

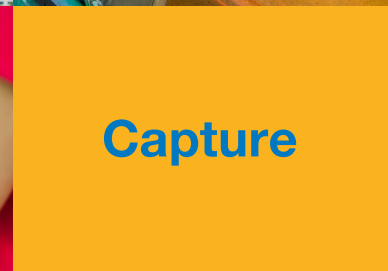
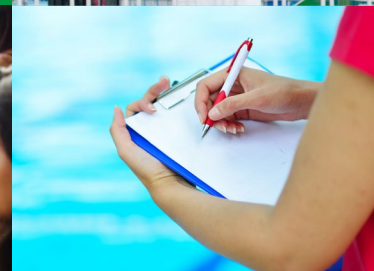
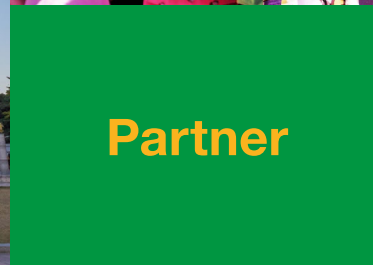
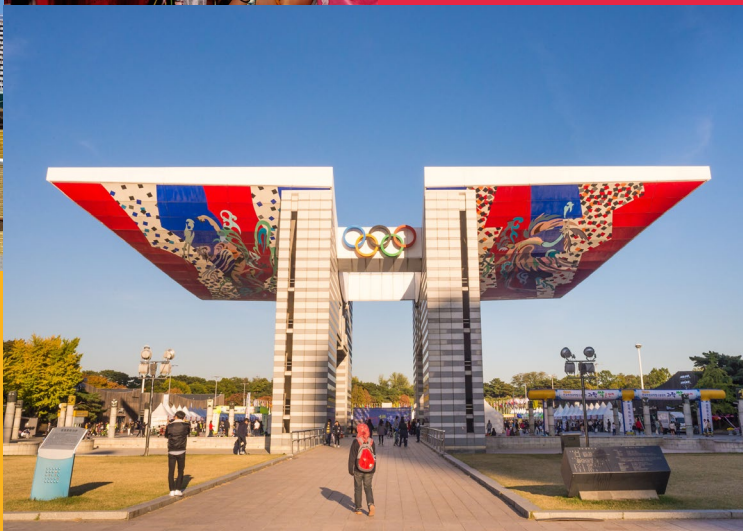
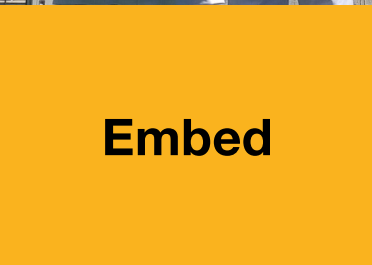
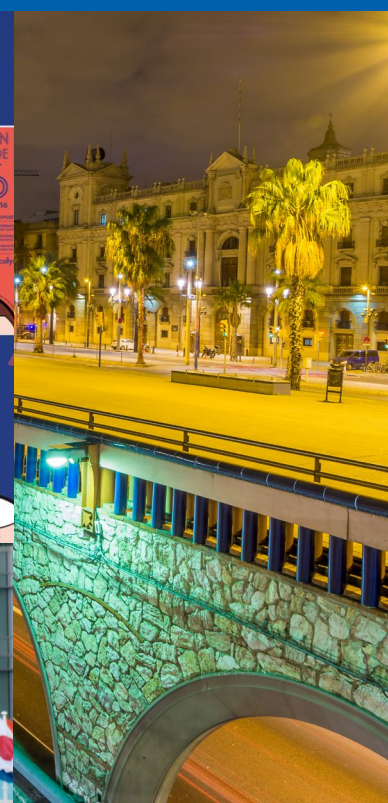


INTERNATIONAL
OLYMPIC
COMMITTEE

Legacy Strategic Approach

Moving Forward

December 2017



EXECUTIVE SUMMARY



The importance of legacy is specifically addressed in Rule 2.14 of the [Olympic Charter](#) and highlighted by Recommendations 1, 2 and 4 of [Olympic Agenda 2020](#), the IOC strategic roadmap. Despite the work done so far by the IOC, the perception of the legacy of the Olympic Games remains challenging.

This Legacy Strategic Approach covers the various ways in which the IOC intends to further encourage, support, monitor and promote legacy in partnership with its stakeholders.

It is the result of a process of consultation with many stakeholders and partners, including 29 cities which have hosted the Olympic Games, a sample of National Olympic Committees and International Federations, Organising Committees for the Olympic Games, the IOC administration, academic organisations, international organisations and experts representing a variety of viewpoints.

The proposed approach is forward-looking in the sense of improving how the IOC supports and promotes legacy; it is also retrospective in its recognition of the need to

identify, measure, promote and celebrate the legacy of past Olympic Games.

The term legacy has different meanings for different people, languages and cultures, and since legacy was introduced into the Olympic Charter in 2003, several definitions have coexisted within the Olympic Movement. The following definition of legacy is conceived as a tool for alignment within the Olympic Movement:

“Olympic legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games/sport events for people, cities/territories and the Olympic Movement.”

The Olympic Games are the most visible representation of Olympism and a role model for other sports events. Hence, this strategic approach mainly focuses on the legacy of the Olympic Games. However, by taking a more active stance on the legacy of the Olympic Games, the IOC aims to lead by example and influence other organisations which manage international sports events.

The four objectives of the Legacy Strategic Approach are:

Objective 1: embed legacy through the Olympic Games lifecycle

- Legacy is discussed with cities interested in hosting the Olympic Games as early as the Dialogue Stage, and is fully embedded in the Candidature Process.
- Legacy vision and objectives are an integral element of the Games management, coordination and decision-making process.
- Legacy planning and delivery are regularly monitored in a transparent way and corrective measures are proposed.
- Legacy governance in the host territory is operational early in the lifecycle, and is made resilient to operational pressures and political changes.
- Funding of legacy is ensured through early definition of the roles and responsibilities of local authorities as regards the long-term financing of the overall legacy programme.



In Barcelona, city-wide initiatives such as sports activities for children facing social exclusion or economic hardship ensure that the Olympic social legacy lives on

Objective 2: document, analyse and communicate the legacy of the Olympic Games

- Report the legacy of upcoming Olympic Games on a regular basis.
- Capture the legacy of past Olympic Games.

Objective 3: encourage Olympic legacy celebration

- The IOC to proactively engage with cities and NOCs regarding the celebration of their Olympic Games legacy.
- The IOC to make assets and services available to cities and constituents of the Olympic Movement in the context of major Olympic legacy celebrations.

Objective 4: build strategic partnerships

- The IOC to strengthen strategic partnerships with the World Union of Olympic Cities and the Active Well-being Initiative.
- The IOC to build other partnerships with expert organisations on specific themes.

We can see momentum being built around legacy. With Tokyo 2020, Beijing 2022, Paris 2024 and LA 2028, there is the unique opportunity of the Olympic Games being hosted twice (or three times) in the same city, building upon legacies that already exist in the territory. The implementation of this Legacy Strategic Approach is an important step towards channelling collective efforts on legacy and further demonstrating the value proposition of the Olympic Games.



Tokyo 2020 presents a unique opportunity for the city to build on existing legacies of the Olympic Games Tokyo 1964, Sapporo 1972 and Nagano 1998



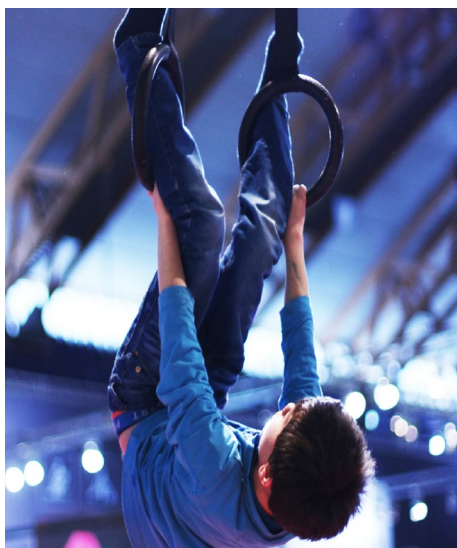
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INTRODUCTION

Why legacy matters to the Olympic Movement



The YOG Try the Sport programme has inspired interest in less popular sports

“The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.”

The Olympic Charter, Fundamental Principles of Olympism #2 (as of 2 August 2016)

The sense of creating long-term benefits for people and cities is very closely bound to the Olympic Movement’s vision of “Building a better world through sport”. This vision dates back to the foundation of the modern Olympic Games, and is shared by all constituents of the Olympic Movement across the globe.

From 241 participants representing 14 nations in 1896, the Olympic Games had grown to over 11,000 athletes from 206 nations in 2016. Independent research commissioned by the IOC around Rio 2016 showed that the awareness and appeal of the Olympic Games remain the highest among all the measured multi-sports and

entertainment events surveyed, with a 93 per cent awareness level and an appeal rating of 7.4 out of 10¹.

From 1896 to 2016, there were 49 editions of the modern Olympic Games, in 42 cities and 23 countries, and four editions of the Youth Olympic Games.

They have left tangible and intangible benefits, such as: training centres and facilities used to improve the performance of athletes, increased enthusiasm for less popular sports, new diplomatic relations and improved dialogue between countries, enhanced professional skills and career opportunities, new cultural heritage assets, growth of the volunteering movement, innovative design and visual arts, and increased global visibility for cities, upgraded urban parks and leisure areas, and national/regional cultures.

The Olympic Games are the main engine that drives the IOC’s ability to support sports development. The brand assets and financial resources created by the Olympic Games allow the Olympic Movement to stay active 365 days a year across the globe, promoting high-performance and grassroots sport through thousands of volunteers. The IOC distributes 90 per cent of the Olympic Games organisation revenues (the equivalent of USD 3.4m every day) to help athletes and sports organisations at all levels around the world².

The growing importance of the Olympic Games goes hand in hand with the responsibility to deliver benefits to society. In 2015, the relevance of sport in society was acknowledged by the United Nations, when sport was highlighted as an “important enabler” to development and peace:

¹ [IOC Annual Report 2016](#).

² [IOC Annual Report 2016](#).



UN 2030 Agenda for Sustainable Development, paragraph 37:

“We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.”



Key SDGs to which the IOC aims to contribute.

The UN Sustainable Development Goals (SDGs) provide a common framework for organisations to explain how they contribute to the creation of a “better world”. The core missions of the Olympic Movement³ are closely aligned with a number of SDGs, notably in the fields of health and well-being, quality education, gender equality, peace, justice and strong institutions and partnerships for sustainability. The IOC Sustainability Strategy, approved in December 2016, extended the IOC’s contribution to several other SDGs⁴.

Whether in the host territory or elsewhere, the Olympic Games are the main vehicle for the Olympic Movement to achieve the vision of building a better world through sport. Hence the importance of making sure that the Olympic Games leave a legacy for people, cities/territories and the Olympic Movement, building on social development through sports programmes, engagement programmes and the IOC’s Sustainability Strategy.

³ The core missions of the Olympic Movement are: ensure the uniqueness and the regular celebration of the Olympic Games; put athletes at the heart of the Olympic Movement; and promote sport and the Olympic values in society, with a focus on young people.

