office space, exhibition and entertainment uses, restaurants and cafes, convenience retail, hotel and residential uses and visitors support services. This development is to be focused around the Olympic Park railway station (Figure 20). Six key development sites outlined by the master plan are located in this precinct.
B – Australia Centre	The only development site within the precinct is a major residential development at site 3 (Figure 20). Development in this precinct is to be readdressed at the next major review of the master plan. However this precinct is to remain as a hi-tech commercial precinct.
C – Northern Events	Under the master plan no specific forms of development was identified. Since the development of the master plan, Overflow Park has been earmarked for the possible location for a restaurant development as well as a new pub/club/bistro development.
D – Sydney Showground	The Sydney Showground precinct consists entirely of the Showgrounds that are operated by the RAS. The site is currently very densely developed and therefore the Sydney Showgrounds precinct has not been highlighted as a site of potential development.

E – Brickpit Edge	No detailed plans have been developed and as of October 2007 the land had not been released for development.
F – Southern Events	Under the master plan no specific forms of development was identified. Since the master plan was developed, a hotel, sports and education campus, retail and commercial development and a private hospital have been earmarked for development within the precinct. These developments formed part of the vision for the precinct within the master plan.
G – Waste Service NSW	This precinct is not part of the SOP site as it is under the control of Waste Services NSW. Though when looking at the future of the SOP site, the closure or relocation of this site is recommended due to issue that possible could arise from its proximity to the site.
H – Parklands and Ferry Wharf	This is by far the largest precinct within SOP, as it includes Bicentennial Park and the Millennium Parklands which are located to the north of the urban core. This precinct is controlled under the Parklands 2020 (SOPA, 2002b) and the Parklands Plan of Management 2002 (SOPA, 2003) documents.

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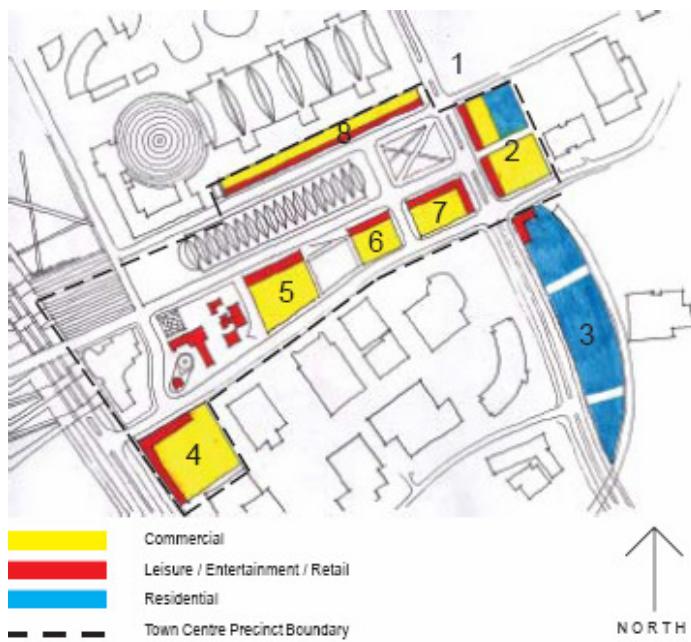
(Source: SOPA, 2002a and author)

#### **4.5.3 ANALYSIS**

This section will look to analyse the individual components of the 2002 SOPMP and their contribution to creating a more viable SOP.

##### *RESIDENTIAL COMPONENT*

The positioning of the proposed residential developments near the railway station ensures that accessibility to public transport is high and therefore decreases car dependency. The residential developments have been located on the eastern end of the railway station as it is the furthest point from the stadiums which when in use have the potential to be noisy and therefore cause some land use conflict. Although the residential component could be moved further away from the stadium than proposed, if this were to happen then it would be too far removed from the town centre and so undermine the 24 hour use sought for that precinct.



