



MEGA EVENT PLANNING

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Governing Post-Winter Olympic Games Legacies

Salt Lake City 2002, Vancouver 2010,
PyeongChang 2018

Jinsu Byun · Becca Leopkey
Mathew Dowling

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Mega Event Planning

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Jinsu Byun • Becca Leopkey
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PREFACE

The origins of this book stem from a growing recognition of the importance of the need to ensure that the legacies of sporting mega-events, such as the Olympic and Paralympic Games, are managed and realized. Over the past two decades, we have witnessed a significant need for host cities/countries to design and implement appropriate structures and processes to govern Olympic legacies more effectively. While the idea of securing legacies after a sporting event is not new, its use as both a central claim to justify the cost of bidding for and hosting of mega-events and its formalization and integration into the bidding and hosting process is a recent phenomenon. More specifically, the International Olympic Committee (IOC), the international governing body responsible for distributing the rights to host the Olympic Games, continues to promote the idea of positive, sustainable, long-term legacies as benefits to Olympic host communities. In response, recent editions of the Games have focused on creating legacy organizations tasked with overseeing legacy management either prior to or after the hosting of the Games.

Despite the emergence of these unique organizations, there remains a lack of research focusing on their role within managing legacies and how they interact with stakeholders to create and sustain legacies. Furthermore, given the complexity of managing and sustaining legacies, which often involves working with multiple stakeholders through a process of cooperation and mutual adjustment, the management of legacies post-Games can be viewed as a systemic governance issue. Therefore, it is critical to design and implement appropriate Olympic legacy governance structures and processes that will help create and sustain Olympic legacies.

Few studies have investigated how legacies are governed, particularly during the post-Games phase. Of the studies that do exist, many of them focus on single events and contexts. This study provides the first attempt to conduct a comparative analysis of legacy organizations and their interactions with multiple stakeholders across multiple editions of the Winter Olympic Games. The book represents the culmination of our previous work, focusing on better understanding the nature of how legacies can be created and sustained post-Games (Byun, 2021; Byun & Leopkey, 2020, 2021, 2022; Byun et al., 2023). Specifically, we build upon and extend this body of work by refining a conceptual model of post-Games legacy organizations and apply it to multiple cases (i.e., host cities) to empirically examine how legacies of the winter Olympic games have been managed to date.

In this sense, not only do we attempt to theorize how legacy organizations govern over legacies, but we also explore how legacies have been managed by legacy organizations through contemporary editions of the Games. In doing so, we hope that our findings have practical implications for how to manage legacies in future editions of the Games.

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ABBREVIATIONS

2010LN	2010 Legacies Now
FIS	Fédération Internationale de Ski
IBSF	The International Bobsleigh & Skeleton Federation
IF	International Federation
IIHF	International Ice Hockey Federation
IOC	International Olympic Committee
ISF	The International Sport Strategy Foundation
KNU	Kangwon National University
LIFT	LIFT Impact Partners
MCST	The Ministry of Culture, Sports and Tourism
MOU	Memorandum of Understanding
MPA	Multiparty Agreement for the 2010 Winter Olympic and Paralympic Games
NF	National Federation
NGB	National Governing Body
NOC	National Olympic Committee
OCOG	The Organising Committees for the Olympic Games
PLF	PyeongChang 2018 Legacy Foundation
POCOG	The PyeongChang Organizing Committee for the 2018 Olympic & Paralympic Games
RMOW	The Resort Municipality of Whistler
SLOC	The Salt Lake Organizing Committee for the Olympic and Paralympic Winter Games of 2002
SPO	Social Purpose Organization
UOLF	Utah Olympic Legacy Foundation
USOPC	The U.S. Olympic and Paralympic Committee
USSA	The U.S. Ski and Snowboard Association

VANOC	The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games
WSL	Whistler Sport Legacies
YOG	Youth Olympic Games

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