⁴ The SDGs addressed by the IOC Sustainability Strategy are: decent work and economic growth; sustainable cities and communities; responsible consumption and production; climate action; life below water; life on land.

Key milestones

The first time the term “legacy” is found in a candidature document dates back to the Olympic Games Melbourne 1956⁵. In 1981, the Calgary 1988 Candidature File specifically mentioned that *“Part of the legacy in Calgary will be specialized sports facilities that will continue to challenge athletes as they test their abilities and hone their skills”*⁶.

In 1987, the first international symposium dealing with the subject of legacy was organised in Seoul by the International Research Academy for Olympics and Intercultural Studies of Inje University.

In 1991, the Organising Committee for the 1996 Centennial Olympic Games in Atlanta included the goal to “leave a positive physical and spiritual legacy” in its mission statement. In 1997, the candidature for the Olympic Games 2004 in Athens entitled a brochure presenting its project *“A legacy for Olympism”*⁷.

In December 1999, the IOC 2000 Commission issued a recommendation regarding the organisation of the Paralympic Games in the same city as the Olympic Games, as a means



The Scotiabank Saddledome arena was built to host ice hockey at the Olympic Winter Games Calgary 1988. Today it is home to the NHL Calgary Flames, and is used for sporting, cultural and entertainment events throughout the year

⁵ XVI Olympiad 1956: Melbourne's Plan, Victoria: McLaren & Co. Pty, Ltd., n.d., IOC Historical Archives.

⁶ Calgary Canada, Calgary: Calgary Olympic Development Association, 1981, p. 132.

⁷ Jean-Loup Chappelet (2012). Mega sporting event legacies: a multifaceted concept. *Papeles de Europa*, 25: 76-86.



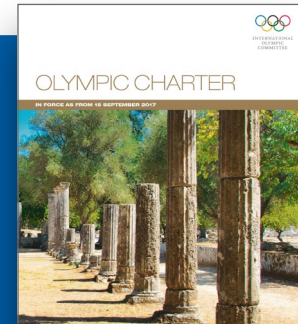
to create inclusiveness. It also made several recommendations regarding education and culture, humanitarian activities and the transfer of knowledge and expertise, which enhanced the potential of the Olympic Movement to support social and human development.

In 2002, the IOC organised an International Symposium to discuss the legacy of the Olympic Games, bringing together 150 experts, representing Olympic bid committees, Olympic Games Organising Committees, International Sports Federations, National Olympic Committees and researchers from different countries and disciplines.

The IOC Olympic Games Study Commission issued a report in July 2003 which referenced the importance of Olympic legacy and recognised the need to ensure that host cities and their residents are left with a significant legacy of venues, infrastructure, expertise and experience.

Finally, the importance of legacy was specifically addressed in Rule 2 of the Olympic Charter as of 4 July 2003⁸. The Olympic Charter is the codification of the Fundamental Principles of Olympism, Rules and Bye-laws adopted by the IOC.

The adoption of Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement, in December 2014 marked a critical step forward in defining the direction, objectives and ways of working of the IOC. Legacy is specifically highlighted by three recommendations (1, 2 and 4):



***Extract from The Olympic Charter
(as of 15 September 2017)
Chapter 1, The Olympic Movement***

2) Mission and role of the IOC

14. To promote a positive legacy from the Olympic Games to the host cities and host countries.

⁸The Olympic Charter (as of 4 July 2003): Chapter 1, The Olympic Movement. 2) Role of the IOC: 13. takes measures to promote a positive legacy from the Olympic Games to the host city and the host country, including a reasonable control of the size and cost of the Olympic Games, and encourages the Organising Committees of the Olympic Games (OCOGs), public authorities in the host country and the persons or organisations belonging to the Olympic Movement to act accordingly.



▶ **Recommendation 1: shape the bidding process as an invitation**

1) *The IOC to introduce an assistance phase during which cities considering a bid will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.*

▶ **Recommendation 2: evaluate bid cities by assessing key opportunities and risks**

2) *The IOC to consider as positive aspects for a bid: the maximum use of existing facilities and the use of temporary and demountable venues where no long-term venue legacy need exists or can be justified.*

6) *The [Evaluation] Commission to benefit from third-party, independent advice in such areas such as social, economic and political conditions, with a special focus on sustainability and legacy.*

▶ **Recommendation 4: include sustainability in all aspects of the Olympic Games**

3) *The IOC to ensure post-Games monitoring of the Games legacy with the support of the NOC and external organisations such as the World Union of Olympic Cities (UMVO).*

Despite the work that has been done so far by the IOC, the perception of the legacy of the Olympic Games remains challenging.

Objectives of the Legacy Strategic Approach

The Legacy Strategic Approach is based on the Olympic Charter and on the recommendations of Olympic Agenda 2020, covering the various ways in which the IOC intends to further encourage, support, monitor and promote legacy in partnership with its stakeholders.

It is the result of a process of consultation with many stakeholders, including 29 cities which have hosted the Olympic Games, a sample of National Olympic Committees, Organising Committees for the Olympic Games, the IOC administration, academic organisations, international organisations and experts representing a variety of viewpoints (please refer to Annex 1).

This strategic approach is forward-looking in the sense of improving how the IOC supports and promotes legacy; it is also retrospective in its recognition of the need to identify, measure, promote and celebrate legacy.

The Olympic Games are the most visible representation of Olympism and a role model for other sports events. This stems from one of the special attributes of the Olympic brand: the ability to bring people together, and to inspire and influence them. Hosting the Olympic Games provides powerful incentives for organisations, public authorities and communities to come together and cooperate in delivering legacy. Therefore, this Strategic Approach mainly focuses on the legacy of the Olympic Games⁹. However, by taking a more active stance on the legacy of the Olympic Games, the IOC aims to lead by example and influence other organisations which manage international sports events.

⁹ Because of the specific focus of the Youth Olympic Games (YOG), legacy is addressed in YOG-specific documentation. However, a number of considerations and recommendations contained in this document would also apply to the YOG.



The Legacy Strategic Approach has four objectives:

Objective 1 **Embed legacy through the Olympic Games lifecycle**

- Legacy is discussed with cities interested in hosting the Olympic Games as early as the Dialogue Stage, and is fully embedded in the Candidature Process.
- Legacy vision and objectives are an integral element of the Games management, coordination and decision-making process.
- Legacy planning and delivery are regularly monitored in a transparent way and corrective measures are proposed.
- Legacy governance in the host territory is operational early in the lifecycle, and is made resilient to operational pressures and political changes.
- Funding of legacy is ensured through early definition of the roles and responsibilities of local authorities as regards the long-term financing of the overall legacy programme.

Objective 2 **Document, analyse and proactively communicate the legacy of the Olympic Games**

- Report the legacy of upcoming Olympic Games on a regular basis.
- Capture the legacy of past Olympic Games.

Objective 3 **Encourage Olympic legacy celebration**

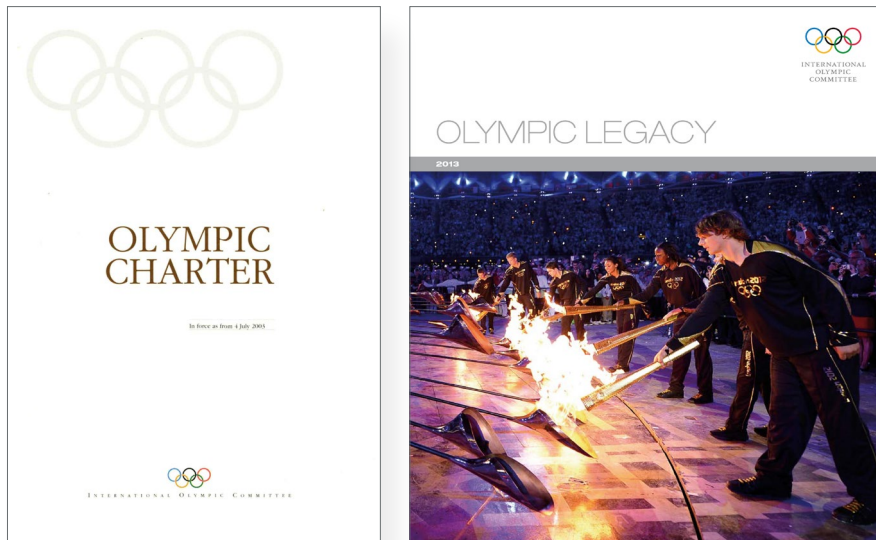
- The IOC to proactively engage with cities and NOCs regarding the celebration of their Olympic Games legacy.
- The IOC to make assets and services available to cities and constituents of the Olympic Movement in the context of major Olympic legacy celebrations.

Objective 4 **Build strategic partnerships**

- The IOC to strengthen strategic partnerships with the World Union of Olympic Cities and the Active Well-being Initiative.
- The IOC to build other partnerships with expert organisations on specific themes.

LEGACY DEFINITION AND SCOPE

Coexisting definitions



Legacy was first introduced into the Olympic Charter in 2003, and has since embodied several different definitions within the Olympic Movement

Since legacy was introduced into the Olympic Charter in 2003, several definitions of legacy have coexisted within the Olympic Movement. For example:

- in 2008, IOC President Jacques Rogge referred to legacy as “the lasting outcomes of our efforts” in a public speech;
- the IOC legacy brochure of 2013 defined legacy as the “lasting benefits which can considerably change a community, its image and its infrastructure”;
- the Olympic Games Guide on Olympic Legacy of September 2015 defined legacy as “after-effects, often long-term, rather than just actual impacts, emphasising the benefits, both tangible and intangible, that the Olympic Games can provide to a host city and a region”; and
- the discussions of the 2015 meeting of the IOC Sustainability and Legacy Commission were framed around the concept of “positive impacts that remain once the Olympic candidature/Olympic Games/ sports event has concluded”.

The term legacy has different meanings for different stakeholders, languages and cultures. For instance, in the academic world there are multiple definitions of the term, as confirmed by a recent systematic review conducted by the University of Mainz¹⁰.

¹⁰The systematic review of academic publications related to the legacy of the Olympic Games concluded in August 2017 was carried out by Anja Scheu from Mainz University, with the support of the IOC. The review looked at 863 academic articles, analysing 204 in detail.



Proposed definition

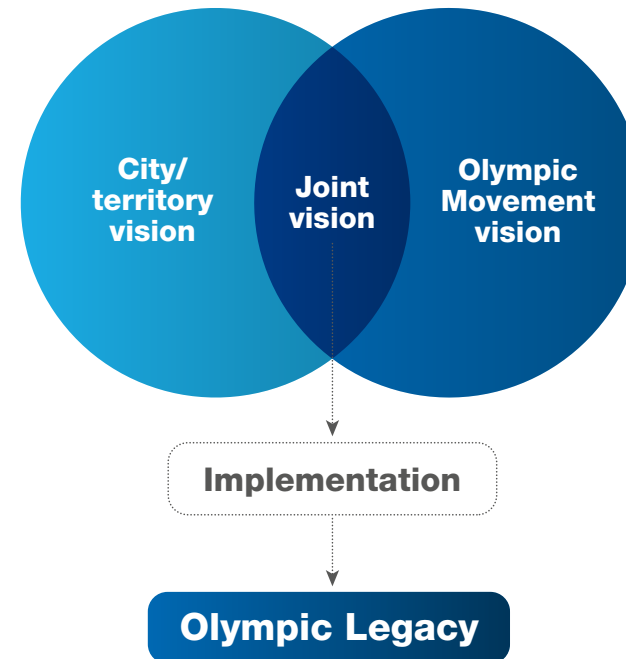
The IOC took the initiative to bring the different perspectives of Olympic legacy¹¹ into one framework. The following definition of legacy is conceived as a tool for alignment within the Olympic Movement, rather than a theoretical endeavour. It is the result of an open dialogue with numerous stakeholders¹²:

“Olympic legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games/sport events for people, cities/territories and the Olympic Movement.”