**Figure 20 - Town Centre Uses and Development Sites**  
(Source: SOPA, 2002a)

In total 1300 apartments are to be built on the site, which equates to approximately 3000 residents. Once fully constructed this number will provide the base population that will help make the site more viable, in particular at night where currently the site sees very little use outside of events. The staging of residential development will also be positive as apartments will only be constructed in line with demand.

#### *COMMERCIAL COMPONENT*

In general commercial development is centred around the train station to provide easy access for workers who do not live within SOP. The one commercial site that is under a cloud is site 13 (Appendix A) which is located to the south of the town centre. At this stage there is no indication of what type of commercial use is to be positioned there, but as it stands the planned site appears to be very isolated. As the site is located across the road from a planned private hospital that specialises in sports related injuries, it could be developed into a small medical precinct which would help complement the surrounding sports uses.

Overall the master plan suggests that 110,000m<sup>2</sup> of commercial space should be included within the site. This suggested amount of floor space in the master plan was

thought to house a target number of 10,000 workers. This number is lower than what is to be found on the site in the long run because in 2006 6,000 workers were already on the site prior to any developments outlined in the master plan beginning. Since construction has begun on site, the CBA has committed to relocating 5,000 of its employees to purpose built offices upon sites five, six and seven. This means that once the CBA developments are completed, the site will have 11,000 workers not including workers in future retail or other commercial developments. This number is not an issue as the main focus of the SOP site is to develop SOP into a business district and therefore the more commercial development the better. The only requirement that must be carefully managed is that the provision of services within the Town Centre matches the increase in workers.

#### *RETAIL/ENTERTAINMENT/LEISURE COMPONENT*

The location of this use is highly associated with commercial and residential development. Much of the retail use is to be located at ground level of most of the residential and commercial towers located throughout the site. This positioning will provide workers and residents within SOP with the essential services such as food outlets and other frequent and daily consumption items.

When looking at the amount of retail proposed for the site, it appears that this will adequately provide for everyday needs. The only real concern with the retail space outlined within the master plan is the type of retail use that is to be incorporated into the retail space. The first concern is that if no large scale supermarket is included into the site, the viability of the site may suffer, as residents will have to go elsewhere for large weekly grocery shopping.

The second concern is to whether adequate café and restaurant outlets will be provided in order to benefit the site for the following reasons:

- Will create dining options for workers;
- Will hopefully extend the use of SOP into the night after workers have gone home; and
- Provide event goers, with options to make a day of going to an event at SOP, much like what occurs at the Entertainment Quarter (Fox Studios) during events at the SCG and Aussie Stadium.

Both of these concerns are very simple to achieve, though it is very important to include such retail outlets as they could play a key role in turning SOP into a viable site.

#### *HOTEL COMPONENT*

Currently there are two hotels (4-star and 3-star) located within SOP and they are located next to one another on the corner of Olympic Boulevard and Dawn Fraser Avenue (two structures to the left of Figure 21). Under the master plan the development of any new hotels was considered to be a part of the long term plan for the site. Since the master plan was implemented, the development of two additional hotel sites has occurred, both of which are currently under construction. The first of the two hotels being constructed is to be located on the corner of Olympic Boulevard and Herb Elliott Avenue adjacent to the existing hotels. This hotel is to be a 5-star hotel (structure to right of Figure 21). The second hotel is to be located on the corner of Edwin Flack Avenue and Uhrig Road on the western edge of the site, this hotel is to be a 2-star Formula One Hotel (Figure 22).



**Figure 21 - Three hotels located near town centre**  
(Source: SOP, 2007)



**Figure 22 - Formula One hotel**  
(Source: SOP, 2007)

Once completed the new hotels will bring the number of hotel rooms to approximately 687 (SOP, 2007). This should be an adequate number of rooms to meet the demand. At first having four hotels on the one site might seem too many, but when the number of businesses (in particular the CBA) that are going to be located on the site are considered, these will be required to house clients etc while they are visiting the site. It must not also be forgotten that SOP is predominantly a sports precinct therefore the increase in hotel rooms will mean that more people will be able to stay at SOP when attending an event at SOP. The new hotels will mean that there will be 2-, 3-, 4- and

5-star accommodation on the site meaning that there will be a room for everyone's budget. This may assist in bringing more people to events at SOP as they will be able to afford to stay on site, instead of being forced to stay off site which to some may be a deterrent.

#### *OPEN SPACE COMPONENT*

As mentioned above the 2002 SOPMP is not particularly relevant when it comes to the SOP parklands. As it currently stands the parklands are very well utilised, but can be considered to be operating as a separate entity. This is because users of the parklands to the east and north of the site generally do not visit the urban precinct of SOP. This is an important area to be looked at, as the parklands and urban precinct can work together to further make the entire site more viable.

#### *SPORTING VENUES COMPONENT*

As highlighted in section 4.4.5 one of the key factors that has led to the lack of use of SOP is the underutilisation of the major sports stadiums located on the site, in particular Telstra Stadium and Acer Arena, both of which are located in close proximity to the town centre. The 2002 SOPMP seems to neglect this issue of usage for the stadiums and does not suggest ways in which usage could be increased through development of the surrounding town centre. A few examples of how the development of the town centre area could assist with attendance figures at the stadiums are:

- The increase in retail outlets and in particular dining, can provide event attendees, with an option to make a day trip out of an event (e.g. visitors to the SCG and Aussie Stadium will often go to the Entertainment Quarter before and/or after events for a meal or a drink);
- The increase in hotel stock will provide people with a variety of options to stay on site when attending an event;
- The increase of residents and possibly workers, will mean that there is always the chance that they will simply wander across to an event because it is on
- The increase of public transport to the site will potentially attract more people to events in particular smaller events held there.

As the above list highlights, many of the possible scenarios to increase stadium usage are already being developed as part of the master plan. The issue is that the master

plan does not link the development of the town centre to a possible increase in patronage for the stadiums. This is an important omission, as the stadiums on the site if used regularly will go a long way to making SOP more viable as currently they are the largest burden.

#### *OVERALL*

When the site is looked at as a whole, many key factors appear that will lead to the site becoming more viable after the master plan has been implemented entirely. The biggest benefit that will come out of the implementation of the master plan is that it will develop SOP so that it sees use for longer periods of each day and even the week. This impact can be seen during three distinct periods during the week:

- Night time- Residential population as well as introduction of retail (in particular dining facilities) will hopefully extend the hours in which SOP is used;
- Weekdays- Currently the existing working population of the site does not create a vibrant atmosphere. The introduction of more commercial and retail facilities around the train station will make the town centre area more vibrant mid week. The introduction of retail besides servicing the working and residential populations will help serve the tourists that come to the site, which may make the site more appealing to day-trippers who may use the time for shopping; and
- Weekends- one issue with making the town centre so commercial based is that during weekends when offices are closed the site loses its vibrancy as the majority of people who are on the site during the week are not there on weekends. This is where the resident population can assist as they will be out and about during weekends, as well tourists who will continue to visit the site with its added attractions of retail shopping and dining.

So as it can be seen above, the mix of uses within the town centre will help create a site that is used through the day and week, the lack of which to date is one of the main issues that is making the site unviable.

One aspect that is mentioned in the master plan that is vital to the site's success, both as an urban precinct and an events precinct, is public transport. The master plan

outlines development that is situated around the Olympic Park train station as it is currently the main source of public transport. Like many town centres located across Sydney the aim of SOP's town centre is to provide easy access to public transport for workers, resident's and even tourists. The proximity of residential, commercial and retail developments to the railway station is attractive to anyone who lives near a railway line that is easily connected to Olympic Park. The issue is that many residents in Sydney do not have access to trains or if they do have the option to catch a train to Olympic Park, it would mean multiple trains. For this reason the master plan explores the possibility of expanding the cross regional bus routes that are currently used for special events, to run to the site on a regular basis during the non-event periods. If such a plan is implemented and the placement of such routes is carefully planned, the viability of the site will increase as the number of people who are able to get to there will be larger.