Olympic legacy is the result of a vision

Olympic legacy comes from the implementation of a vision which originates from the alignment of the Olympic Movement core vision of “building a better world through sport” with the vision of a city (or a territory) of what a “better world through sport” looks like in a specific place and time.

Olympic legacy is the result of a vision



¹¹ In French, legacy translates to “heritage”, while heritage translates to “patrimoine”. Although legacy and heritage are not synonyms in English and French, many languages use the same term to express the two ideas. In general, heritage is commonly used when referring to historical, cultural and natural assets we inherited from our ancestors and we transfer to our descendants; while legacy is more commonly used in the context of something material or immaterial left after a company, person, event or project is gone. Heritage is already used by the IOC in the context of cultural assets.

¹² Please refer to Annex 1 for a list of the experts and stakeholders consulted.



In the case of the Olympic Games, the city/territory vision originates in the expectations of local society in regard to the positive social changes beyond the delivery of 17 days of competitions and celebrations. The alignment of the city/territory vision with the vision of building a better world through sport leads to the development of a joint vision, which in turn sets the scene for the development of the Olympic Games concept. When the vision is implemented, the outcome is the Olympic Games legacy. It means that legacy does not just happen by itself; it requires vision, planning, coordinated action, monitoring and reporting.

In the case of the Youth Olympic Games, legacy focuses largely on the notion of youth engagement and youth empowerment. In this case, the city/territory vision address some of the youth agenda challenges, such as youth dropping out of organised sport, sedentarism and obesity, inclusion, self-esteem, renewal of the local or national sports administration, dependencies, bullying, etc.

The same reasoning can be applied to other sports events, such as international championships organised by International Federations, and to the activities of the Olympic Movement constituencies in their territories to promote social development through sport, such as grassroots sport participation projects.



Innsbruck has hosted two Olympic Winter Games and one Winter Youth Olympic Games, establishing itself as a popular winter sports destination



It encompasses all the tangible and intangible long-term benefits

Legacy refers to the **benefits**, i.e. positive effects, for people, the host city/country and the Olympic Movement. It is important to clarify that, although the Olympic Movement's aim is to strive to deliver positive outcomes, it does not overlook pitfalls and negative results from its activities.

The benefits can be **tangible** or **intangible**:

- Tangible legacy, sometimes referred to as “hard” legacy, is easily captured by images and tends to dominate the public debate around the subject. Examples of tangible legacy are new sports facilities and improvements in urban infrastructure.
- Intangible legacy, sometimes referred to as “soft” legacy, is not as easy to identify, define or measure, and has been less present in the public debate, although it is likely the most relevant in regard to actual benefits to people and society. Examples of intangible legacy are new cultural and immaterial heritage assets¹³, changes in attitudes/behaviours, professional skills, better understanding among people from different countries and new social networks.

Legacy has a **long-term** perspective and clearly differs from impact. Impact usually refers to immediate and short-term changes, either

positive or negative, intentional or unintentional¹⁴. For example, impact could be a momentary decrease in unemployment rates, while legacy could be the knowledge acquired by Olympic Games staff and volunteers from different parts of the world.

Therefore, any evaluation of legacy outcomes requires the “test of time” and can be better assessed after an Olympiad.

Initiated or accelerated by the hosting of the Olympic Games/sports event

Some legacies are a direct result of changes **initiated** by activities that are required for the hosting of the event itself, such as volunteer training and new legislation to avoid ambush marketing.

Other legacies are the result of changes **accelerated** by the Olympic Games (or the sports event), meaning that local authorities build on the momentum created by the hosting of the Olympic Games to invest in projects that fit the long-term development plans of the city. One of the key elements here is the well-being of the population, and how it can be improved through sports participation and the promotion of physical activity¹⁵. The other key element is the improvement of urban infrastructure, such as upgrading the transport infrastructure and creating new parks/green areas.

¹³ The IOC is in the process of application for the recognition of the immaterial Olympic heritage by UNESCO.

¹⁴ Preuss, H. (2007). The Conceptualisation and Measurement of Mega Sport Event Legacies. *Journal of Sport & Tourism*, 12(3-4), 207–228.

¹⁵ In order to enhance Olympic legacy in cities across the world, the IOC supports the Global Active City programme, a new initiative to promote the health and physical activity of cities' inhabitants and increase their participation in sport and physical activity.

For people, cities/territories and the Olympic Movement

Olympic legacy can materialise in the **city/territory**, as in the case of a new sports venue or the restoration of a natural environment. A territorial legacy, either built or natural, can have local reach, as in the case of an upgraded leisure or recreational area or a sports training centre. It can also extend well beyond the borders of the territory, reaching out to other regions, countries and the global community, as in the case of the professional skills acquired by expatriate staff.

Legacy can also take the form of a personal or individual benefit, such as: new language skills learned by **people** who volunteered for the Olympic Games; a job opportunity obtained by a retired athlete who received professional training from an Olympic sponsor; a refugee athlete who, through practising sport, finds a path to social integration in her/his new community; or a local company that gained international competitiveness after becoming a supplier for the Olympic Games.

The benefits can also be received by the **Olympic Movement** and its stakeholders, such as the International Federations, the National Olympic Committees and sponsors. Examples include a new hospitality and sponsorship concept adopted by an International Federation, a new intellectual property (such as a mascot or the sports pictograms) owned by the IOC, or the increased brand awareness of an Olympic commercial partner.



The Olympic Games Munich 1972 created accessible green spaces for residents



Sustainability and legacy

Sustainability and legacy are interrelated and complementary, but distinct. While legacy refers to the long-term benefits, or outcomes, of putting the Olympic Movement vision into practice, sustainability refers to the strategies and processes applied in decision-making to maximise positive impacts and minimise negative impacts in the social, economic and environmental spheres (please refer to the IOC Sustainability Strategy¹⁶).

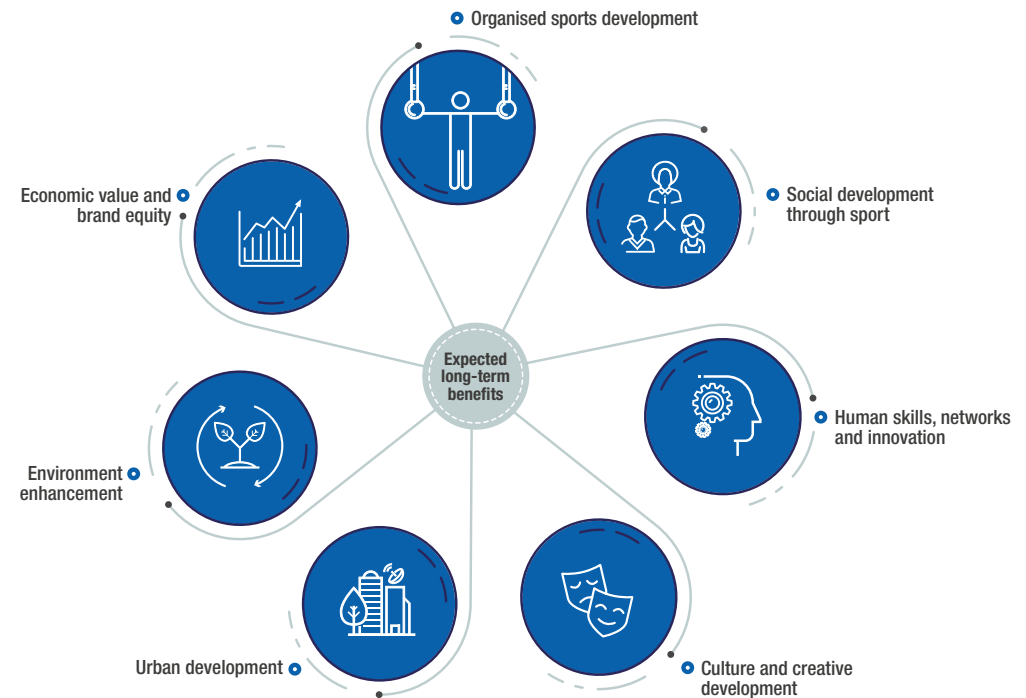


Sustainability is one of the three key pillars of Olympic Agenda 2020

Scope of Olympic Games legacy

Although the scope of Olympic Games legacy varies for each edition, according to the specificities of the city/territory vision, the experience gained from past editions allows us to identify several long-term benefits that are common across different editions. They can be framed within seven dimensions (see figure below).

Expected long-term benefits from the Olympic Games



¹⁶ www.olympic.org/sustainability.



Organised sports development

- Enhanced support to athletes
- New generation of elite-level athletes
- Competitive sports development (from local up to national teams)
- Organised grassroots sports development (sports initiation, clubs, etc.)
- Broad fan base for less known sports and events
- Improved efficiency of the organised sports system (federations, support and governing bodies)
- Enhanced skills of coaches, sports physicians or other specialists
- New/upgraded sports venues used for training and competition
- High-performance training centres
- Sports equipment



Social development through sport

- Health and well-being benefits from the practice of recreational sport and physical activity
- Olympic values and sport as a tool for education
- Peace-building and international cooperation
- Gender and inclusiveness (minorities, people with disabilities, LGBT, etc.)



Human skills, networks and innovation

- New generation of talent in different fields (technology, law, architecture, project management, the arts, etc.)
- Human skills: soft skills (leadership; exposure to other cultures and languages; client-focused mindset; etc.); and technical skills (sports management, media, broadcasting, event management, tourism and hospitality)
- New networks: volunteers; diplomatic connections; staff
- Innovation in different fields (materials, technologies, business models, management, sports entrepreneurship)



Culture and creative development

- Intangible cultural heritage of Olympism
- Increased visibility of national culture
- New design, brand and visual identity
- Artistic activities (music, visual arts, etc.) developed through the ceremonies and Cultural Olympiad programme
- New cultural assets for the city/country (iconic buildings, cultural institutions, etc.)