#### *CONCLUSION*

The objective of the master plan to make SOP a more vibrant and viable site will be achieved through the development of a town centre which will help make the entire site more viable. This will be facilitated through introduction of a mix of uses that together will lead to greater use of the site, in particular increasing the number of hours a day that the site will be in use.

The master plan highlights the need to continue to use the site predominantly as a sports precinct, with the new town centre simply being something to complement the existing stadiums. The issue that can be seen is that the master plan does not in any way address the need to increase usage at the two main stadiums at SOP, which are considered to be the largest reason for the site not being viable.

Overall the master plan will increase the chances of the site becoming more viable, but for it to definitely become viable the issue of usage at the two main stadiums must be addressed. If this increase in usage is achieved the stadiums will become an integral part of the site, compared to now where they simply part of the back drop.

#### **4.6 CONCLUSION**

As the previous chapter has highlighted, the fact that Sydney hosted 'the best ever' Olympic Games has not meant that all aspects of the Games ran well. This includes

the ‘legacy’ that the Games have left behind. For Sydney the ‘legacy’ that has been left behind can be considered to be a very uncertain one. The largest concern with the Sydney Olympics is that it may have left Sydney with the massive burden of a world class sporting precinct that does not see the required usage for it to pay for itself. For this very reason the 2002 SOPMP was developed to inject some life into the site through introducing a mixture of uses that will help make the site viable even if the stadium usage does not increase. As mentioned above this plan will go a long way to ensuring the site’s viability into the future, which in the long run will see SOP as a whole, viewed as an Olympic legacy.

The issue is that when one views the site in terms of its sporting venues there is a mixed verdict. When looking at the majority of the smaller stadiums such as the pool, tennis centre and hockey centre, these venues can be considered to be an Olympic legacy as they being used regularly particularly by the public. The issue is that when focusing upon the two large stadiums, Telstra Stadium and Acer Arena, their usage though seemingly large, is actually quite small when compared to other venues both within Sydney and Australia. For this reason at this stage of their life-cycle these two venues would be considered to be an Olympic burden. This does not mean that these two venues are to be viewed as an Olympic burden forever, as ‘legacy’ can often only be realised over a decade later. This is a high possibility for these venues, since with the implementation of the 2002 SOPMP and with careful management, these two venues may be able to join the rest of the site as being viewed as an Olympic legacy in the years to come.

The following chapter provides a series of best practice guidelines that can be used to ensure legacy in general occurs as well as the legacy of sports venues and the associated Olympic parks for future Olympics and other mega-events.

## **5. BEST PRACTICE GUIDELINES**

### **5.1 INTRODUCTION**

The following chapter provides a series of best practice guidelines that can be applied when planning for an Olympic Games or any other mega-event. These guidelines include ways to ensure positive legacy for sporting facilities and Olympic precincts in general. These guidelines are based upon the experiences of past Games as well as personal insights on how to best plan for an Olympic Games.

### **5.2 GUIDELINES FOR THE IOC**

#### **5.2.1 TO FAVOUR BIDS WITH POST-GAMES PLANNING INCLUDED**

One area where the IOC could improve is to ensure that legacy occurs by being part of criteria it considers as part of the bid process. This was seen during the 2008 bid race where candidates were required to provide details of post-Games financing of infrastructure and consideration had to be given to the post-Games use of the venues, agreements had to be obtained from future owners and the bid group had to prove that the Olympic Village formed part of overall city plans (McIntosh, 2003). This method of including such plans in bid documents can be widened to include all types of legacy.

#### **5.2.2 DO NOT DECLARE A GAMES ‘THE BEST EVER’**

Cashman (2003) brings up a very important point as to whether the IOC’s appraisal of a Games in fact leads to the host city sitting back on its laurels, thinking it hosted the ‘best games ever’ so its job is done. This is a very bad mindset to have, as the job in fact has only really just started. This guideline may not be a huge factor on ‘legacy’ though it is important to consider.

### **5.3 GUIDELINES FOR ENSURING LEGACY IN GENERAL**

#### **5.3.1 CAREFULLY ASSESS THE POSITIVE AND NEGATIVE LEGACIES**

Host cities must look at the possibility of both the positive and negative side of hosting the Olympics as there is no guarantee that a ‘legacy’ is going to be a positive one. Therefore, the cities must look at both the best case scenario and the worst as either can occur. This issue is highlighted by Essex and Chalkley (2003) who suggest

that many host cities tend to only look at the benefits that can come out of hosting the Games.

### **5.3.2 PLAN FOR BOTH THE GAMES AND POST-GAMES**

As Cashman (2003) suggests ‘legacy’ is quite often an afterthought, as the primary focus to hosting the Games is planning and running the event. Therefore as mentioned previously, the IOC needs to promote ‘legacy’ in the bid process to ensure that it occurs positively. In the end it is up to the host cities to carefully plan for both the Games themselves and the post-Games period.

### **5.3.3 LOOK BEYOND THE COST OF ENSURING LEGACY**

One issue with ensuring that legacy occurs is that the investment required to ensure this legacy is very high. Many have said that host cities should not be required to ensure legacy as the reason for them winning the right to host the Games was to host the event and not period afterwards. This thinking is not very positive, because if one invests money to ensure that a legacy is to occur, the investment will be repaid through the benefits of the legacy. For example, careful investment into sports facilities can leave the city with world class facilities that can be used repeatedly for other international events.

### **5.3.4 HANDOVER MUST OCCUR SMOOTHLY**

Another area which can ensure legacy realisation is the handover period after the Games. As discussed in Section 3.6.4 one issue that can often arise at the completion of an Olympic Games is that the handover of control of facilities can see the vision of legacy somewhat lost at this time. As Cashman (2003) highlights, during the planning stages for legacy the OCOG is in control. Upon completion of the Games more often than not the control of facilities and infrastructure is handed over to another group who are to manage the site during the post-Games period. For example the Sydney Organising Committee for the Olympic Games (SOCOG) was disbanded and control was given to SOPA. The issue is that SOPA was not really involved during the planning for legacy stages, yet it is left in control of the realisation of this legacy. In order to avoid this, bodies need to be slowly phased in and out to ensure that knowledge of what the legacy is to be, remains in the post-Games body. This is not necessarily the case for every Olympic Games host city, but it should be in the mind

of organisers to have a plan of how the handover is to occur to ensure that all knowledge is passed on.

### **5.3.5 REALISATION OF LEGACY TO START INSTANTLY**

In order to ensure that legacy occurs, the best practice is to ensure that the realisation for legacy occurs the minute the Games are over. An example of this was the main objective for the Barcelona Games which simply said that the day after the Games the city would work towards the future. This is a great example of the realisation of legacy that host cities should have when looking at to ensure that legacy occurs.

## **5.4 GUIDELINES FOR SPORT FACILITIES**

### **5.4.1 USE OF EXISTING STADIUMS WHERE POSSIBLE**

The use of existing stadiums in preparing for an Olympic Games can be the best way to ensure that legacy of sports facilities is left behind. For many host cities this has been the option; such cities include Athens and Barcelona which used existing stadiums wherever possible. In most cases where existing stadiums were used, they were renovated and expanded to meet with Olympic standards. One of the reasons that existing stadiums are the best option is that they are usually proven to work in the location that they currently exist in, and therefore there is no issue of the potential for it being out of place in the locality where it is situated.

Athens went one step further in 2004, by using an existing sports precinct as its Olympic Park site, which once again had already proven itself to be a viable site prior to the Games. This is compared to Sydney which developed SOP with no real knowledge of how the site would work as a sports precinct after the Games, leaving the city with an Olympic burden.

### **5.4.2 WHERE POSSIBLE TURN FACILITIES OVER FOR PUBLIC USE**

The public in most cities will be able to provide a facility with most of its use. This has been witnessed in Sydney and Montreal where the Olympic swimming pools have been developed into public pools that see them being used every day of the week. The only real issue with this is that many of the large stadiums are difficult to hand over to the public such as Telstra Stadium in Sydney.