Urban development

- Transport and mobility infrastructure development (extension of a metro or train system, airport upgrade, more walkable and cyclable cities)
- Basic urban infrastructure (housing, water, sanitation, solid waste disposal, healthcare and other public amenities)
- Advanced urban services and infrastructure (technology, telecommunications, smart city grids, smart buildings, etc.)
- Upgraded/new venues for multiple social/economic uses



The Olympic Games London 2012 breathed new life into the British capital, including the previously overlooked River Lea



Environment enhancement

- Air and water quality
- Transition to low-carbon technologies and processes
- Open-air leisure areas and greenspace
- Biodiversity protection and restoration
- Innovative environmental management solutions
- Enhanced sustainability and environmental awareness



Economic value and brand equity

- Increased global profile and visibility of city/territory
- Tourism and event industry development
- Fiscally responsible long-term investments
- Competitiveness of economic sectors impacted by the Olympic Games and other activities from the Olympic Movement
- New business/economic sector development
- Enhanced Olympic Movement brand equity



EMBED LEGACY THROUGH THE OLYMPIC GAMES LIFECYCLE

Status

After each edition of the Olympic Games, the IOC reviews how to improve management functions and the support provided to Organising Committees and host cities. Olympic Agenda 2020 has provided further impetus to this, and the IOC has undertaken a thorough review exercise to reduce the cost and reinforce the flexibility of Olympic Games management while enhancing its value proposition. This is known internally as “Games Management 2020”.

The alignment between the Legacy Strategic Approach and Games Management 2020 aims to ensure that legacy aspects will form a more tangible part of the support services the IOC provides.

Importantly, this covers a gap in the Olympic Agenda 2020 recommendations, which in relation to legacy consider only the Candidature Process (Recommendations 1 and 2) and post-Games phase (Recommendation 4).

Much of the important work in establishing effective legacy programmes and structures needs to happen before the Olympic Games. However, the experience from past editions demonstrates that legacy tends to fall off the radar and be overridden by operational imperatives during the intensive years of Olympic Games preparation. This is where the IOC can play an important supporting and guiding role in the local legacy governance structures.

Embed legacy through the Olympic Games lifecycle



Proposed approach

By investing efforts in the development of a strong legacy vision, supporting effective legacy governance and being proactive in measuring and promoting the results, the IOC aims to establish a broader foundation for the delivery of long-term benefits, rather than just delivering 17 days of competitions and celebration.

A stronger focus on legacy planning and delivery through the full Olympic Games lifecycle can be achieved as follows:

- Legacy is discussed with cities interested in hosting the Olympic Games as early as the Dialogue Stage, and is fully embedded in the Candidature Process.
- Legacy vision and objectives are an integral element of the Games management, coordination and decision-making process.
- Legacy planning and delivery are regularly monitored in a transparent way and corrective measures are proposed.
- Legacy governance in the host territory is operational early in the lifecycle, and is made resilient to operational pressures and political changes.
- Funding of legacy is ensured through early definition of the roles and responsibilities of local authorities as regards the long-term financing of the overall legacy programme.



Sports participation was at the heart of Beijing 2008 and was a key component of the Beijing 2022 candidature

Candidature Process

Each edition of the Olympic Games is awarded to a new host city elected by the IOC members, seven years in advance. Preceding this is a two-year Candidature Process, composed of two stages:

- a one-year non-committal Dialogue Stage that provides interested cities and NOCs with the opportunity to engage with the IOC to assess the benefits and requirements related to hosting the Olympic Games; and
- a Candidature Stage enabling those cities that are invited by the IOC to become Candidate Cities to work closely with the IOC to increase the value proposition of their Olympic Games delivery plan.

The Candidature Process is the most important period for shaping the long-term benefits for the people, the city/territory and the Olympic Movement.

During the Candidature Process, greater attention is given to the development of the legacy vision, through the alignment of the Olympic Games concept with the city/region's long-term plans, on the basis of: social parameters, including sport and healthy lifestyle; urban/spatial/economic parameters; sustainability strategies; and cultural/immaterial heritage assets.

The Olympic Movement, in particular the International Federations and National Federations, are also to be involved in the development of the vision, to ensure that their plans for sports development in the host city/territory feed into the development of the Games plan.

The IOC aims to help cities to develop a legacy vision that will enhance the value proposition of the Olympic Games. The Dialogue Stage of the Candidature Process is the key moment for the cities interested in hosting the Olympic Games to engage with stakeholders and define clear priorities related to tangible and intangible aspects of legacy.

The IOC also intends to support cities in further developing their legacy planning as an integral part of their candidature. As a result of this process, cities are expected to deliver a high-level legacy plan which includes priorities, action plans, potential funding sources and a strategy for proactive communications¹⁷. The alignment between the legacy vision and the engagement strategy is another key element to be developed at this phase.



The IOC is working hand in hand with Paris 2024 on legacy matters. This will be the first Olympic Games edition to fully benefit from the implementation of Olympic Agenda 2020

¹⁷ The basic expectations for legacy planning at the Candidature Stage are framed in the candidature questionnaire and will be discussed with cities during the Dialogue Stage.

Alongside the vision, and considering that governance is paramount to the delivery of legacy, the IOC intends to encourage Candidate Cities to set up a legacy organisational structure composed either of existing organisations or new ones. A key point to consider is the resilience of the legacy organisational structure to the operational pressures that come with the preparation of the Olympic Games, and the political changes that originate from electoral cycles.

Another key element during the Candidature Process is the identification of the financial resources to support the overall programme and priority actions. Roles, responsibilities and funding (both public and private) are to be clarified as early as possible by local authorities.

The IOC also assists the cities in prioritising the use of existing and planned venues, including the consideration of existing venues in other cities, regions and countries. The orientation given to cities is to consider new permanent venues only if there is a clear legacy need and a guaranteed long-term post-Games use. Alternatively, the use of existing or temporary facilities that could be reused or repurposed is recommended. The design, construction and operation of all sports facilities must be relevant and bring value to the communities they serve, prior to, during and after the event¹⁸. The venue legacy plans, the funding model and the roles and responsibilities regarding venue management post-Games are to be agreed by all parties at this phase. The participation of the National Federations is particularly important in cases where the venues

will continue to be used as sports facilities. The National Federations are to engage in discussions with the Candidate City to develop legacy plans that are the right ones for the community.

Another key aspect is the actual delivery of legacies during the Candidature Stage, irrespective of the outcome of the final choice of the host city.



The Los Angeles Memorial Coliseum created a permanent legacy. It was built for the Olympic Games in 1932, reused in 1984 and will be utilised once more in 2028

¹⁸ This means that sports facilities should have a minimal environmental footprint over their lifecycle by saving natural resources and energy, eliminating waste, avoiding harmful substances, and protecting local ecosystems (IOC Sustainability Strategy). Please refer to the IOC Sustainability Strategy for further information on sustainable infrastructure and natural sites.

Olympic Games preparation



PyeongChang 2018 has been giving young people the chance to experience new sports as part of the build up to the Games

In the past, the IOC had a limited role in ensuring the planning and delivery of legacy by the local organisations. Moving forward, the IOC intends to become more accessible to cities to help them avoid problems and address emerging issues regarding legacy through the seven years of Olympic Games preparation.

The most critical issues at the preparation phase are governance, planning and funding. Governance is paramount to legacy delivery. The OCOG, which plays the pivotal role in Games planning and delivery, has a limited role in delivering legacy. The legacy entities, usually on board late in the lifecycle, do not play a role in Games planning and delivery, but are left with the task of implementing legacy plans. Thus, there is a disconnect

between the planning and delivery of the Olympic Games and the legacy outcomes. The early creation of the legacy entity/entities and their presence at the main decision-making forums, side by side with the IOC, the OCOG, the NOC and the relevant government authorities, would contribute to better integration and would strengthen legacy delivery.

Other key measures are:

- inclusion of a detailed legacy plan as an integral part of the Games Foundation Plan, in agreement with all parties;
- implementation of a structured follow-up for the legacy plan;
- confirmation by local authorities of the financial resources dedicated to ensuring the delivery of the legacy programme with the planned level of ambition, over a long period (decades);
- continuous stakeholder dialogue;
- close alignment between engagement programmes and legacy objectives;
- transparent monitoring through a third party could be key to increasing credibility and demonstrating progress in legacy delivery; and
- support the creation of core identity assets (emblem, medals, torch, official film...) which carry the identity of the immaterial Olympic heritage.

Through the preparation period, it is essential that the IOC provides assistance and practical support to local authorities, as well as access to networks and expertise. Monitoring of legacy planning and delivery in line with the revised processes of Games Management 2020 is another key role of the IOC, together with the communication of legacy outcomes in a proactive and strategic way.

Post-Games

In the past, the IOC had a limited role in ensuring the delivery of legacy by the local organisations, focusing primarily on the transfer of knowledge between successive OCOGs. Moving forward, the aim is to monitor legacy delivery (directly and through collaboration with a third party), provide assistance and practical support to local authorities, communicate results in a proactive and strategic way and share best practices by leveraging collaboration with the World Union of Olympic Cities. At this phase, the legacy entity/entities and the host NOC might be able to enhance the funding of the legacy programme through any surplus resulting from the Olympic Games.

Roadmap for implementation

The lifecycle of each edition starts nine years before the staging of the Olympic Games. The first edition of the Olympic Games that will fully benefit from the changes initiated by Olympic Agenda 2020 will be Paris 2024, and the first one to fully benefit from this legacy strategic approach will be the Olympic Winter Games in 2026.

During the candidatures of Paris 2024 and LA 2028, legacy was embedded into the Candidature Process in a more structured way, allowing the Candidate Cities to develop a legacy vision and propose a legacy organisational structure. The legacy plan was included as an operational requirement in the Host City Contract 2024 (please refer to Annex 2). Further dialogue with the local authorities and a collaborative work approach will be the basis for achieving full alignment with this strategic approach.



The Montreal Sport Centre, located in the Olympic Park, is now a leading high-performance multi-sport complex in North America



For the Olympic Winter Games 2026 and beyond, legacy will be fully embedded from the outset. The IOC Executive Board will consider including legacy through contractual requirements, i.e. updates to the Host City Contract, including in regard to the roles and responsibilities of local authorities and the NOC after the dissolution of the Organising Committees.

The following recommendations provide a high-level summary of how legacy is embedded through the Olympic Games lifecycle:



Vision

Legacy vision is defined as early as the Dialogue Stage and is a key element to the Olympic Games value proposition. Cities clearly define how the hosting of the Olympic Games will initiate and accelerate long-term benefits for people, the territory and the Olympic Movement. The IOC supports interested and Candidate Cities through tailor-made advice and access to expert networks.



Planning

Legacy planning is strengthened through the definition of an overall programme and priority actions during the Candidature Stage. These are further detailed in the form of a legacy plan. Host cities and legacy entities implement, evaluate and review the plan through the lifecycle. The IOC supports host cities and legacy entities with tailored advice, follow-up and access to expert networks.



Governance

Legacy governance is enhanced through the implementation of the organisational structures (entities and interfaces) directly responsible for legacy planning and delivery early in the lifecycle. Legacy entities are made resilient to operational and political pressure and participate in the main Olympic Games decision-making forums.