#### **5.4.3 WHERE POSSIBLE TURN FACILITIES OVER TO PROFESSIONAL SPORT**

Many cities have ensured the legacy of their stadiums has been realised by handing stadiums over to professional sport. Cities such as Barcelona, Atlanta and Calgary have all handed stadiums over to professional sporting clubs who in turn assist with maintaining the venue and ensure that it is used for large periods during the year.

#### **5.4.4 CAREFULLY ASSESS THE LOCATION OF STADIUMS**

This should be done on a city by city basis as every city is different. For example Sydney opted to group venues together, and during the Games this worked wonderfully; though in the post-Games period this set-up has not worked so well. This is compared with Athens, which located singular stadiums throughout the city which in turn helped regenerate particular areas of the city while still seeing the stadiums in use.

#### **5.4.5 USE OF TEMPORARY STADIUMS**

Temporary stadiums can provide a quick solution to a stadium issue. Many sports are only really played in particular regions of the world, therefore they may not require a world class stadium. This is when temporary stadiums are useful as they serve their purpose during the Games and then get dismantled post-Games, hence leaving no lasting burden on a city that may not actually need such a venue. An example of this is the Beach Volleyball Stadium on Bondi Beach during the Sydney Games. In this situation it was decided that it would not be viable to build a permanent beach volleyball stadium in Sydney.

#### **5.4.6 ADAPTIVE REUSE OF VENUES**

In some situations the construction of a venue is unavoidable, but this does not limit the structure's use to sport once the Games has finished. Many cities around the world have adaptively reused a sporting venue for a completely different purpose. In Athens the Beach Volleyball Stadium was always planned to become an outdoor theatre post-Games. The situation in Montreal was slightly different where the Velodrome was redeveloped to become a biodome (a museum showcasing the environs of North America), only after the velodromes' costs meant that it was not viable. Though this adaptive reuse was not planned prior to the Games, it is an example of not locking in a site's desired future use.

## **5.5 CONCLUSION**

The above guidelines are not an exhaustive list and there is the possibility of other guidelines that could be applied to ensure legacy occurs. The list above is simply some of the key areas in which future host cities can avoid the Olympic Games leaving behind a burden on the city. This set of guidelines provides a few examples of how to ensure legacy in general and some more detailed guidelines which can be used to prevent Olympic stadiums becoming a burden on the host city. This has to be thought of because every host city is different. The above guidelines may not be the best practice for some cities, but are considered to be generic based of the experiences of past Games.

## **6. CONCLUSION**

### **6.1 SUMMARY**

Chapter 1 provides background to the topic that has been discussed in this thesis. The problem statement for this thesis is that hosting the Olympic Games can bring about ‘legacies’, some of which are positive for the host city while others tend to be negative. One of the ‘legacies’ that has occurred for many cities, is that of provision of sporting facilities. For many host cities this issue has left the city with large underutilised sporting facilities. One such example is SOP, the main site for the 2000 Olympics. Accordingly, this thesis was developed with the following objectives in mind:

- To determine whether Sydney Olympic Park will be an Olympic legacy or an Olympic burden on the city of Sydney;
- Analyse what has happened to Sydney Olympic Park since the Games finished;
- Analyse the 2002 master plan in relation to its effectiveness to ‘recreate’ Sydney Olympic Park;
- To develop a set of best practice guidelines that would ensure that legacy (in any form) occurs post-event; and
- To develop a set of best practice guidelines that could be used to ensure that future mega-events (Olympics in particular) do not encounter the burden of underutilised sports facilities.

The thesis initially looked at the concept of mega-events with a particular focus upon the Olympics. Chapter 2 defines the term mega-event and looks at what events are classified as mega-events by using the definition that is adopted by this thesis. The chapter then goes on to look at how the concept of the mega-event has become larger to the point where hosting such an event is now highly sought. This increased interest in hosting a mega-event is largely put down to three mains reason; the chance to showcase the city to the world, the economic benefit, and to use the event as a driver for urban development.

Chapter 3 looked at the concept of ‘legacy’. It began by attempting to define the term, which to many is difficult as the term ‘legacy’ tends to have a positive connotation to it and hence to some does not include the negatives or burden that can occur. The chapter then goes on to differentiate the various types of ‘legacy’ that are broadly seen in the Olympic movement whether they are positive (Olympic legacy) or negative (Olympic burden). The chapter concludes by looking at the examples of the Barcelona, Calgary, LA and Montreal Games and the types of ‘legacies’ the Games have left behind in these cities. For the purpose of this thesis the ‘legacy’ of sports stadiums and precincts was a key focus in the selection of the case studies.

Chapter 4 forms the major case study within this thesis, and the focus of this chapter was the Olympic Park precinct for the Sydney 2000 Olympic Games. This chapter was divided into three main components. The first looked at the site that exists today as well as a short timeline on how the site came to be the main location to host the Sydney Olympic Games. The second component looked at what has happened on the site since the Games completion. This section highlighted how the usage was significantly below what was previously forecast, especially when the case studies of Telstra Stadium and Acer Arena are analysed. The final component of this chapter looked at the 2002 SOPMP that has been developed with the aim to reinvent SOP in the hope to make it more vibrant and viable. This chapter analysed the master plans’ effectiveness to recreate the precinct and to make it viable.

Through the use of case studies of previous Olympic Games, Chapter 5 presented a series of best practice guidelines that can be used to assist future host cities to ensure that legacy occurs. The guidelines are divided into three subsets. The first is a set of guidelines that could assist the IOC in ensuring the future Games leave a positive legacy behind in the host cities. The second looks to address how to ensure that legacy in general occurs no matter what type it is. The third set looks at ways to ensure that the ‘legacy’ of sports stadiums and precincts is as positive as possible.

## **6.2 CRITIQUE**

As might be expected the amount of general literature on the Olympic Games is vast mainly due to the sheer size of the event itself. Overall the concept of ‘legacy’ as it is found in connection to the Olympic Games is very well researched, the issue that

arose was that much research into Olympic ‘legacy’ was focused more upon ‘legacies’ that could be easily measured such as economic ‘legacy’. Many of the other types of legacy were not as well documented: this was the case for ‘legacy’ of sporting stadiums and Olympic parks. When looking at literature on sporting facilities, in most cases the literature focused upon a single Olympic Games as opposed to looking at the issue in general with no specific focus. This is because every city is different and therefore a city’s reaction to a stadium can be different. The one area in which this lack of broad topic focus assisted was that it helped to develop case studies on ‘legacy’ in general and ‘legacy’ for sports stadiums.

One area that current literature does not really focus upon is Sydney Olympic Park in particular, though literature looking at the Sydney Games in general could also be said to be limited especially when compared to other Games such as Barcelona.

Literature in the area of sports stadiums also was very limited when it came to focus upon Olympic Parks at Olympic Games. This was very surprising as many past hosts (e.g. Sydney and Montreal) have had issues with such developments post-Games, which would make one think that a look into their planning would be warranted to ensure that these issues do not continue to occur.

As mentioned above some Olympic Games have had a large amount of literature dedicated to them and therefore would provide more in depth case studies. However due to the limitations of time and a word limit, such detailed case studies were only introduced as very basic example of ‘legacy’ at work. If a future study allows for additional time and word limit, a more detailed study would be possible.

### **6.3 FINDINGS**

Below are some of the key findings that have been developed throughout this thesis:

#### *MEGA-EVENTS*

- The concept of mega-events has boomed due to the benefits that a host can obtain from hosting an event.
- That hosting a mega-event provides the host city with three main benefits:
  1. Shows the city to the world;
  2. Economic benefits; and

3. They promote urban development.

#### *LEGACY*

- That ‘legacy’ is inevitable, as every outcome from a Games is classified a ‘legacy’. The only thing that organisers can do is manage ‘legacy’ to ensure that it is ‘positive’.
- There is no set pattern of ‘legacy’: every city is different and therefore different ‘legacies’ will occur.
- The concept of ‘legacy’ has seen the following set of issues arise:
  1. People tend to look at the positives rather than the negatives;
  2. Planning tends to be focused on the 15 day Olympic period, not the period post-Games;
  3. The cost of ensuring legacy can be considered the biggest burden of all;
  4. Legacy realisation can be lost during the handover of control of facilities;
  5. Assessment of ‘legacy’ is difficult due to outside factors and the length of time that is required to fairly assess ‘legacy’;
  6. Expected legacy does not always occur; and
  7. Bids must look upwards of 10 years after Games and plan for this time frame.