Funding

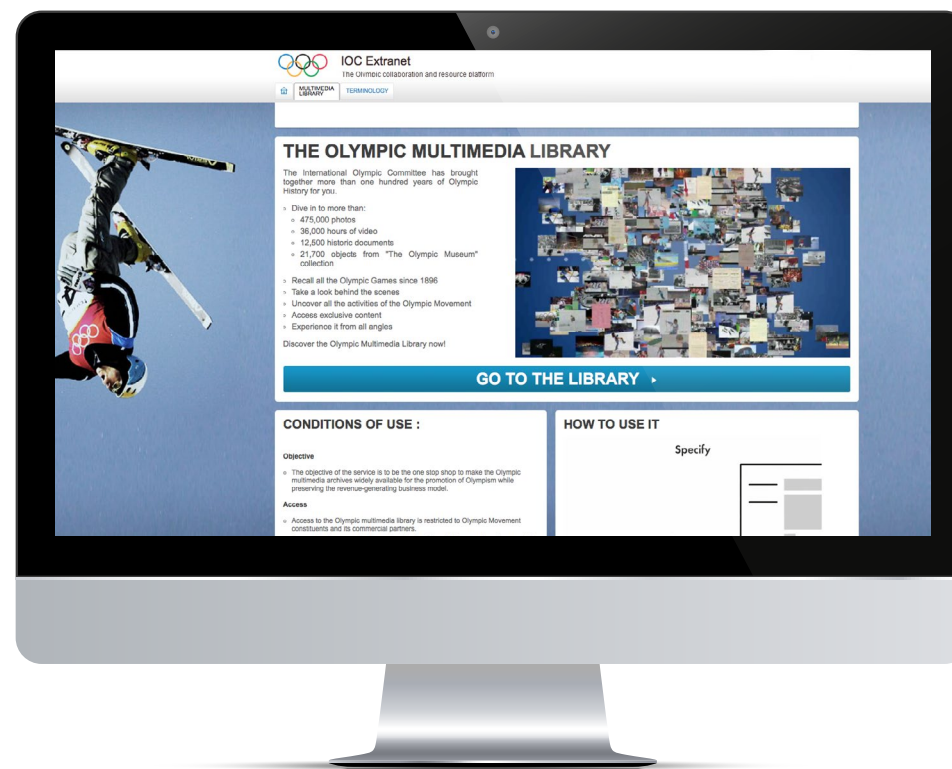
Legacy delivery is ensured through early definition of the roles and responsibilities of local authorities as regards the financing of the overall legacy programme and its specific initiatives. Long-term funding could be strengthened with any surplus from the Olympic Games.

DOCUMENT, ANALYSE AND PROACTIVELY COMMUNICATE THE LEGACY OF THE OLYMPIC GAMES

Status

Today, someone who wants to get an overview of the legacy of a specific Olympic Games edition can refer to multiple information sources:

- The Olympic World Library (OWL), developed and maintained by the Olympic Studies Centre, is a catalogue, information portal and search engine covering the main subject areas linked to the Olympic Games and the Olympic Movement, including legacy. Books, digital collections and journals can be searched online. A list of the main publications on impact and legacy in the OWL collection is available online¹⁹.
- The Olympic Multimedia Library contains 400,000 photos, 33,000 hours of video, 2,000 archive documents, 8,500 hours of sound recordings and 20,000 Olympic Museum objects, which are all visual illustrations of past Olympic Games²⁰.
- Information on legacy in different formats can also be found within different departments of the IOC administration.
- The Olympic Channel has produced content related to legacy which is accessible to the public²¹.
- At national/local level, information can be found in the official archives and on the websites of past host cities, and at research centres belonging to the network of Olympic Studies Centres.



The Olympic Multimedia Library is a key resource documenting past Olympic Games

¹⁹ <https://library.olympic.org/>.

²⁰ <https://library.olympic.org/Default/multimedia-library.aspx>.

²¹ <https://www.olympicchannel.com/en/>.

However, the options for overviews/consolidated information, such as quick-reference guides, short case studies, storytelling resources, facts and figures and dashboards, are limited.

More importantly, there is no common framework to assess what success looks like in regard to legacy, as confirmed by a recent systematic literature review on Olympic Games legacy²². The results of the systematic review revealed the following needs and opportunities in terms of methodology, scope and content of legacy evaluation:

- There is a need for longitudinal studies that examine legacies over longer timeframes.
- There is a need for the development of common methodologies regarding metrics indicators.
- There is a need for studies using systematic direct observation, primary data and monetary valuation methods.
- Intangible legacies are under-researched.
- Summer Games held in the period 1972-2004 and Winter Games held in the period 1968-2006 are under-researched.

Proposed approach

Moving forward, the IOC envisages taking a more active role in collecting and sharing quality information on the legacy of the Olympic Games. The priorities are:

- Report the legacy of upcoming Olympic Games on a regular basis.
- Capture the legacy of past Olympic Games.

This will be the basis for the IOC to proactively communicate to a wide audience the benefits of hosting the Olympic Games. A dedicated plan on legacy communication would follow the adoption of this Legacy Strategic Approach.



Mohand Amara's "Dialogue" in the Seoul Olympic Park. Olympic parks are legacies that are popular for locals and tourists alike

²² The literature review was carried out by a researcher at Mainz University with the support of the IOC. It looked at 863 academic articles, of which 204 were analysed in detail. The review included the legacies of Olympic Games editions from 1896 to 2016.

Report the legacy of upcoming Olympic Games on a regular basis

To support the local authorities with the regular reporting of legacy, the IOC has recently introduced a legacy reporting framework, devised in partnership with leading experts in this field. It applies a flexible structure to identify, describe, analyse and measure legacy.

Moving forward, host cities and legacy entities will apply the framework, starting with the identification of legacies, in the early years of Olympic Games preparation. The inventory of long-term benefits for people, the city and the Olympic Movement will be updated on a regular basis through the lifecycle.

The most important legacies (i.e. those defined as a priority by the local stakeholders) will be further described through short stories, case studies and images. They will be tracked continuously for several years after the Olympic Games have concluded.

In parallel with the inventory and tracking of legacy information, the cities and legacy entities will apply a common methodology to analyse and measure their Olympic Games legacy.

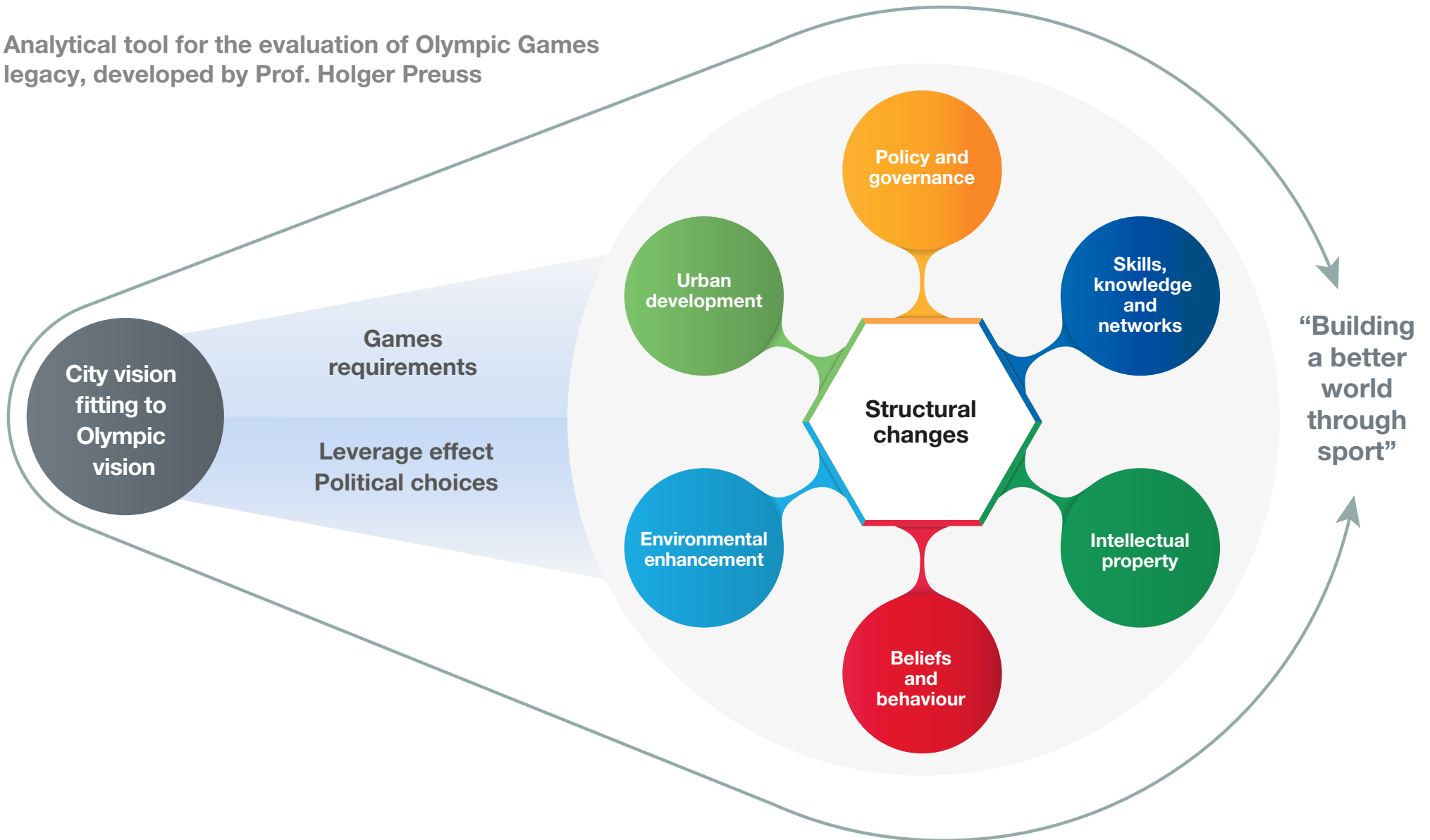
The analysis is based on a tool developed by Prof. Holger Preuss from Mainz University. The aim is to explain legacy from the point of view of causality and change, explaining how legacy is created and what is the specific role played by the hosting of the Olympic Games.



London's Queen Elizabeth Olympic Park is a key legacy from London 2012



Analytical tool for the evaluation of Olympic Games legacy, developed by Prof. Holger Preuss



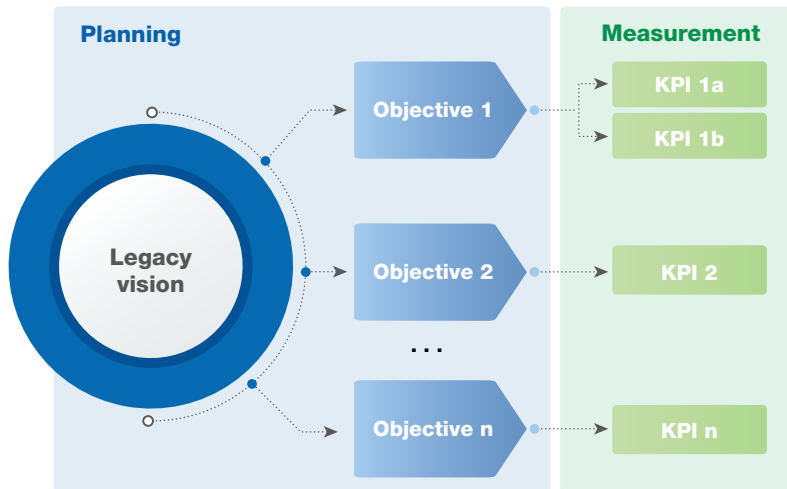


For each Olympic Games edition, legacy outcomes will be measured based on the specific vision, objectives and local context. The measurement will be based on a set of key performance indicators (KPIs), which will allow the success in delivering the legacy vision to be evaluated. Each Olympic Games edition will collect information to measure whether the legacy objectives have been achieved. In this way, the measurement will be closely linked to the legacy vision, priorities and objectives, through KPIs customised for each edition. Unexpected (i.e. unplanned) legacies and long-term negative outcomes from the Olympic Games will also be identified and measured.