#### *SYDNEY OLYMPIC PARK*

- Since the 2000 Games, SOP has not seen the expected usage that was planned prior to the Games. However these attendance figures are steadily increasing and will continue to increase with introduction of the new master plan for the site.
- Telstra Stadium and Acer Arena are two aspects of SOP that are definitely not meeting the required usage. Both are stated as being well utilised, but when compared to similar venues, they can be considered to be underutilised.
- The 2002 SOPMP will be effective in making the SOP site more vibrant and viable into the future. The housing, commercial and retail uses planned for the town centre in particular will assist to make the area more attractive to all types of visitors.
- Even though the SOP precinct is considered a sports precinct, the 2002 SOPMP does not address the issues of stadium usage. However usage may

increase due to the additional services and facilities that the master plan is to provide.

#### *BEST PRACTICE GUIDELINES*

The following set of guidelines has been developed to assist with the planning for legacy at future Olympic Games and other mega-events:

1. To favour bids with post-Games planning included
2. Do not declare a Games ‘the best ever’
3. Carefully assess the positive and negative legacies
4. Plan for both the Games and post-Games periods
5. Look beyond the cost of ensuring legacy
6. Handover must occur smoothly
7. Work towards a positive legacy the minute the Games finish
8. Use of existing stadiums where possible
9. Where possible turn facilities over for public use
10. Where possible turn facilities over to professional sport
11. Carefully assess the location of stadiums
12. Use of temporary stadiums
13. Adaptive reuse of venues

#### **6.4 CONCLUSION**

Planning for any event has its issues, when planning for a mega-event these issues are magnified multiple times due to the sheer size involved. For this reason organisers have enough trouble just organising for the event itself let alone worrying about the period after the event has finished. But this post-event period is becoming an ever increasingly important period as many of the ‘legacies’ that an event can leave behind occur during this period. These ‘legacies’ can be positive legacies or they can be negative, otherwise known as a burden.

In today’s world, the Olympic Games are considered to be the pinnacle of mega-event mainly due to size of the event. Throughout the years Olympic ‘legacy’ has affected cities differently, for example the 1992 Barcelona Olympics were extremely beneficial to the city, as much of the ‘legacies’ that were left behind in the city were positive. This is compared with say Montreal which, while not a complete disaster, is

considered to be one of the poorer examples of ‘legacy’ as the city was left with a CAD\$1.5 billion debt.

Overall hosting the Olympic Games can be considered to be beneficial, as the positives generally outweigh the negatives, though it should be highlighted that it is inevitable that burdens are going to occur in an Olympic city. Therefore we must better manage these burdens, with the goal of reducing their impact on the city or in some instances trying to reverse these burdens so that they can become an Olympic legacy.

As this thesis has shown, an example of how a city can hopefully reverse the negative impact of hosting the Games is currently occurring in Sydney, where a new master plan has been implemented with the aim of recreating the SOP site to make it a more attractive venue. It is the view of this thesis that the introduction of residential, commercial and retail space into the SOP site, will assist in meeting the objectives of the site to become better utilized, more vibrant and viable. Therefore with the complete implementation of the scheme contained in the 2002 SOPMP, the SOP site will move from being considered an Olympic burden to become an Olympic legacy that the city of Sydney can be proud to own. This shows that not only have we held an Olympic Games, which only a hand full of world cities have done, but a legacy that remains for Sydney.

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## APPENDIX A – PLANNED WORKS FOR SYDNEY OLYMPIC PARK



(Source: SOP, 2007)