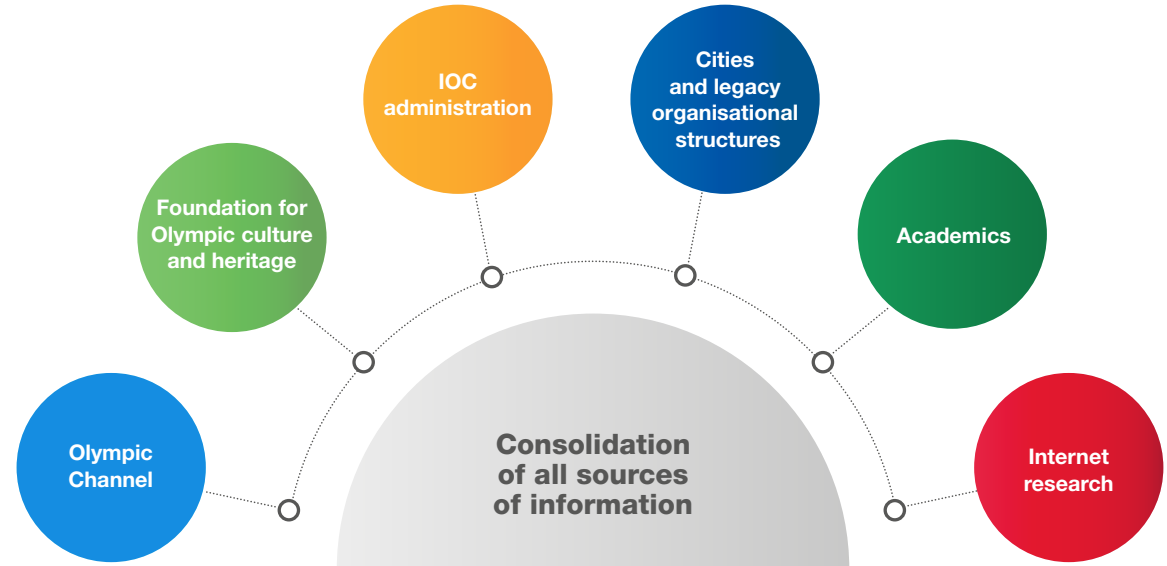
Capture the legacy of past Olympic Games

The first step to capture the legacy of past Olympic Games editions is to consolidate information from existing sources, inside and outside the IOC, leveraging the resources and networks of the Olympic Studies Centre and collaboration with universities and other independent third parties.

Legacy measurement



Consolidation of legacy information from different sources



IOC Legacy Strategic Approach: Moving Forward

Document, analyse and proactively communicate the legacy of the Olympic Games



The aim is to get information from different perspectives and points of view. Therefore, the desk research will be complemented by a process of dialogue with past host cities, legacy entities, research organisations and other stakeholders.

In this process, it is essential to be open to criticism and capture failed legacies and negative long-term outcomes. Understanding the causes of the failures constitutes a useful learning tool for upcoming editions.

A project to create a virtual hub for legacy information will be launched in 2018. It will feature content related to tangible and intangible long-term benefits from previous Olympic Games editions, presented in a friendly and multimedia format. This legacy information hub will be built gradually, upon the completion of an inventory of the legacy of each Olympic Games edition.

The legacy outcomes for each edition will be presented in different formats, such as quick-reference guides, short case studies, photo boards, facts and figures, indicators and dashboards. As the project develops, a section with cross-cutting themes – such as Olympic venues, design, innovation, “Olympic firsts”, diplomatic networks, and others – will be added. For example, on the theme of Olympic venues, the legacy information hub could include a map of all permanent venues constructed as a result of the Olympic Games (stadiums, competition arenas, Olympic Villages, media and broadcast centres and parks), flagging those with heritage protection status, and identifying those which are in use and not in use, and those which



Seoul's Olympic Park, which includes stadiums and a sculpture garden, is one of a host of permanent venues that will feature on the IOC's new legacy information hub



have been dismantled. It could also include an analysis of the heritage value of some venues, from sporting, architectural, historical, urban and symbolic perspectives.

The legacy information hub will also include a space for collaboration, where stakeholders will be able to contribute to the research effort by sharing legacy stories, which will be published, after being fact-checked, by the project team. The same approach can be adopted to capture the legacy from candidatures.

Roadmap for implementation

The first upcoming edition to use the IOC legacy reporting framework is Tokyo 2020. With Tokyo 2020, Beijing 2022, Paris 2024 and LA 2028, there is a unique opportunity for a proactive communication of legacy, based on the experience of the Olympic Games being hosted twice (or three times) in the same city.

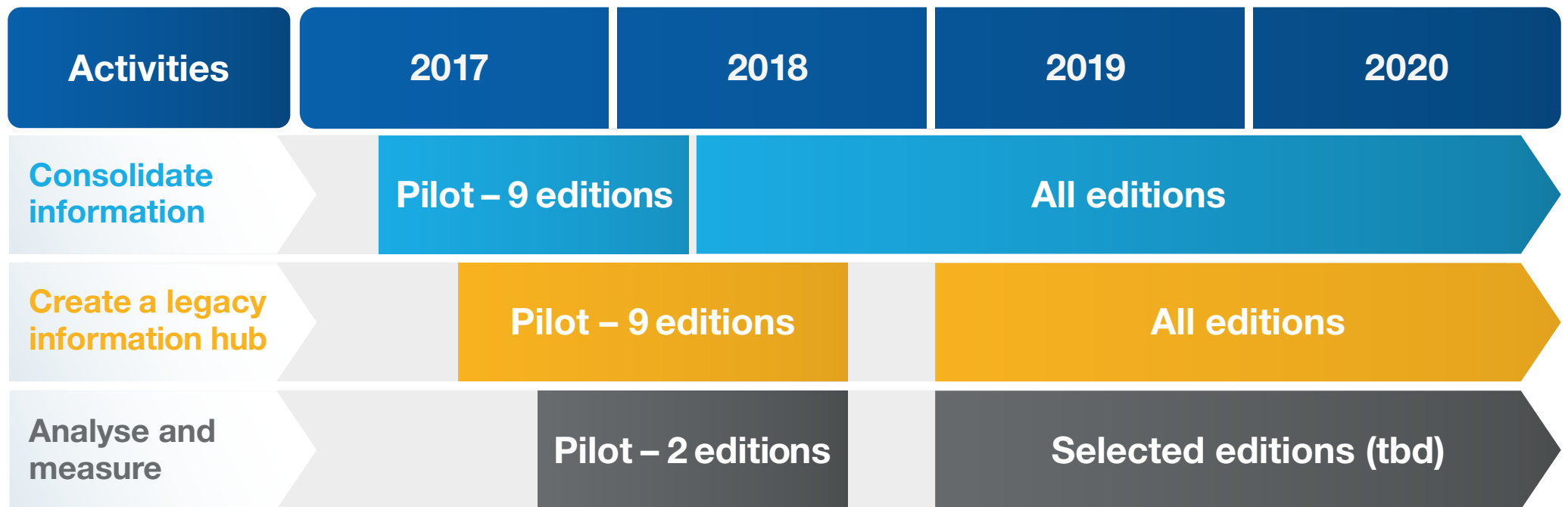
In regard to past Olympic Games, the aim is to complete the inventory of legacy from all previous Olympic Games editions by the end of 2020. The work started in March 2017 with a pilot exercise to capture the legacy of nine Olympic Games editions.

Olympic Games editions included in the pilot initiated in March 2017





Roadmap to implementation: capture the legacy of past Olympic Games





ENCOURAGE LEGACY CELEBRATION



Top: Barcelona recently celebrated 25 years since its 1992 Games
Below: Numerous events marked the 40th Anniversary of Montreal 1976

Status

Recommendation 36 of Olympic Agenda 2020 set the scene for a change of mindset towards a wider use of the Olympic brand for non-commercial purposes. In this context, there is increased potential to celebrate and promote Olympic legacy.

Through a dialogue with past host cities during the 2016 annual meeting of the World Union of Olympic Cities, and engagement with Barcelona and Grenoble in the first half of 2017, the following challenges and opportunities were identified.

Challenges

- ad-hoc approach from the IOC side;
- request for IOC support from cities based on past experience rather than on opportunities;
- lack of anticipation and timely planning from the cities;
- complexity of the triangulation between the city, the NOC and the IOC; and
- financing the celebrations while fully respecting the principle of non-commercial use of Olympic brand properties.

Opportunities

- build and sustain a positive image of the Olympic Games and the Olympic brand;
- use Olympic Games anniversaries as a season of celebration and engagement, with sporting, cultural, institutional and engagement activities;
- create permanent recognition of the Olympic Games by leveraging brand properties; and
- engage with all Games-makers through the creation of communities of former volunteers and staff.



Proposed approach

Moving forward, the IOC intends to proactively engage with cities and NOCs regarding the celebration of their Olympic legacy and compile a catalogue of assets and services available to cities and constituents of the Olympic Movement.

Olympic Games anniversary celebrations

Cities typically use Olympic Games anniversaries as an opportunity to celebrate their Olympic legacy. The proposed approach is to engage in a dialogue with local authorities and NOCs in a proactive way to celebrate major anniversaries.

The IOC considers the following anniversaries as major: five years²³, 10 years, 25 years, 50 years and 100 years. The major anniversary dates can be adapted for cultural reasons (align with dates that are more relevant in specific countries). For past host cities that have been elected to host the Olympic Games again in the near future, other anniversaries may be considered as a major celebration, provided that an engagement programme for the upcoming Olympic Games is part of the celebrations and is supported by the IOC, the NOC and the OCOG. Cities are also encouraged to celebrate the date the Olympic Games were awarded to the city and any other special occasions specific to their context.

The IOC aims to develop a catalogue of services and brand assets to be made available to cities in the context of major Olympic Games anniversary celebrations, including:

Protocol and institutional

- ensure the presence of IOC representatives at key celebration events; and
- support the reactivation of memorable moments, such as the torch and cauldron relighting at major anniversaries (5, 10, 25, 50 and 100 years).

Branding

- use an emblem to mark the celebration of major anniversaries (5, 10, 25, 50 and 100 years).

Sports events and athlete participation

- facilitate cities'/NOCs' dialogue with IFs in regard to the inclusion of sports events as part of the celebrations, typically focusing on editions where each sport was included on the Olympic programme for the first time or sports events where the host team excelled;
- connect with athletes who can act as ambassadors; and
- connect with NOCs in other countries to revive special sporting moments shared by the countries (such as a country's first ever medal, athletes' friendship gestures, etc.).

²³ There are other opportunities for local community engagement before the five-year anniversary, for instance "one year after" events. However, it is too close to the event to be considered a legacy.



Culture

- exhibition of the Olympic Films – the official film of each edition, restored with the latest digital technology;
- use of photos from different editions of the Games and from athletes for cultural operations (500,000 photos/8,500 hours of sound recordings/photographs of 20,500 artefacts and a selection of digitised Olympic historical archives);
- lend artefacts (torches, medals and Challenge Cups, stamps, coins and postcards, sports equipment, ceremony costumes, artworks, posters and paintings);
- lend material from Olympic Museum exhibitions and educational resources; and
- provide access to a network of photographers and film-makers.

Engagement

- support the holding of an Olympic Festival (live site for the broadcast of the Olympic Games in public spaces outside the host city) during the celebrations;
- the IOC to create a licensing line to produce souvenirs related to the anniversary celebration²⁴ and a heritage line (re-issuing products from the Games [e.g. mascots]); and
- support social media engagement.



Archive photograph from the Olympic Games Mexico City 1968 Opening Ceremony

²⁴ This will be a selection of products (e.g. mugs, caps, magnets, etc.) reproducing the anniversary emblem, with sales limited to the period of the celebrations. 100 per cent of revenues dedicated to cover the costs of the celebrations (no IOC or NOC share).

Permanent legacy initiatives

Olympic legacy celebration also includes permanent initiatives to mark important sites that hosted specific events or activities related to an edition of the Olympic Games and bring forward important legacy stories.

These could be commemorative plaques with images and text related to local Olympic athletes, or tourist signage with facts about the Olympic Games in venues which hosted Olympic events.

Heritage, cultural and brand assets could also be used in the context of permanent celebrations, under the following general principles:

- The objectives of the project are aligned with this Legacy Strategic Approach.
- Promotion of legacy is about meaningful storytelling and sharing interesting facts to inform the general public; it is not just about the placement of Olympic brand properties in public spaces.
- No non-Olympic commercial partners may gain any Olympic association from the implementation of the project.
- All projects are submitted to the IOC for validation and are well documented (objectives, results and pictures).
- Innovative/successful ideas could be shared as best practice examples through collaboration with the World Union of Olympic Cities.



The Vancouver Convention Centre hosted the Main Media Centre during the Olympic Winter Games in 2010. Today, it hosts over 500 events a year and annually accommodates hundreds of thousands of people, while also generating revenues for the city of Vancouver



Volunteers constitute a powerful network of skillsets and relationships that benefit other events

Communities

There is unexplored potential to create communities of Games-makers (volunteers, staff and spectators) who can act as permanent ambassadors after the Games. In some cities, like Barcelona, volunteers remain active and involved in sports volunteering. They also meet to celebrate their common Olympic (hi)story from time to time. In cities that hosted the Olympic Games more recently, such as London, Sochi and Rio, social media networks of volunteers and staff are still active.

The potential for engagement is very high. If we take, for example, the editions from the past 10 years, the communities could potentially reach out to 25,000 former OCOG staff, 180,000 volunteers and over 25 million people who enjoyed the Olympic Games on-site.

The proposal is for the IOC to ensure that the databases for staff and volunteers from each Games are recovered; identify existing communities; and study how the IOC can leverage existing initiatives such as the Olympic Channel. The communities could play a role in capturing legacy stories and maintaining an open dialogue on the theme with the local population, helping to keep the spirit of the Olympic Games alive.



Roadmap for implementation

The aim is for the IOC to become more proactive and open a dialogue with local authorities and NOCs in regard to major anniversary celebrations taking place in the next five years.

Upcoming major Olympic Games anniversaries

2018	2019	2020	2021	2022
10 years	5 years	10 years	25 years	10 years
 <p>Beijing 2008</p>	 <p>sochi.ru 2014</p>	 <p>vancouver 2010</p>	 <p>Atlanta 1996</p>	 <p>london</p>
50 years	25 years	100 years		50 years
  <p>LES JEUX OLYMPIQUES D'HIVER 89e GRENOBLE 1968</p>	 <p>Lillehammer '94</p>	 <p>- VII OLYMPIADE - ANVERS (BELGIQUE) 1920 AOÛT-SEPTEMBRE 1920</p>		  <p>SAPPORO '72</p>

BUILD STRATEGIC PARTNERSHIPS

This Strategic Approach was developed through a dialogue process which brought together different stakeholders from around the world (please refer to Annex 1). In the spirit of Olympic Agenda 2020, the IOC is to “open up to cooperation and network with competent and internationally recognised organisations and NGOs to increase the impact of its programmes”.

Main partnerships

Partnerships with the wider Olympic Movement are an integral part of this Strategic Approach. Close collaboration with the International Federations, National Olympic Committees, Olympic Museums, Olympic Studies Centres, the World Olympians Association and the commercial partners (TOPs) will benefit the further development and the implementation of the IOC’s legacy work. Their experience, programmes, activities and networks can be leveraged to extend the IOC’s reach in supporting the delivery of legacy objectives.



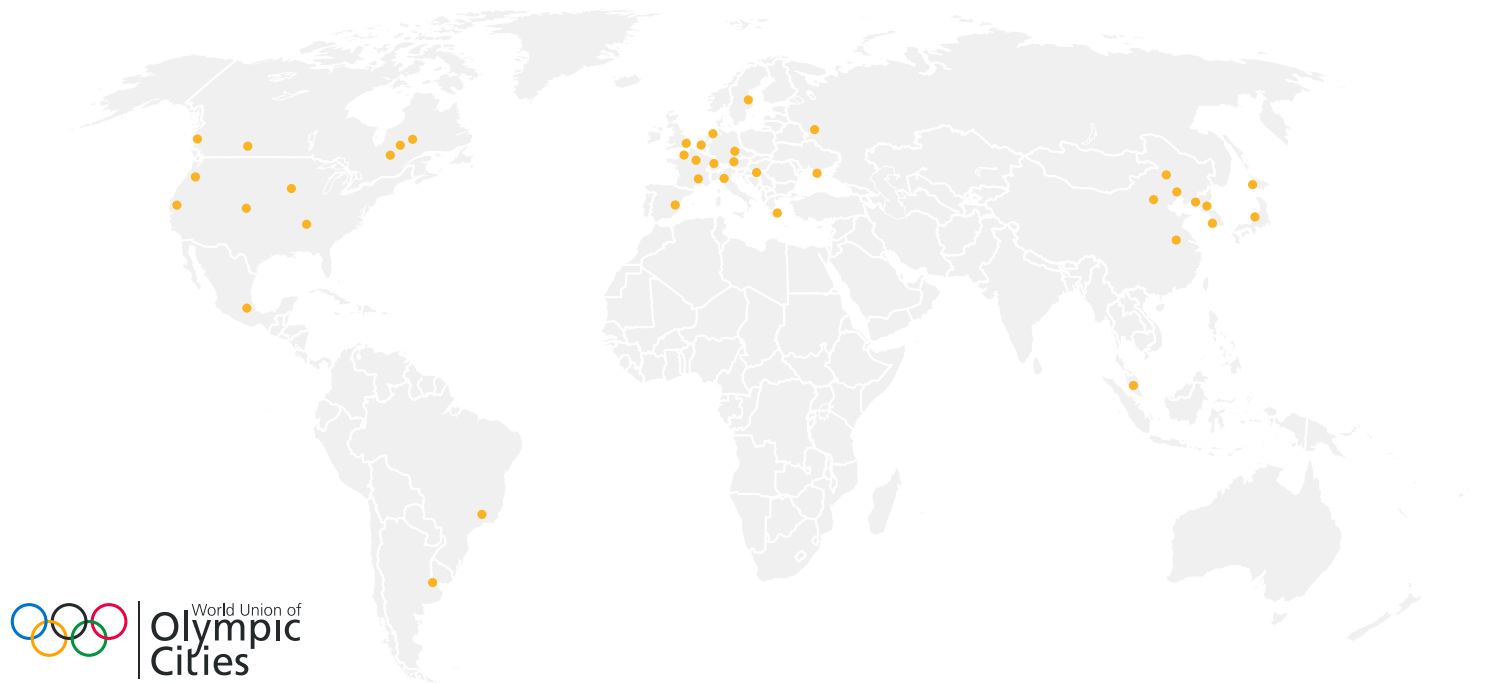
Increased grassroots sports participation has been one of the legacies of the Olympic Games Barcelona 1992



The World Union of Olympic Cities has a key role to play in the implementation of this strategy. The mission of the Union is “to facilitate and qualify an on-going dialogue between former and future Olympic Games host cities to ensure the continued positive impact of the Games and to share the outcome of this dialogue with cities around the world”²⁵.

The Union currently has 36 members – cities that hosted or co-hosted the Olympic Games and the Youth Olympic Games – bringing together 63 per cent of the past hosts of the Olympic Games (please refer to Annex 3). The World Union was created by Lausanne, the Olympic Capital and headquarters of the IOC, and Athens.

World Union of Olympic Cities membership



²⁵ www.olympiccities.org.



The Active Well-being Initiative (AWI), supported by the IOC Sport and Active Society Commission, provides another key network. It is a non-governmental organisation based in Switzerland, created as a partnership between The Association for International Sport for All (TAFISA) and Evaleo, an NGO specialising in development and the promotion of well-being and sustainable health. Its mission is to promote health and physical activity in cities across the world through the Global Active City programme (please refer to Annex 4).



Partnerships with other organisations

Looking ahead, the IOC aims to broaden the scope of strategic partnerships. Examples of potential partnerships are listed opposite, but are not exhaustive.

City coalitions

- C40 Cities Climate Leadership Group, which connects more than 90 of the world's greatest cities, representing over 650 million people and one-quarter of the global economy, including most of the cities which hosted the Olympic Games.
- Other coalitions such as Metropolis, a world association of major cities and metropolitan areas, and 100 Resilient Cities.

Academic partnerships

- Local universities and the network of Olympic Studies Centres, through the Olympic Studies Centre.
- The International Academy of Sport Science and Technology (AISTS), of which the IOC is a founder.
- The University of Mainz, represented in the IOC Sustainability and Legacy Commission.



Academic partnerships, such as those with local universities, contribute to the Olympic Games' social and economic legacies

Other organisations in fields relevant to Olympic legacy

- organisers of non-Olympic events;
- Yunus Foundation, World Economic Forum, Ashoka and other organisations dedicated to the use of social business to scale up and sustain social and human legacies;
- UNESCO, in regard to World Heritage Sites and cultural heritage from the Olympic Games;
- Urban Land Institute, in regard to urban development.

GOVERNANCE AND IMPLEMENTATION

Governance

The IOC Executive Board, chaired by the IOC President, is the primary decision-making body of the IOC. The Board includes 15 individuals: the IOC President, four Vice-Presidents and 10 IOC Members. Approving the Legacy Strategic Approach falls within the IOC Executive Board's remit.

The IOC Sustainability and Legacy Commission, chaired by HRH Prince Albert II of Monaco, advises the IOC Session, the IOC Executive Board and the IOC President on sustainability and legacy matters related to sport. The Commission comprises 29 individuals (in 2017) including IOC Members, Olympic Movement representatives and experts.

Within the IOC administration, the Director General is the lead executive officer. He oversees the running of the organisation and allocation of resources – including for the delivery of the Legacy Strategic Approach. The Director General provides the interface between all departments and the Executive Board, and reports directly to the IOC President.

The Corporate Development, Brand and Sustainability Department is in charge of developing, coordinating and implementing the Legacy Strategic Approach. It has a dedicated Legacy team. The Director of this Department reports to the IOC Director General and sits on the Directors' Committee alongside other departmental directors. The Corporate Development, Brand and Sustainability Department also supports the IOC Sustainability and Legacy Commission in its work.



Members of the IOC Sustainability and Legacy Commission

The IOC Legacy team collaborates with all IOC departments and entities. In all matters related to embedding legacy through the lifecycle of the Olympic Games, the Legacy team supports the Olympic Games Department (Candidature, Engagement, Venues and Infrastructure and Knowledge Management teams) and the Coordination Commission, providing expertise and advice. The Coordination Commission leads the implementation of this Legacy Strategic Approach in regards to upcoming Olympic Games through a legacy working group. The Legacy team collaborates closely with the Sports Department, the Olympic Foundation for Culture and Heritage (Olympic Studies Centre, International Programmes, Heritage Management, Education and Cultural Programmes), the National Olympic Committee (NOC) Relations Department, the Legal Affairs Department, the Strategic



Communications Department, IOC Television and Marketing Services and the Olympic Channel. Representatives from these departments constitute the core team that supports implementation across the organisation, reviews progress on a regular basis and provides feedback and recommendations for improvement.

The Corporate Development, Brand and Sustainability Department directly manages the IOC's relationship with the World Union of Olympic Cities. A group of external stakeholders is consulted on a regular basis to gather feedback on the implementation of the Legacy Strategic Approach.

Funding

The activities under the direct responsibility of the IOC will be funded through the IOC budget for legacy in the period 2017-2020.

The activities under the responsibility of the city authorities and legacy entities will be funded mainly through local budget (private and public).

Additional funding could be leveraged through:

- existing programmes of Olympic Solidarity;
- existing IOC initiatives such as the Olympic Festival (for specific projects aligned with IOC strategic programmes); and
- surplus from the Olympic Games.



Funding from Olympic Solidarity supports sports activities all across the world, such as the Refugee Olympic Team

Feedback

The development of this Strategic Approach has been possible only thanks to the active collaboration and participation of numerous stakeholders. We intend to continue in this spirit of open dialogue and cooperation, and therefore we welcome feedback, comments and suggestions for further improvements. Please contact us in either English or French at: olympic.legacy@olympic.org.



ANNEXES

Annex 1: Consultation process

An extensive consultation exercise throughout the Olympic Movement and beyond, with wider stakeholders and the general public, was carried out in 2014 as part of Olympic Agenda 2020. A total of 1,200 ideas were received from 270 contributors. After internal assessment, the contributions were taken through a series of expert multi-stakeholder working groups, including a Sustainability and Legacy Working Group that met and reported in June 2014. The inputs were condensed into 40 main recommendations, all of which were approved unanimously by a special IOC Session in Monaco in December 2014 – giving rise to Olympic Agenda 2020.

The consultation with organisations and individual experts intensified in 2017. We consulted with:

- Some 29 cities (21 Olympic cities, three YOG cities and five cities that hosted Olympic events) during the 2015, 2016 and 2017 annual meetings of the World Union of Olympic Cities;
- A sample of legacy entities and National Olympic Committees (NOCs) representing different regions of the world which hosted the Olympic Games in different decades (Innsbruck 1964 and 1976; Seoul 1988; Calgary 1988; Barcelona 1992; Vancouver 2010; London 2012; Sochi 2014; and Rio 2016);
- A sample of the IFs, through their representatives at the IOC Sustainability and Legacy Commission;
- The Organising Committees for the Olympic Games 2018, 2020 and 2022 (OCOGs) and the 2024 Candidate Cities;
- Some 21 academics from the five continents who have been actively researching Olympic legacy (exercise conducted by Prof. Holger Preuss on behalf of the IOC);
- A sample of five experts with hands-on experience in managing legacy programmes in the post-Games phase, from five cities in three different continents;
- The IOC administration at large, including the following departments: Games; Sports; Strategic Communications; the Olympic Foundation for Culture and Heritage; NOC Relations; Television and Marketing Services; Legal Affairs; and the Olympic Channel.
- Two TOP Partners.



Annex 2: Extract from Host City Contract (HCC) Operational Requirements

Version of December 2016 (applicable to the Olympic Games Paris 2024)

In order to deliver Sustainability and Olympic Legacy requirements [...], the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

SUS 04 - Content of the Olympic legacy plan

Ensure that the Olympic legacy plan addresses the following matters:

- concerns for post-Olympic use of venues and other facilities and infrastructures,
- intangible legacies such as social development, sport development, human development, intellectual property, and innovation.
- post-Games use of Olympic brand properties, e.g. venue naming, spectacles, commemorative plaques, historic signage.

Submit the Olympic legacy plan to the IOC comments and approval before publication.

SUS 05 - Governance

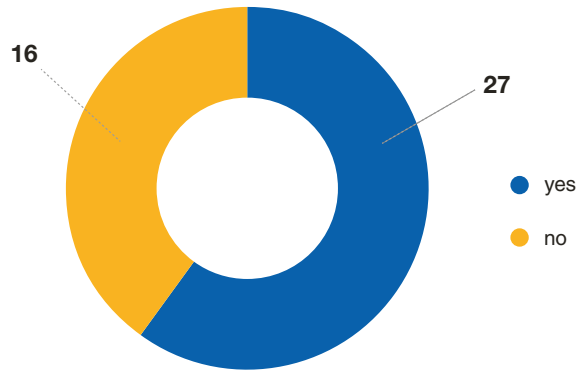
In coordination with the Host City and relevant Host Country Authorities, develop appropriate governance structures or arrangements to oversee the fulfilment of sustainability and legacy requirements described in SUS 01 (Sustainability strategy), SUS 02 (Content of the Sustainability strategy), SUS 03 (Sustainability implementation plans) and SUS 04 (Content of the Olympic legacy plan). Ensure that the governance structures are based on the principles listed below:

- transparent mechanisms to resolve any potential breaches of policies, strategies and plans;
- appropriate audit and assurance programme to monitor compliance with sustainability policies, strategies and plans; and
- coordination of communications and responses to issues.



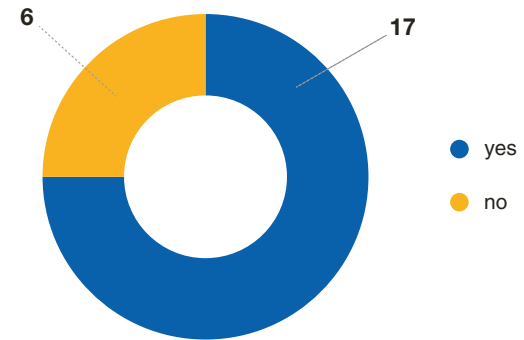
Annex 3: World Union of Olympic Cities

Olympic Games
Members of the World Union of Olympic Cities

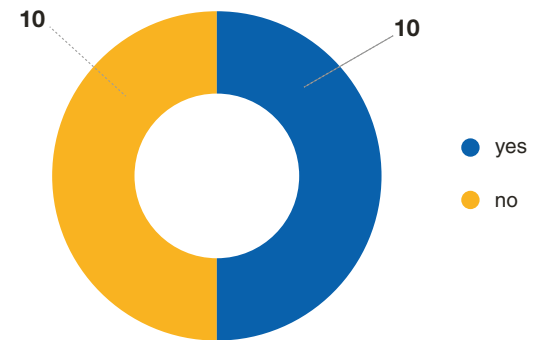


27 out of 43 cities; 37 editions out of 52 (include all host cities designated until 2028)

Summer Olympic Games
Members of the World Union of Olympic Cities



Winter Olympic Games
Members of the World Union of Olympic Cities





27 past host cities, *members of the Union*:

Albertville 1992 (1)
Amsterdam 1928 (1)
Antwerp 1920 (1)
Athens 1896; 2004 (2)
Atlanta 1996 (1)
Barcelona 1992 (1)
Beijing 2008 (1)
Calgary 1988 (1)
Innsbruck 1964; 1976 (2)
Lake Placid 1932; 1980 (2)
London 1908; 1948; 2012 (3)
Los Angeles 1932; 1984; 2028 (3)
Mexico City 1968 (1)
Montreal 1976 (1)
Moscow 1980 (1)
Munich 1972 (1)
Paris 1900; 1924; 2024 (3)
PyeongChang 2018 (1)
Rio de Janeiro 2016 (1)
St Louis 1904 (1)
St Moritz 1928; 1948 (2)
Sapporo 1972 (1)
Sarajevo 1984 (1)
Sochi 2014 (1)
Squaw Valley 1960 (1)
Stockholm 1912 (1)
Tokyo 2020 (1)

Note: (number of editions hosted and to be hosted)

16 past host cities of the Olympic Games, *not present in the Union*:

Berlin 1936 (1)
Chamonix 1924 (1)
Cortina d'Ampezzo 1956 (1)
Garmisch-Partenkirchen 1936 (1)
Grenoble 1968 (1)
Helsinki 1952 (1)
Lillehammer 1994 (1)
Melbourne 1956 (1)

Nagano 1998 (1)
Oslo 1952 (1)
Rome 1960 (1)
Salt Lake City 2002 (1)
Seoul 1988 (1)
Sydney 2000 (1)
Turin 2006 (1)
Vancouver 2010 (1)

Youth Olympic Games: **Members of the Union:**

Singapore
Nanjing
Innsbruck
Lausanne
Buenos Aires

Not in the Union:

Lillehammer



Annex 4: Global Active City programme

The Global Active City programme is a new health and physical activity promotion scheme that is proven to increase individual and collective well-being among the world's growing urban population. It includes a number of standards, supporting tools and training modules to enable cities and their leaders to take healthy steps towards the enhanced well-being of their population.

While all cities have their own structure and culture, they often face the same challenges: growing urbanisation, increasingly sedentary lifestyles and social inequality. The AWI thus takes an organic, systemic, flexible and evolutive approach, and provides tools that can be adapted to the local context in terms of size, environment and objectives.

The Global Active City programme, which is aligned with the recommendations and guidelines of the WHO, UNESCO, UN Habitat and other international organisations, has been applied successfully in 10 pilot cities: Buenos Aires, Argentina;

Gaborone, Botswana; Karşıyaka, Turkey; Lausanne, Switzerland; Lillehammer, Norway; Liverpool, UK; Ljubljana, Slovenia; Port Moresby, Papua New Guinea; Richmond, Canada; and Tampere, Finland.

The city of Liverpool was the first to put in place its own “Active City” model, back in 2005. When the programme was launched, fewer than one person in five exercised for at least 30 minutes, three times a week. Twelve years later, that figure is now one adult in two. Liverpool's next target is to become the most active city in England by 2021 and use its experience to help other cities.

The IOC has supported the Global Active City programme since the early days of its development in 2013.

In due course, cities will be able to obtain the Global Active City label to illustrate the quality and effectiveness of their projects in this area.

More information can be found at: activewellbeing.org

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